



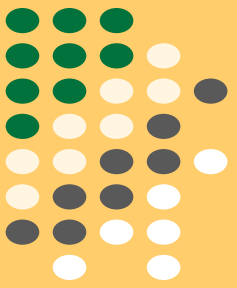
2025

Employment Law Update

November 2025

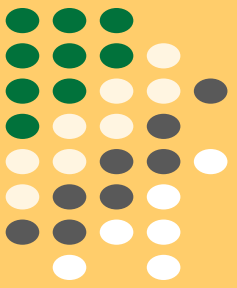
Employment Rights Bill





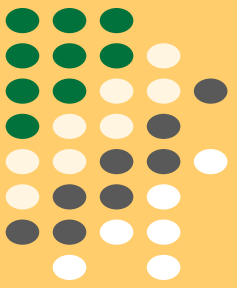
What Will Happen – And When?

- **Collective Redundancy – changes likely in 2027.**
- **Discrimination/ Harassment – changes in April 2026 and October 2026.**
- **Employment Tribunals (Time Limits) – changes in October 2026.**
- **Equality Action Plans – new duty likely in 2027.**
- **Fair Work Agency – due to be established in April 2026.**
- **Families – various dates...**
- **Fire and Rehire – changes in October 2026.**



What Will Happen – And When?

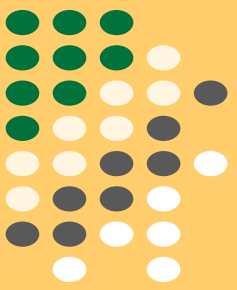
- **Non-Disclosure Agreements – imminent.**
- **Statutory Sick Pay – changes due in April 2026.**
- **Tips Policies – October 2026.**
- **Trade Union Recognition – October 2026.**
- **Unfair Dismissal as a Day 1 Right – 2027.**
- **Zero Hours Contracts - 2027**



Collective Redundancy

Current position:

- When it is proposed that 20 or more employees will be redundant from one establishment within a period of 90 days there is a requirement to consult with employee representatives for a minimum of 30 days.
- When it is proposed that 100 or more employees will be redundant from one establishment within a period of 90 days there is a requirement to consult with employee representatives for a minimum of 45 days.
- A failure to comply may result in a protective award of up to 90 days pay per affected employee.



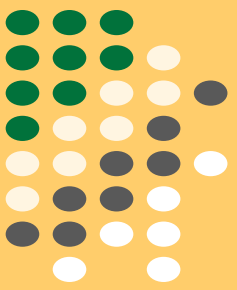
Collective Redundancy

It was proposed that the words “one establishment” would be removed from the legislation. This would increase the application of collective consultation.

Now, it is proposed that the requirement for collective consultation will apply:

- In the same way as it does now; and/or
- Where more than a threshold amount of employees will be redundant across a business.
- The protective award will double to up to 180 days pay per affected employee.

The government will consult further, with a view to changes coming into force in 2027.

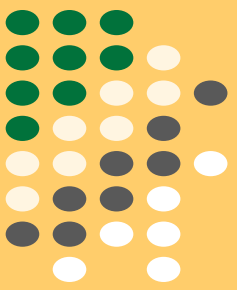


Discrimination/ Harassment

Since October 2024, employers have been under a duty to take reasonable steps to prevent sexual harassment of their staff. A breach of this duty may result in an award of compensation being increased by 25%

From April 2026 reporting that sexual harassment has occurred or is likely to occur will become a protected disclosure covered by whistleblowing laws.

From October 2026, the burden will increase – employers will have duty to take ALL reasonable steps to (i) prevent sexual harassment of their staff and (ii) prevent third party harassment on any protected characteristic.

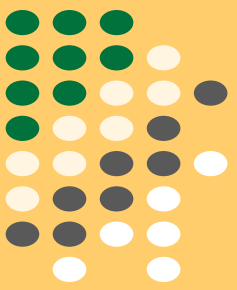


In the course of employment?

Whether an act is done in the course of employment is a finding of fact for the Tribunal. This means there may be different decisions made in circumstances that appear similar.

Examples:

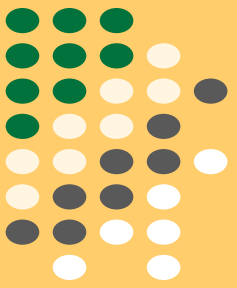
- **A sexual assault by a male police officer against a female police officer in a police section house, when both were off duty – was held to be not in the course of employment.**
- **Sexual harassment by a male police officer of a female police officer in a pub gathering after work – was held to be in the course of employment.**



Discrimination/ Harassment

What are reasonable steps?

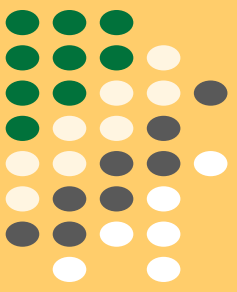
- **Policies – covering harassment and discrimination.**
- **Training – to raise awareness of your policy and what behaviours are not acceptable in your workplace.**
- **Signposting – how to raise concerns, who to, confidentiality.**
- **Enforcement – swift investigation and response, enforce policies consistently and robustly, zero tolerance approach – sexual harassment will usually be a gross misconduct offence.**
- **Cont...**



Discrimination/ Harassment

What are reasonable steps cont..?

- **Anonymous surveys – to identify areas of risk, act on suggestions.**
- **Risk assessments – particular departments, particular occasions.**
- **Record keeping – concerns raised, actions taken.**
- **Contractual clauses with third parties.**

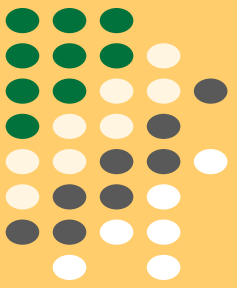


Discrimination/ Harassment

The Equality and Human Rights Commission (EHRC) has the power to investigate and take enforcement action in relation to sexual harassment.

Lidl have entered into a legally binding agreement with the EHRC after a Tribunal ruling found that they had failed to take reasonable steps to prevent sexual harassment of a young female employee.

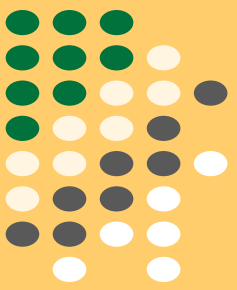
Lidl have agreed to take proactive steps to review policies and training, conduct risk assessments, analyse complaint data and engage with equality and diversity groups to identify and mitigate risks. If they fail to do this, it could result in financial penalties.



Employment Tribunals (Fees)

The government has confirmed that it will not re-introduce Employment Tribunal fees.

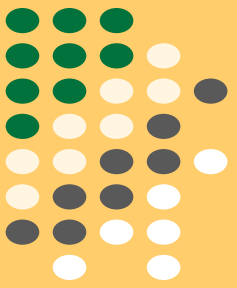
It will therefore remain free to bring a case to an Employment Tribunal.



Employment Tribunals (Time Limits)

Current position:

- In most cases an employee must take their complaint to ACAS within 3 months from (i) the date of the act complained of or (ii) their last day of employment.
- They can spend up to 6 weeks in “Early Conciliation” with ACAS.
- They can then submit their claim to the Tribunal. In most cases the 3 month time limit is extended by the longer of one month or the amount of time spent in Early Conciliation with ACAS.
- So they have approximately 4 ½ months total to put their claim into the Tribunal.



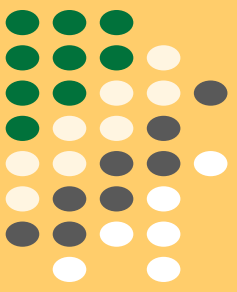
Employment Tribunals (Time Limits)

From 1 December 2025 – a claimant will be able to spend up to 12 weeks in Early Conciliation with ACAS.

This will give them approximately 6 months total to put their claim into the Tribunal.

From October 2026, the time limit for bringing a claim will increase from 3 months to 6 months.

This will give them a total of approximately 9 months total to put their claim into the Tribunal.



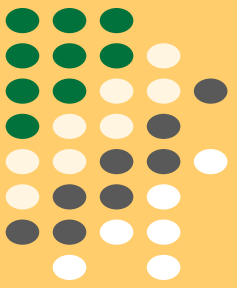
Equality Action Plans

Employers with 250+ employees have to comply with gender reporting requirements.

It is proposed that they will also have to publish equality action plans setting out the steps they are taking to achieve gender equality, this will include:

- How they're advancing equality between male and female employees.
- Gender pay gap reporting.
- How they're supporting employees through menopause.

These changes are expected in 2027.

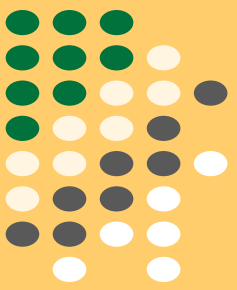


Fair Work Agency

This is due to be established in April 2026.

It will have power to enforce employment legislation, which will include visiting employer premises and carrying out investigations. And, it will be able to charge employers for the costs of enforcement action.

It will also have the power to bring Employment Tribunal proceedings against an employer in place of a worker.



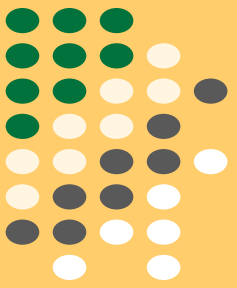
Families and Pregnancy

Current position:

Employees who are pregnant or who are on or returning from maternity, adoption or shared parental leave, are protected from redundancy:

- **During pregnancy; and**
- **For 18 months from the child's date of birth or placement for adoption.**

They have the right to return to the same job. Or, if the job is genuinely at risk of redundancy, they are entitled to be given priority for any opportunities for redeployment.

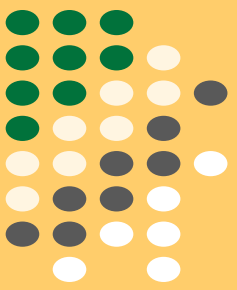


Families and Pregnancy

It is proposed that the protection will extend to employees who are dismissed for any reason.

This could mean that an employee dismissed for conduct or capability issues could have a right to be redeployed.

This is under consultation.



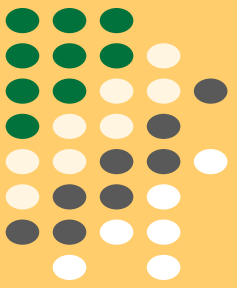
Families and Paternity Leave

At present, in order to be eligible for paternity leave and pay an employee must have 26 weeks of continuous service ending with either:

- **the 15th week before the expected week of childbirth; or**
- **the week they were matched for adoption.**

Paternity leave is a maximum of 2 weeks, which may be taken in 1 block of 2 weeks or 2 blocks of 1 week at any time in the first year.

Paternity pay is the lower of 90% of average weekly earnings or the statutory rate, which is currently £187.18 per week.

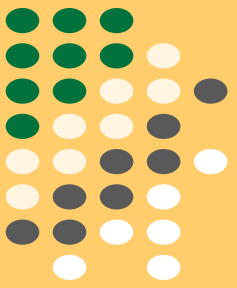


Families and Paternity Leave

From April 2026, the paternity leave will become a day 1 right. This brings it in line with maternity leave.

It has been suggested that paternity pay could also become a day 1 right.

The government intends to review all family leave and pay (including maternity, paternity, adoption, shared parental, unpaid parental, neonatal care, and parental bereavement) with proposed changes to be suggested in early 2027.

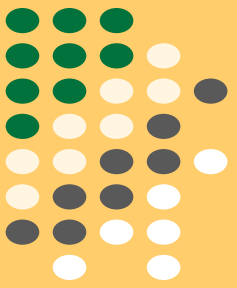


Families and Parental Leave

At present, in order to be eligible for unpaid parental leave an employee must have 1 year of continuous service.

Parents can take up to 18 weeks of parental leave for each child until the child is 18 years old. Leave must be taken in blocks of weeks and is subject to a maximum of 4 weeks per year.

From April 2026, unpaid parental leave will become a day 1 right.

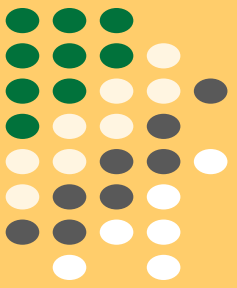


Families and Bereavement

It is proposed that the right to take statutory bereavement leave will be extended.

Currently, the only statutory bereavement leave is the right for parents to take 2 weeks bereavement leave with statutory pay in connection with the loss of a child.

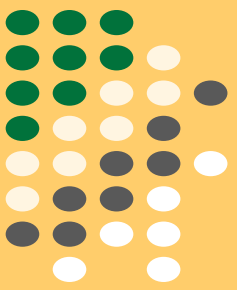
It is proposed that there will be a minimum of 1 week of unpaid bereavement leave available in connection with the death of a loved one and in connection with a loss of pregnancy before 24 weeks.



Families and Bereavement

The government has started consultation on this, which is open until 15 January 2026.

Changes are due in 2027.

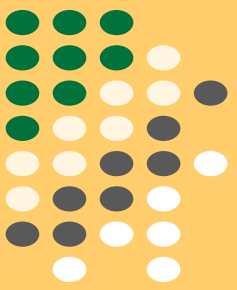


Fire and Re-Hire

Current position:

If an employer wants to change contractual terms they should:

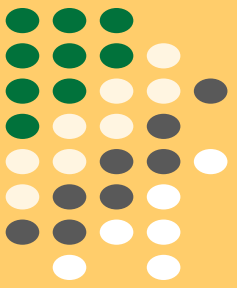
- **Provide information about the proposed change, the business reasons for it, who is affected by it and when the change will take effect.**
- **Engage in meaningful consultation for as long as possible and in good faith. Consultation may be with a recognised trade union, elected employee representative or the individual employees.**
- **If changes aren't agreed, re-examine proposals and consider whether to proceed.**
- **Check whether they have a contractual right to make the changes.**



Fire and Re-Hire

If agreement is not reached:

- **The employer can impose changes and risk employees working under protest or refusing to work or claims for constructive unfair dismissal; OR**
- **The employer can dismiss employees on the old contract and offer immediate reinstatement on the new contract “fire and re-hire”. This should be a last resort. If employees decline immediate reinstatement, the employer risks unfair dismissal claims.**

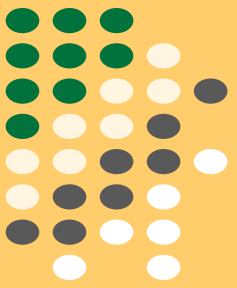


Fire and Re-Hire

From October 2026, a fire and re-hire dismissal will be automatically unfair unless it is done in circumstances of financial difficulty.

This will apply to any if the changes to contract that are:

- Related to pay;
- Related to pensions;
- Related to hours of work;
- Related to a reduction in holiday or other time off.

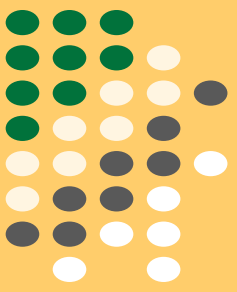


Flexible Working Requests

Since April 2024, employees have been able to make a flexible working request from day one of their employment.

Employers will still be able to refuse a request on one of the 8 grounds. The Employment Rights Act will introduce a test that the refusal must be reasonable.

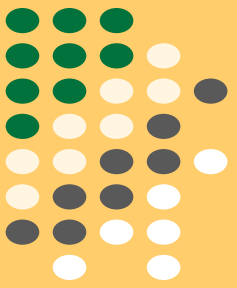
You will therefore need to explain in writing why you have refused a request, to demonstrate that it is reasonable.



Flexible Working Requests

The 8 grounds are:

- It will cost your business too much
- You cannot reorganise work amount other staff
- You cannot recruit more staff
- There will be a negative effect on quality of work
- There will be a negative effect on ability to meet customer demand
- There will be a negative effect on performance
- There is not enough work available in periods the employee wants to work
- There are planned structural changes to the business

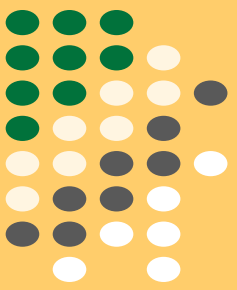


Non-Disclosure Agreements

Any clause in an agreement between an employer and a worker that tries to prevent the worker from disclosing information relating to harassment or discrimination will be void.

This will apply to contracts of employment, settlement agreements, NDAs and any other type of agreement. There may be an exception where the agreement is one requested by the worker.

This rule has applied to higher education settings since 1st August and is expected to come into force more widely in the near future.

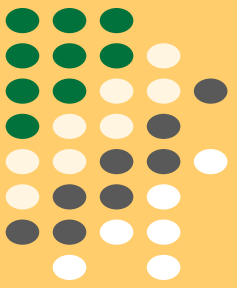


Statutory Sick Pay

The following changes are expected to take place in April 2026:

- The 3 waiting days will be removed and SSP will become payable from the first day of sickness absence.
- The requirement for staff to earn the lower earnings limit for NI contributions in order to be eligible for SSP will be removed, meaning more of the workforce can access SSP.

This will increase your costs. It may increase absenteeism.

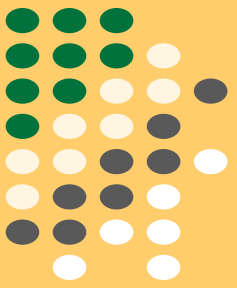


Tips and Gratuities

Employers are already required to pass on tips and gratuities in full.

From October 2026, employers will need to have a Tips Policy that they review every 3 years.

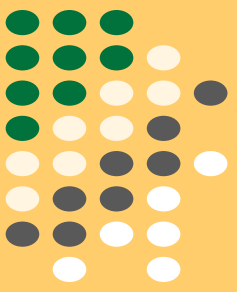
In addition, employers will need to consult with staff (and recognised trade unions if applicable) about the Tips Policy as part of their review AND make an anonymised summary of views expressed within the consultation.



Trade Unions

From October 2026:

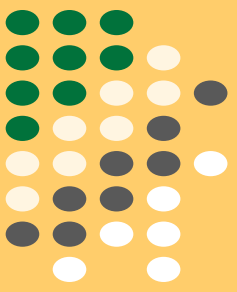
- Employers will need to give staff a statement about their right to join a trade union.
- Unions will be able to apply to an employing organisation for recognition and, if this is refused, the union may apply to the Central Arbitration Committee for an order of recognition. The union will need to show that a % of the workforce are already members of the union and that there is likely to be majority support for union recognition.



Trade Unions

- **The Strikes (Minimum Service Levels) Act 2023 will be repealed and restrictions on industrial action and picketing in other legislation will largely be removed.**
- **Unions will only need to give 10 days notice of industrial action.**

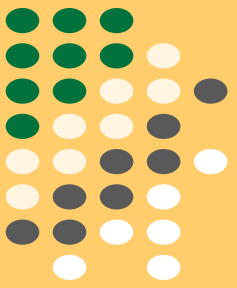
Recognised unions will have a right to access the workplace to support their members. Employees who are trade union officials are entitled to paid time off work and access to appropriate facilities to carry out their official duties.



Unfair Dismissal Claims

At the moment, an employee needs two years' continuous service to claim unfair dismissal except where dismissal is related to:

- **Alleging a breach of health and safety.**
- **Asserting a statutory right.**
- **A protected characteristic.**
- **Jury service.**
- **Making a flexible working request.**
- **Pregnancy or plans to take family leave.**
- **Trade union membership or taking part in industrial action.**
- **Whistleblowing.**



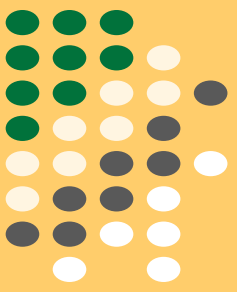
Unfair Dismissal Claims

The ERB removes the need for two years' continuous service, making the right to claim unfair dismissal a day one right.

The House of Lords proposed a requirement for 6 months' continuous service, to make it more proportionate for small businesses. This is unlikely to be accepted.

There is provision for the government to make regulations allowing a fair dismissal following a reduced capability procedure and dismissal on capability grounds during a probationary period – expected to be the first 9 months of employment.

This is now due to come into force in 2027.



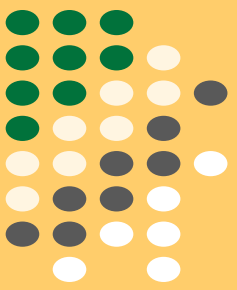
Zero-Hour Contracts

Labour intend to ban **exploitative** zero-hour contracts by introducing a right to predictable hours.

The ERB provisions apply to workers who are:

- engaged on either a zero hours contract or a minimum hours contract;
- who worked more than their contractual hours during the reference period;
- where they regularly work more than the minimum hours.

The reference period is to be confirmed, but one option may be that it is based on the hours worked over a 12 week period.

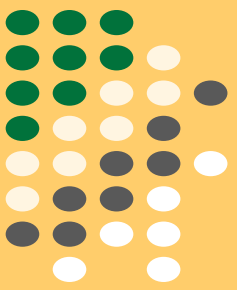


Zero-Hour Contracts

Employers will be obliged to offer eligible workers a guaranteed hours contract. The House of Lords suggested amending this to a right to request a guaranteed hours contract, but we don't know if this suggestion will be agreed.

Where a worker does not receive a guaranteed hours contract, they will have the right to bring a claim for compensation for the financial losses sustained subject to a maximum cap – the details of the cap are to be confirmed.

This will also apply to agency workers.



Zero-Hour Contracts

Employers will also be obliged to give:

- **reasonable notice of a shift that the worker is required to work; and**
- **reasonable notice of cancellation of a shift.**

What constitutes reasonable notice is to be confirmed in separate regulations.

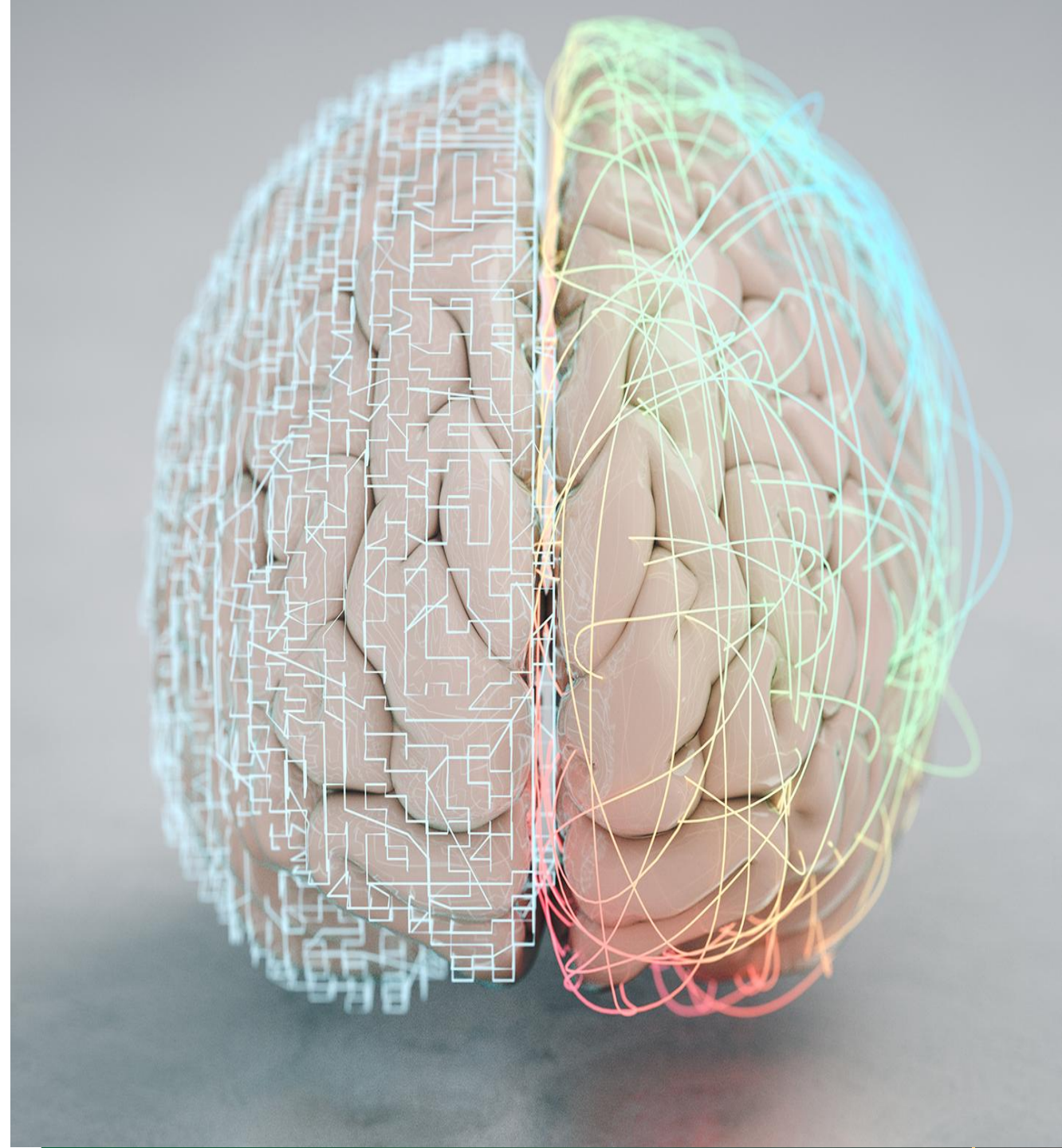
Where reasonable notice is not given, the employer may be obliged to make some form of payment to the worker up to the value of the pay for the shift. Again, the details are to be confirmed.

A black and white portrait of Vanessa Scrimshaw, a woman with short hair, smiling. The right half of the image is overlaid with a solid green color.

Vanessa Scrimshaw Chartered Fellow C.I.P.D

Supporting Neurodivergent Employees

The Resource Challenge
for Managers



The Resource Challenge for Managers

Meet Sam



The Resource Challenge for Managers

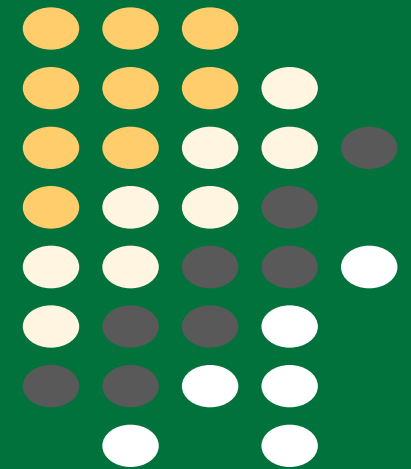
1st Oct 2025 - Sam has a team of 10 people, 2 people in his team are neurodivergent.

Tammy was diagnosis with Autism 2 years ago and a range of reasonable adjustments are in place to support her; Despite this she still has high absence levels.

Awais is on a waiting list for an assessment for ADHD

The 2 new starters joined 3 weeks ago.

The established team of 8 are hoping that the additional people will take some pressure of them personally and Sam is hoping the teams KPI's will start to improve.



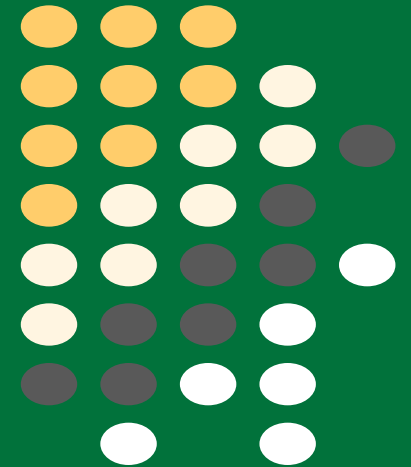
The Resource Challenge for Managers

1st Dec 2025

Awais had his assessment last week and was diagnosed with Autism and ADHD and has requested a meeting with Sam to go through his reasonable adjustments.

1 of the new starters has started to struggle and following a series of 1-2-1 coaching sessions Sam is thinking she might fail her probation.

Sam just had a 1-2-1 with his line manager and it is clear that his manager is disappointed with his teams' results. Sam has been working 50/55 hours a week for the last 6 months, just to keep the team where it is now, but having agreed the additional resources, if Sam's numbers don't pick up its likely he will be on a PIP in Jan / Feb.

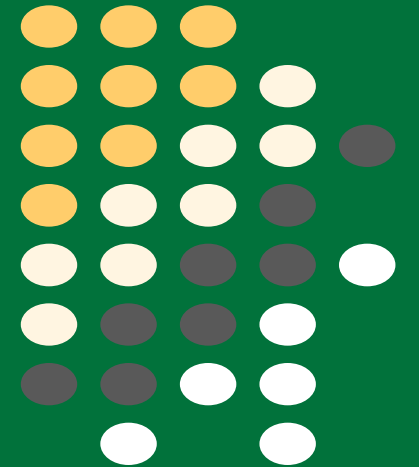


The Resource Challenge for Managers

30th November 2025

During Sam's 1-2-1 with his line manager he should have felt able to talk about the challenges with his team and the impact it is having on him – his hours and his teams' results.

Despite the additional payroll spend he needed to ask for patience with his team's results and he should have got support and encouragement – not the threat of a PIP.

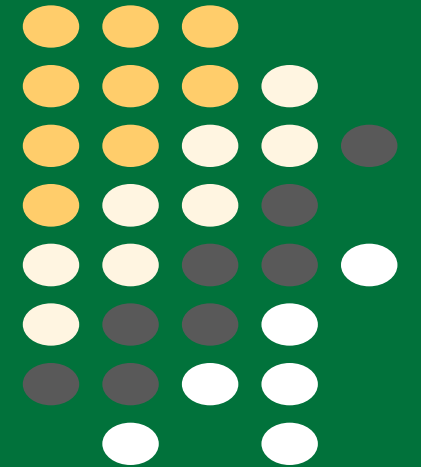


The Resource Challenge for Managers

Jump forward 16th Jan 2026

Sam resigned last week and having worked circa 55 hr pw for the last 6 months has opted to go sick for his 1 month notice period to make sure he starts his new role refreshed and energised.

The best performer in Sam's team resigned this morning when the bonus announcements went out. They feel their hard work and reliability is taken for granted, they feel they carry other team members and they will never make bonus because of everyone else's issues.





**“Managers today have to do more with less,
and get better results from limited resources,
more than ever before.” B Tracy**

A Growing Problem

Support and inclusion:

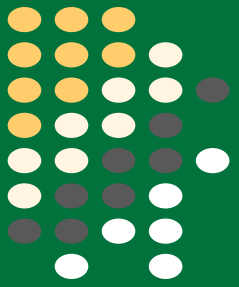
A third of neurodivergent employees are not satisfied with workplace support, 70% report feeling misunderstood.

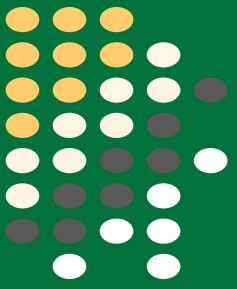
Manager training:

37% of managers have received no training on neurodiversity, leaving them unprepared to support their staff.

Disciplinary processes:

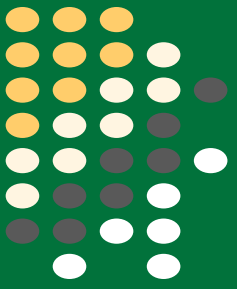
Neurodivergent individuals are at a higher risk of facing grievance, underperformance ratings, or disciplinary action.





The Growing Need

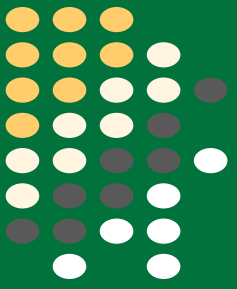
- Around 15–20% of the UK population are neurodivergent.
- Increasing numbers of employees are seeking adjustments or diagnosis.
- Awareness is rising – but so are expectations of managerial support.



A Managers Reality

“I want to help, but I’m already stretched”.

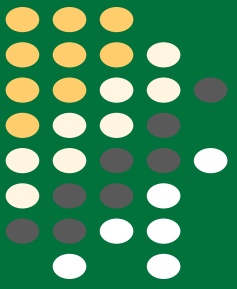
- High workloads, tight deadlines, and performance pressures.
- Increased administrative and compliance tasks.
- Little protected time for coaching, one-to-one support, or follow-up.
- Emotional load: balancing fairness, empathy, and performance goals.



The Impact of limited Time

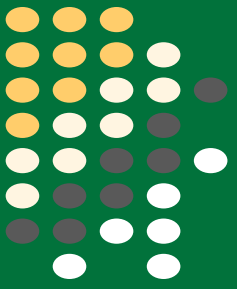
When time runs short, support suffers.

- Neurodivergent employees may feel misunderstood or unsupported.
- Small issues (communication, workload, sensory environment) can escalate.
- Manager stress increases → risk of burnout or disengagement.
- Organisational costs: higher turnover, grievances, lost productivity.



Common Barriers Managers Face

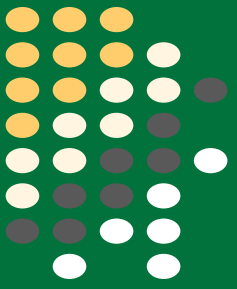
- Lack of training on neurodiversity and practical adjustments.
- Unclear processes or who to go to for help.
- Fear of “saying the wrong thing.
- “Competing priorities and no time to personalise management.
- Limited access to HR or Occupational Health support.



What Managers can do

Small steps that make a big difference

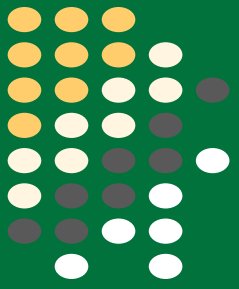
- ✓ Schedule brief but consistent check-ins (10-minute micro-conversations).
- ✓ Ask open, non-judgemental questions: “What helps you work best?”
- ✓ Encourage flexibility where possible (quiet workspace, meeting format).
- ✓ Use written follow-ups to reduce misunderstandings.
- ✓ Keep a shared record of agreed adjustments.



What Organisations Should Address

- ✓ Building the right conditions for managers to succeed
- ✓ Protected time for people management in workloads.
- ✓ Clear, quick-access guidance on neurodiversity.
- ✓ Centralised resources (templates, adjustment toolkits).
- ✓ Manager peer networks or drop-in clinics for advice.
- ✓ Leadership recognition that inclusion requires capacity.

Inclusive management takes time – and time is a resource.



“You can’t pour from an empty cup.”

- ✓ Managers need both permission and support to spend time on people.
- ✓ Investing in that capacity pays off through engagement, trust, and retention



Practical recommendations for making your business neuro-inclusive.



Leadership and Culture Top 10



1. Strategy

Develop a neurodiversity strategy, with clear objectives and actions across the organisation.



2. Accountability

Make a C-suite or equivalent person accountable for your neurodiversity strategy, with visible ownership, coordination and monitoring of implementation across your organisation.



3. Plans, policies and procedures

Include consideration of neurodiversity in relevant plans, policies, and procedures. Develop a neurodiversity policy setting out the support and adjustments available in your organisation.



4. Workforce Training

Ensure understanding of the value of neurodiversity in the workplace across your organisation, e.g. through company-wide training.



5. Senior leaders

Train senior leaders on how to create a neuro-inclusive organisation. Encourage them to actively celebrate neurodiversity and champion different working styles and ways of thinking.



6. Support

Promote the support available to neurodivergent employees and how to access it.



7. Employee Resource Group

Facilitate the creation of an employee led resource group (ERG) or network representing neurodivergent employees. Employee resource groups can be a source of peer support, as well as feedback for leaders in the organisation on the experiences of neurodivergent employees. They can also help to raise awareness about neurodiversity.



8. Share Stories

Provide a platform for neurodivergent individuals to share stories of their lived experience, including the support they have received and the success they have achieved.



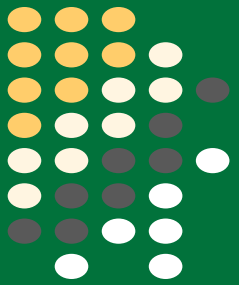
9. Data

Collate and analyse quantitative and qualitative data that captures the representation and experience of neurodivergent staff and customers.



10. Commitment

Publicly celebrate neurodiversity and promote your commitment to neuro-inclusion to your customers, stakeholders, potential recruits and the wider sector.





Recruitment Top 10



1. Job Descriptions

Make sure the description is clear and concise. Check that the description matches the actual job in terms of tasks and experience and minimise jargon – this allows people to accurately assess whether to apply and will allow you to base selection tools on this information. Be honest about what will be expected.



2. Application Process

Consider ways of applying and the option to reach out for support and adjustments if needed. Include Hiring Manager contact details on all candidate packs with multiple contact methods – this helps to reduce anxiety as there is a dedicated point of contact should someone require further information. Provide as much guidance as possible on timescale, process, expectations, and what selection tools are used/may look like. For example, consider providing interview topics in advance.



3. Interviews

Provide a guide on what to expect in the interview such as what might be covered, who will be present, the location or an agenda. Offer potential reasonable adjustments if required. Focus on the content rather than things such as eye contact, social skills and working memory as this could be challenging for the individual when in unfamiliar settings.



4. Interview questions

Ask specific questions, avoiding hypothetical scenarios or questions that could be misinterpreted. This allows candidates to demonstrate their real experience. Offer to rephrase or allow the candidate to ask questions to clarify their understanding. Allow for pauses while the candidate processes and formulates their response.



5. Reading & Writing Assessments

Offer flexibility around completion options where possible, such as free text boxes to accompany multiple choice/ranked answers, and additional time when completing tasks. Be clear what is required and potentially offer both written and visual instructions. Some reasonable adjustments could also be in place such as read aloud software and dictation options.



6. Assessment Centre's

Provide information in advance so candidates know what to expect such as how many people will be there and clear directions. Consider the environment and potential quiet spaces and the opportunity to take additional breaks.



7. Policy

Create a Neurodiversity Policy – make sure this is visible and signposted in recruitment documentation and on your website to demonstrate organisational commitment. Ensure the policy is clear, fair, and inclusive to all.



8. Formatting

Use neurodiverse friendly formatting throughout, for example, size 12 sans serif fonts, reduce chunks of text, add line spacing and use clear language.



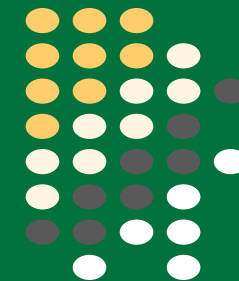
9. Adjustments

Offer adjustments every step of the way – job description, application, interview, assessments and onboarding. Ask candidates for their preferred ways of working and tailor accordingly with reasonable adjustments.



10. Onboarding

Ensure that neurodivergent appointees have a point of contact in their new team who can provide information about their new role before they start. Keep communication clear and concise. Where possible, discuss necessary adjustments so these can be put in place from the outset. Provide a thorough induction, including conversations about how the individual likes to work, sources of support and introductions to colleagues.





Adjustments – Top 10



1. Workplace adjustments

Make workplace adjustments available to neurodivergent individuals at all stages of the employee lifecycle, including during recruitment. Workplace adjustments are changes to the working environment or working arrangements that enable an individual to do their job as well as possible.



2. Policies, procedures and practices

Embed an adjustments process into your policies, procedures, and practices. Having a clear route for support can ensure that individuals' challenges are minimised, and they are able to thrive at work.



3. Signpost

Clearly signpost where individuals can access support, ensure that this is communicated across the organisation, and that line managers are aware of the procedures to follow to support neurodivergent staff.



4. Training

Support managers, HR and people teams with awareness training on neurodiversity in the workplace, as well as focused sessions on adjustments to support neurodivergent individuals at work. This should include the legal requirements related to reasonable adjustments under the Equality Act (2010).



5. Early conversations

It is important to have two-way conversations with neurodivergent individuals and listen to what they think they need, to ensure support is tailored to individual circumstances, challenges and strengths.



6. Workplace Needs Assessment

Offer neurodivergent individuals a Workplace Needs Assessment, to identify the adjustments appropriate for them, within their particular role.



7. Passport

Provide neurodivergent individuals with a 'neurodiversity passport' or 'tailored adjustments plan' to record adjustments and support agreed. This should be reviewed regularly by the individual and their manager, and adapted as required.



8. Changes to adjustments

When an individual's role or circumstances change, review adjustments to check whether any changes to adjustments may be appropriate.



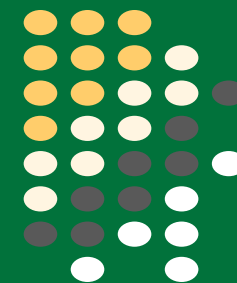
9. Inclusive by design

Where appropriate, consider whether common adjustments (e.g. the opportunity to work remotely or flexible hours) can be designed into wider organisational working practices so they are available to all employees.



10. Review

Review your adjustments policies, processes and procedures regularly, including gathering feedback from employees and managers and collating data on impact.





Environment Top 10



1. Policies and guidelines

Include environmental design in your neurodiversity policies and guidelines, including allowances for adjustments in employee environments.



2. Universal Design

Build working environments with 'Universal Design' in mind, to ensure neurodivergent individuals are not adversely impacted by the built environment and that there is flexibility in the use of space. This includes all workspaces: office, warehouses, site visits, working from home etc.



3. Training

Train all staff responsible for designing and implementing workplace environments in neuro-inclusive environmental design. This will help them to understand the challenges and barriers to neurodivergent staff in the built environment, and enable them to use the guidelines in their day-to-day work.



4. Building management and front of house staff

Ensure these staff understand how to create an inclusive environment for neurodivergent individuals.



5. Lighting

Avoid fluorescent lights and offer neurodivergent employees with sensory sensitivities desks near natural light sources with blinds to minimise glare.



6. Finishes

Opt for neutral colors and avoid certain patterns and surface materials which may create sensory challenges for neurodivergent employees.



7. Ventilation

Ensure adequate levels of ventilation and offer neurodivergent employees with sensory sensitivities desks away from the kitchen or eating areas.



8. Minimise distractions

Offer screen protectors, desk dividers, ear defenders, desks away from high traffic areas and quiet rooms to minimise distractions for neurodivergent employees.



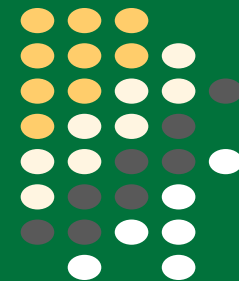
9. Review all current workplace environments

Take account of feedback from neurodivergent employees to understand how these impact on current staff, and make relevant adjustments.



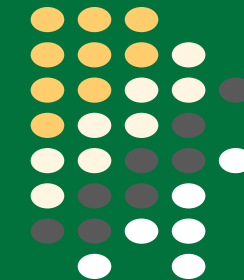
10. Psychological safety

Communicate all possible environmental design adjustments to employees so that neurodivergent employees feel welcomed and confident that their needs will be accommodated.





Communications Top 10



1. Standards and guidance

Develop in-house communication standards that must be adhered to, create accountability for creating neuro-inclusive communications and provide guidance on how to achieve this. These should be referenced in your neurodiversity policy.



2. Training

Train all employees in neuro-inclusive communications for internal and external communication, as well as in understanding differences in communication styles and how to create communications with neuro-inclusion in mind.



3. Formatting

Where possible, ensure that communications across the organisation use neurodiverse friendly formatting (e.g. bullet points, sans serif fonts, grey backgrounds, 1.5 line spacing). This includes email, intranet, website, systems, documentation and training.



4. Accessibility

Provide and advocate accessibility for communications internally and externally, e.g. options such as read aloud, dictation, recordings, screen readers, transcripts and subtitles. Provide guidance on how to use accessibility features to employees customers, and service users.



5. Language

Use inclusive language when talking about neurodiversity, e.g. choose language that promotes differences and strengths rather than deficits, and is sensitive to the different ways in which neurodivergent individuals may identify. In all communications, ensure language is as straightforward and unambiguous as possible. Say what you mean!



6. Communication preferences

Communication preferences can vary from person to person, and across different situations. Managers should ask neurodivergent individuals about their preferences, and accommodate these where it is practical to do so.



7. Alternative methods of communication

Where possible, ensure that you provide a range of alternative communication method options, e.g. email, written, face-to-face, video, text message, telephone and, if relevant, sign language. In addition, ensure that alternative methods of communication are clearly signposted and easy to access.



8. Early conversations

Create a culture that is proactive in engaging in conversations on neurodiversity from the beginning of the employee lifecycle and celebrate your dedication and commitment to supporting neurodiversity across communication channels to create psychological safety.



9. Feedback

Encourage feedback from employees and customers on your communications and provide a variety of feedback methods.

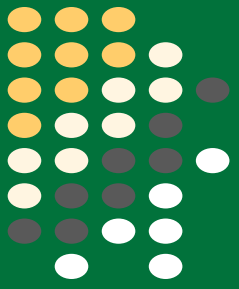


10. Continuous improvement

Regularly review feedback on your communications to understand what's working well and what could be improved, and update your communication practices as a result.



There is a strong moral and legal case for neuro-inclusion, but there is also a strong business case.



Under the Equality Act 2010 it is a legal requirement for employers to make 'reasonable adjustments' for people with disabilities. Although neurodivergent individuals do not necessarily identify as disabled, many will meet the legal definition, and therefore be entitled to adjustments to their working environment or working arrangements so that they are not disadvantaged

Becoming neuro-inclusive requires leadership, tenacity and systemic change across your organisation

2025



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THANK YOU!

Contact the NDR Team with any questions.

