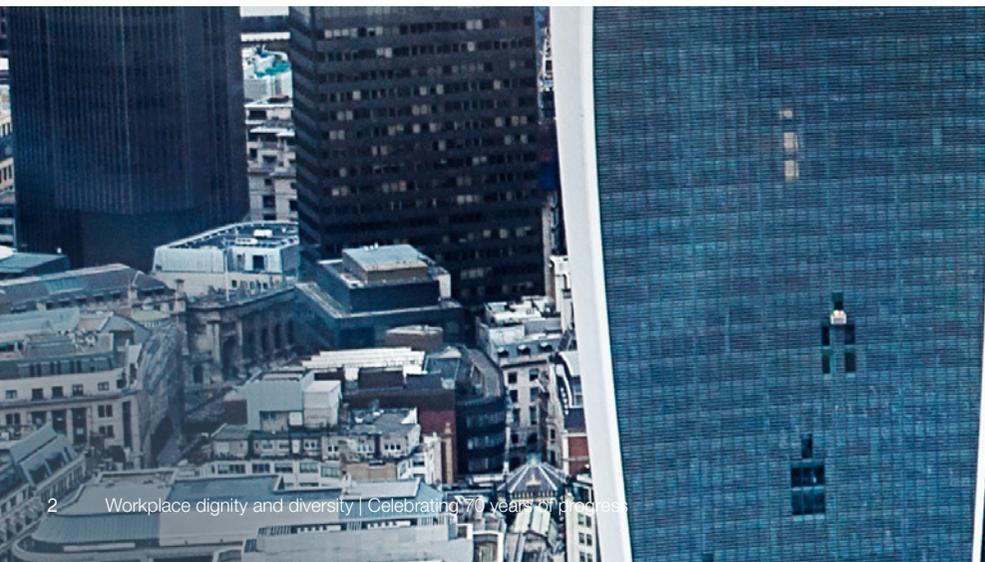


Workplace dignity and diversity

Celebrating 70 years of progress





Contents



Seventy years of workplace progress with anti-discrimination measures

At the start of the Queen's reign in 1953, workplace discrimination was commonplace and lawful. Today, the personal characteristics of workers such as sexual orientation, religion, gender and pregnancy have statutory protection against discriminatory practices.

Attitudes too have changed. Employers and employees alike aspire to achieve greater diversity, equity and inclusion as commercial and moral imperatives. Those days when the employer held the greater share of power are long gone, and now employment decisions are more of a dialogue than an instruction. Phrases such as employee activism, gender pay gap and hybrid working are part of daily vocabulary in modern workplaces.

This publication charts the history of the events, legislation and landmark cases that have taken Britain's workplaces into a fairer era.



1950s

1960s

 Click to jump to a decade

Timeline

1953



Queen Elizabeth II crowned at a ceremony in Westminster Abbey in London.

At this time, there were no anti-discrimination measures required by law in the workplace.

1957

Treaty of Rome

The six members of the European Coal and Steel Community sign the Treaty of Rome setting up the EEC.

1961



UK's Membership of the EEC vetoed.

1967

Sexual Offences Act 1967

The Act decriminalises homosexual acts in private between two men aged over 21 in England and Wales.

1968

Race Relations Act 1968

The Act makes it unlawful to refuse employment to a person on the grounds of colour, race, ethnic or national origins.



In 1953...

One in ten households had a telephone

1970s

Click to jump to a decade

1970

Equal Pay Act 1970

The Equal Pay Act 1970 was given Royal Assent on 29 May 1970. This was a landmark piece of legislation as the struggle for equal pay between men and women was as apparent as far back as 1888 with the Bryant & May strike where the women and young girls in the factory went on strike to protest against exploitative working conditions. But it was the strike by the women at the Ford factory in Dagenham for being paid 15% less than their male counterparts that pushed the Equal Pay Act 1970 onto the statute book.

1973



Britain joins the EEC.

1974

Health and Safety at Work etc Act 1974

This Act places a general duty on employers to protect the health, safety and welfare of their employees.

1975

Employment Protection Act 1975

Maternity pay and leave and the right to return to the same job after leave are introduced as well as the right not to be dismissed on grounds of pregnancy.



In 1953...

Average house price in England & Wales was £2,750



In 2022...

Average house price in England and Wales is £274,000

1976

Race Relations Act 1976

The Act prohibits discrimination on the grounds of race, colour, nationality, ethnic and national origin.

Equal Treatment Directive 76/207/EEC

Requires Member States to implement the principle of equal treatment for men and women as regards access to employment, vocational training and promotion, and working conditions.

LANDMARK CASE

Defrenne v Sabena (CJEU 1976): Equal pay – direct effect

The (now) Court of Justice of the European Union (CJEU) decided the principle of equal pay for equal work for men and women applied directly to UK law (had direct effect), which meant the UK did not need separate legislation for employees to rely upon it. Commenting on this case, Gordon Bartlett says “this is one of the most important European cases on equal pay, and paved the way for many equal pay cases which followed”.

It took a while for UK employers to realise what this meant. It was not until 1986 that the CJEU confirmed access to pension schemes should have been equal from the date of the *Defrenne* decision: 8 April 1976. Suddenly, part-time workers could join pension schemes.

Gordon Bartlett
Senior Associate

In 1953...

Average weekly wage was £9.25

In 2022...

The National Living Wage (for those aged 23 and over) is £9.50 per hour



1983

LANDMARK CASE

Showboat Entertainment v Owens (EAT 1983): Discrimination by association

Commenting on the case, Felicity Gemson says that since the Equality Act 2010 and decisions like *Coleman v Attridge Law* (CJEU 2008) the concept of associative discrimination has become a familiar one. Back in the 1980s, this was a novel concept and it was the *Showboat* case that paved the way for the law as it stands today.

In the days before harassment was a separate ground for claiming discrimination and claims had to be brought as a form of direct discrimination, a white worker was dismissed for refusing to obey a manager's order to exclude black customers from the entertainment centre. The EAT pushed the boundaries of protection and held that discrimination "on racial grounds" was wide enough to include the race of a third party. This meant that discriminatory action on the grounds of race was covered by the Act even if it was not directed at the person making the claim.

Felicity Gemson
Senior PSL

1986

LANDMARK CASE

Bilka-Kaufhaus v Weber von Hartz (CJEU 1986): Objective justification

Commenting on the case, Vicky Wickremeratne says that the CJEU's decision in *Bilka-Kaufhaus* was a game changer in discrimination law as it introduced the stricter test of objective justification, rather than more subjective tests the English courts were using.

The CJEU observed that indirect discriminatory treatment could only be justified by reference to objective reasons, using a three-stage test. First, the discriminatory practice must reflect a real need on the part of the business; secondly, it must also be appropriate; and finally, it must be necessary to achieve that objective. Previously, the test turned on what would be acceptable to right-thinking people, having sound and tolerable reasons for thinking so.

The legacy of the *Bilka-Kaufhaus* case was to raise the discrimination bar, forcing employers to jump higher over the equality hurdles.

Vicky Wickremeratne
Partner

1990

LANDMARK CASE

Barber v Guardian Royal Exchange (CJEU 1990): Equal pay means equal pensions

Commenting on the case, Helen Powell says that there are very few cases for which the date of the decision becomes unforgettable, but 17 May 1990 is just that when it comes to pensions.

That is the date when the CJEU ruled that equal pay applied to pensions; so from 17 May 1990 onwards, men and women should earn pension with the same pension age and benefit structure (pre-1990 benefits could remain unequal). Time was called on the days of unequal retirement ages, although this took some years to implement fully, so in the ‘*Barber* window’ – the period from 17 May 1990 until a pension scheme changed its rules – employees got whichever was the better of male and female rights.

Helen Powell
PSL Counsel

That was not the end of the story – the UK state pension age (SPA) was only fully equalised in 2018, and some pension schemes included benefits (guaranteed minimum pensions or GMPs) that, up to 1997, replaced one element of the state pension and embedded SPA inequality. For 30 years the elephant in the room was whether pension schemes had to equalise for the unequal effects of GMPs. Finally, in 2018, the High Court said ‘yes’ – and then in 2020 ‘yes’ again to the question of whether schemes also need to correct historic transfers-out that included unequal GMPs.

Thirty-two years on from *Barber*, the pensions world is still working at removing inequalities in pension benefits.

1992

Treaty of Maastricht

Turns the EEC into the European Union (EU). Paves the way for monetary union and includes a chapter on social policy, on both of which the UK negotiates an opt-out

Sexual Offences (Amendment Act) 1992

The Act equalised the age of consent for both homosexuals and heterosexuals.



In 1953...

Parliament votes for commercial television

1994

LANDMARK CASE

Webb v EMO Air Cargo (CJEU 1994): Comparators in pregnancy discrimination

Having a child is like nothing else. It is neither a sickness nor a disability, in fact there is no meaningful comparison that can be made with other situations in or out of the workplace.

The CJEU's decision in *Webb* is significant as it recognised, for the first time, that a comparator was not necessary when a woman was claiming discrimination on the grounds of pregnancy, as this is a condition that is applicable to women only. After *Webb*, employers could no longer rely on the defence that they would have treated a man off sick similarly, making it easier for a woman to bring a claim of discrimination on grounds of pregnancy. This position is now reflected in the Equality Act 2010.

Kate Pumfrey
Counsel

Criminal Justice and Public Order Act 1994

The age of consent for homosexual males is reduced from 21 to 18 after an attempt to equalise the age of consent for homosexuals and heterosexuals narrowly failed.

1995

Disability Discrimination Act 1995

The Act makes it unlawful to discriminate against people in respect of their disabilities.

Pensions Act 1995

Requires occupational pension schemes to observe the principle of equal treatment between men and women from 1996 onwards.

1997

X, Y and Z v UK (ECHR 1997)

European Court of Human Rights acknowledges the notion that “family life” could include family life between a transsexual and his partner’s child.

Protection from Harassment Act 1997

“Stalking” legislation that applies in the workplace.



In 1953...

Current affairs programme Panorama first broadcast

In 2022...

BBC continues to broadcast Panorama, covering topics as wide ranging as obesity and *Fixing Unfair Britain – can levelling up deliver?*

1998

Grant v South-West Trains Ltd (CJEU 1998)

Refusal by the CJEU to allow same-sex partners in a stable relationship the same status as heterosexual partners in a stable relationship outside marriage for the purpose of discrimination protection.

National Minimum Wage Act 1998

The National Minimum Wage introduced.

1999

Maternity and Parental Leave Regulations 1999

Parental leave, introducing the statutory right to 13 weeks' unpaid parental leave, becomes available to both working parents. As an unpaid right, the take-up remains low.

Smith and Grady and Lustig-Prean and Beckett v UK (ECHR 1999)

European Court of Human Rights held that investigation and discharge of personnel from the Royal Navy on the basis that they were gay was a breach of Article 8 of the European Convention on Human Rights.

Sex Discrimination (Gender Reassignment) Regulations 1999

Extends protection to those undergoing, or who have undergone, gender reassignment.



In 1953...

There were 24 female MPs following the 1955 election



In 2022...

As of March 2022, there are 225 female MPs

2000

Part Time Workers (Prevention of Less Favourable Treatment) Regulations 2000

Regulations make it unlawful for employers to treat part-timers less favourably in their terms and conditions of employment than comparable full-timers.

Employment Equality Framework Directive 2000/78/EC

The Directive implements protection from discrimination in the workplace based on age, disability, sexual orientation and religion or belief.

2002

Employment Act 2002

The statutory right to adoption leave and pay is introduced. It operates similarly to maternity leave except that the pay is at a flat rate for the entire 39 weeks, whereas there is an enhanced rate for a six-week period for those on maternity leave.

2003

Employment Equality (Sexual Orientation) Regulations 2003

Makes direct and indirect discrimination against a worker based on sexual orientation unlawful.

Employment Equality (Religion or Belief) Regulations 2003

These regulations are introduced to comply with the EU's Racial Equality Directive. Discrimination on grounds of religion and belief was made unlawful.

EMPLOYMENT EQUALITY (SEXUAL ORIENTATION) REGULATIONS 2003

Commenting on the regulations, Sheila Fahy says that it is hard to believe that the Queen had reigned for almost 15 years when sex between gay men was decriminalised for those aged 21 and over. The distance travelled since then has been huge. A worker's sexual orientation is now protected in the same way as gender, disability, religion, race and age. It was not an easy journey though. Several legal attempts at preventing workplace prejudice by bringing sexual orientation under the sex discrimination banner failed. Today, claims for sexual orientation discrimination account for the smallest proportion of the discrimination cases accepted by the employment tribunals but there is still work to be done in workplaces in this area.

Sheila Fahy
PSL Counsel

2004

Civil Partnership Act 2004

Landmark Act which creates a new legal relationship for same-sex couples.

Gender Recognition Act 2004

Legal recognition for transsexual people, provided they have been granted a gender recognition certificate by a Gender Recognition Panel.

2005

Disability Discrimination Act 2005

DISABILITY

Disability discrimination legislation includes positive obligations on employers to make reasonable adjustments when a disability puts workers at a substantial disadvantage. With protection from discrimination during the recruitment process, the employment rates for disabled adults have increased.

Protection for disabled workers was strengthened by the Equality Act 2006, which introduced restrictions on pre-employment health questionnaires in order to force the hands of employers to select/reject objectively, and not on the basis of a person's perceived inability to perform a role.

The protection appears to be having a positive effect. According to the Government's official statistics there were 4.4 million disabled people in employment in the UK in Q2 2021. This is an estimated increase of 300,000 on the year, an increase of 390,000 since Q2 2019 and an overall increase of 1.5m since Q2 2013.

2006

Equality Act 2006

Various equality bodies merge into the Equality and Human Rights Commission.

EMPLOYMENT EQUALITY (AGE) REGULATIONS 2006

Age was the last protected characteristic to be given formal protection, in October 2006. It was a huge step, attempting to socially engineer workplace behaviour in what is frequently considered an acceptable form of discrimination. The reasonable person in the street understands that most forms of discrimination have no place in the workplace, and that decisions to hire and fire should be based on objective criteria alone.

This is not the case with age discrimination. The stereotypical, and prevalent, view is that performance declines with age, and that older workers have a moral right to leave the workplace with dignity, rather than to be taken through a performance management process. So it was always going to be an uphill struggle to change a mindset, shaped not only by tradition but also by benign values.

It is the only protected characteristic that allows direct discrimination to be justified. The Supreme Court still takes the view that a retirement age of 65 is potentially justifiable on the basis of a legitimate aim that preserves the dignity of older workers.

2008

Attridge Law v Coleman (CJEU 2008)

Landmark ruling by the CJEU allowing discrimination by association (a mother brought a disability discrimination claim because she was refused flexible working that she had requested in order to look after her disabled son).

European Temporary Agency Workers Directive 2008/104/EC

Equal treatment for temporary workers in basic working conditions when compared with their permanent counterparts.

2010

LANDMARK CASE

Grainger v Nicholson (2010 EAT): Belief in climate change

Commenting on the case, Sarah Henchoz says, with today's vision, this case does not look radical but at the time it pushed at the boundaries. It had always been a matter of speculation as to how widely the concept of "belief" would be interpreted by employment tribunals under the umbrella of religion and belief discrimination. Very few could have predicted that a worker's belief in the catastrophic effects of climate change could be a protected characteristic in the workplace, which is what the EAT found in this case.

This case opened the door for a host of less mainstream beliefs to be protected in the workplace (eg anti-fox hunting in *Hashman v Milton Park (Dorset) (ET 2011)*, ethical veganism (*Casamitjana Costa v League Against Cruel Sports (ET 2020)*) and most recently gender-critical views in *Forstater v CGD Europe (EAT 2021)*.

Sarah Henchoz
Partner

Equality Act 2010

The Act consolidates and harmonises strands of discrimination and introduces the last of the protected characteristics: age.

Additional Paternity Leave Regulations 2010

Additional Paternity Leave is introduced for (mainly) fathers to take up to 26 weeks' leave and pay if the mother returns to work early.

In 2022...



Twitter –
18.4 million users in the UK,
396.5 million users worldwide

2011

POSITIVE ACTION IN RECRUITMENT INTRODUCED

Commenting on positive action in recruitment, David Merlin-Jones says that until 2011 there had always been informal positive action in terms of targeting under-represented groups in recruitment, but this provision caused quite a stir. The scaremongering at the time about unmeritorious women, disabled people or ethnic minorities ‘taking all the jobs’ was not founded in reality. The introduction of this measure meant Special treatment was (and still is) only allowed if both candidates are equally qualified and if the person treated favourably is from an under-represented group or suffers a disadvantage.

This applies to a wide range of protected characteristics including age, disability, gender, race, religion or belief, and sexual orientation. The objective must be to overcome or minimise the disadvantage or to encourage participation by a particular group.

Even though this provision was introduced over a decade ago, we are still frequently asked to advise on its application, particularly in respect of DE&I initiatives, especially when clients are hoping to recruit from under-represented groups not previously targeted.

David Merlin-Jones
Senior Associate

2012

AGENCY WORKERS REGULATIONS 2011: Equal treatment for agency workers in basic conditions including pay

Agency workers have always had a role to play in workplaces. What could be better than a high-quality worker who can be used to cover absences, fixed-term project work, or where there is a fluctuating demand in work? The worker might not even impact on headcount budget. The assignment can then be ended when there is no longer the business need, without the procedural and substantive hurdles that may apply to permanent workers.

Things changed for this sector of the workforce, on 1 October 2011. The highly publicised European Temporary Workers Directive implemented in the UK provides temporary workers with equal treatment to comparable permanent workers in basic working conditions, including pay.



The London Olympics and the Paralympics took place. Danny Boyle’s opening ceremony is praised for providing a vision of an open and inclusive Britain. For almost the first time, able-bodied individuals were able to witness the talents of those participating in the Paralympics. It was a game changer for individuals with disabilities in terms of perception and education.

In 2022...



Tik Tok has 1.2 billion users worldwide

 **Modern Slavery Act 2015 – HR implications**

2014

Children and Families Act 2014

The Act introduces the radical concept of shared parental leave, which permits parents to share their time off following the birth of a child.

FLEXIBLE WORKING REGULATIONS 2014

The Flexible Working Regulations introduces the statutory right to request flexible working. It is not a right to work flexibly; it simply requires the business to consider the request seriously.

It was originally available to parents of children under the age of 16 (or 18 if disabled) but the maximum age of the child has now been increased to 17. All employees with 26 weeks' service are eligible to request flexible working. The Government has indicated that it will make flexible working a day one right, although no timetable has been scheduled for this amendment.

2015

Modern Slavery Act 2015

Existing human trafficking and slavery offences are consolidated. A statutory defence is created for victims compelled to commit criminal offences. The independent office of Anti-Slavery Commissioner is created and a mechanism is provided to allow for the seizing of traffickers' assets and the channelling of some of that money towards victims for compensation payments.

2016



Brexit – The United Kingdom votes to leave the European Union by a (51.89% to 48.11%) marginal vote. Many of the anti-discrimination measures in place at the time originated from European directives.

2017

Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 (SI 2017/172)

Employers with 250 or more employees are mandated to report their gender pay gap in a move designed to kick-start pay parity for women.



#MeToo Movement – Although Tarana Burke coined the phrase “Me Too” back in 2004 to highlight the violence against women of colour, it was reinvigorated in 2017 following numerous allegations of sexual harassment and bullying by celebrities.

LANDMARK CASE *Walker v Innospec (Supreme Court): Civil partnerships and pension schemes*

When civil partnerships were introduced in 2005, UK legislation allowed pension schemes to restrict the surviving civil partner's pension on the member's death to the rights earned by the member after 5 December 2005. The same restriction was allowed for same-sex marriages when they were introduced.

In 2017 the Supreme Court ruled that this provision of UK law is contrary to EU law: if a status equivalent to marriage is available under national law (civil partnerships and same-sex marriages in the UK) then it is contrary to EU law to treat a same-sex partner with that status less favourably than an opposite-sex spouse.

Jessica Kerslake
Partner

 **More than a Hashtag:**
How do I become an active ally?

 **Diversity and inclusion in the financial sector:**
the regulators want more done, more quickly
Financial services nudging the diversity agenda

 **Getting the balance right when managing employees**
with conflicting philosophical beliefs

 **FCA publishes final diversity disclosure rules for directors and executives**

2020

2021

2022



#Blacklivesmatter – The social and political movement that seeks to highlight racism and discrimination was founded in 2013 but came to worldwide prominence following the death of George Floyd in an incident with a Minneapolis police officer. During the last two years, racism has moved higher up the workplace agenda, and many employers have DE&I initiatives to address the inequalities in this area.

Diversity and Inclusion in financial services

DIVERSITY

To accelerate the pace of meaningful change, the Financial Conduct Authority and Prudential Regulation Authority issued a discussion paper with the ultimate goal of increased diversity and inclusion in financial services.

They are focusing on this diversity of thought (also called cognitive diversity) because if this is achieved, the likelihood is that the mix of characteristics making up the group will be too. By taking this approach, the regulators recognise that diverse group thinking is influenced by many factors, including both visible (gender, age, ethnicity) and invisible ones (education, sexual orientation and disability). Other elements also need to be fed into the mix such as socioeconomic diversity, cultural background and the intersectionality of two or more of these characteristics.

Robbie Sinclair
Partner

LANDMARK CASE *Forstater v CGD Europe (EAT 2021): Gender-critical views*

Ethical veganism, anti-fox hunting, climate concerns have each received the stamp of approval as being capable of amounting to a philosophical belief. Following the EAT's decision in this case, the latest addition to that category is "gender-critical" beliefs, which include the belief that a person's biological sex cannot be changed, and should not be conflated with gender identity.

Commenting on this case, Hannah Crisp said "conflicts between employees with different beliefs are not a new issue faced by employers, but this case highlights the impact of recent developments in what the tribunals accept is capable of protection under the Equality Act – and particularly the challenges that employers face when staff have genuinely held views that conflict with, and potentially even cause offence to, their colleagues. Even when employers seek to maintain a neutral stance on these sorts of conflicts, disputes can and do arise, and dealing with the consequential fallout is sometimes unavoidable. Dignity at work policies, supported by up-to-date training, can be a really helpful tool to mitigate some of these risks."

Hannah Crisp
Senior Associate

Financial Conduct Authority publishes final diversity disclosure rules for directors and executives

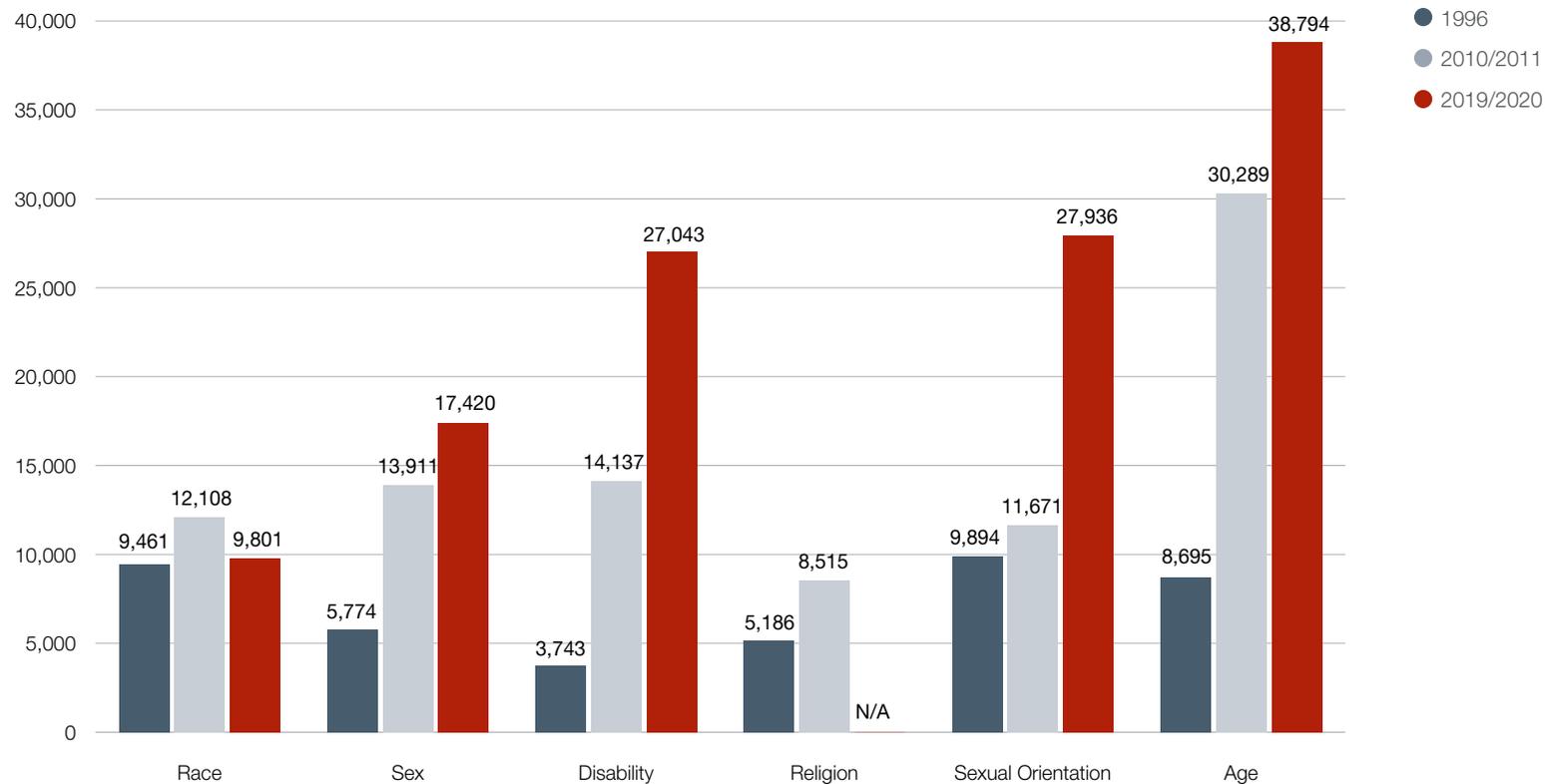
DIVERSITY DISCLOSURE RULES FOR DIRECTORS AND EXECUTIVES

The rules require certain diversity disclosures in listed companies' annual reports and accounts for financial years commencing on or after 1 April 2022. The objective of these new rules is to provide greater transparency, standardisation and comparability of diversity data so that investors and other stakeholders can assess a company's performance and measure progress over time.

Discrimination awards

past and present

Comparison of past and present average discrimination awards (GBP)



Future perfect predictions

Who knows what the workplace will look like in another 70 years. It is hard to imagine that the pace of change will continue at the same rate.

The main areas of prejudice have been targeted with anti-discrimination legislation, and atypical workers (part-timers, fixed-term workers, agency workers and gig economy workers) have been given a degree of protection in relation to their terms and conditions. But even with all these measures, the playing field is not level yet.

For the millennial and Gen Z generations, the status quo is constantly being challenged; diversity of people, practices and opinions are the norm. No doubt when generation Alpha enter workplaces, there will be greater equality.

Karen Seward

Partner

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Class

We are not there yet, but there has been progress. The last great prejudice – class – is still prevalent in workplaces today. It is largely responsible for the difficulty those from diverse backgrounds find in getting their first foot on the professional job ladder. I think that, by 2032, if companies are not taking social mobility seriously, they will find themselves laboured with group think and an inability to meet the challenges of new ways of working.

Sarah Henchoz

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Mental health

Everything about mental health has changed since the Queen began her reign. Language has moved from shell shock to PTSD, and nervous breakdown to stress-related episode. And while it is talked about more openly in workplaces due to high-profile campaigns by royalty and celebrities, the stigma has not been removed entirely. Employees still struggle to openly ask for a few days off due to mental health whereas they would not give a second thought if the request were for a physical ailment.

One of the positive things to come out of the pandemic was the spotlight on the mental health of everybody, and the realisation that employers have a role to play in the mental wellbeing of their workforce. In ten years' time, these new practices and behaviours will have become embedded and the stigma all but removed.

Robbie Sinclair

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Metaverse

Looking into the future, I see wonderful, immersive opportunities for colleagues to collaborate on a global basis using mediums such as the Metaverse. The downside is that it may facilitate more incidences for employers to grapple with – for example, of virtual harassment, as the ability to hide behind an avatar, or interact in a virtual world, may lead to employees dropping their standards. We saw this when email first came in, and then again with workplace chat functions. The virtual worlds appear equally challenging as they seem 'not real' and 'a game' to the user employees. Managing the rules of engagement will be critical. These will need to include cultural sensitivities and norms, and employees will also need to appreciate that harassment – and other forms of discrimination – within any virtual worlds – may trigger different rules and standards on discrimination in the different jurisdictions.

Vicky Wickremratne

Partner

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Religion and philosophical belief

I predict that in ten years' time this protected characteristic will prove to be the most difficult to manage of all the protected characteristics because it accommodates opposing views and beliefs. We saw it with Brexit and anti-vaxxers, and currently the potential removal of the right to abortion in the US. I predict that the types of belief that will come within this protected characteristic will continue to grow. We have already seen protection given to those who believe in climate change, anti-fox hunting, veganism and gender-critical beliefs. Could these be extended to anti-war, anti-vaccine and free speech beliefs? Potentially. Sensitive and/or controversial views will become part of a diverse workplace; the challenge for employers is ensure that everyone is treated with dignity and respect.

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Nationality

The upheaval and devastation of the Ukraine war together with the sanctions regime against Russia highlight how easy it is for nationality to become a sensitive issue, particularly for global employers with multinational workforces. I predict that the macro geopolitical landscape will fuel more debate amongst employees about such matters. With that change, employers will need to be more attuned to attendant risk areas including (race and nationality-based) discrimination, bullying and harassment. This will require careful management and refreshed workforce training to ensure that: (a) potential polemics do not turn into animosity in the workplace; and (b) litigation risk is appropriately managed.

Sheila Fahy

PSL Counsel

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Neurodiversity

It is always interesting to look back and see your predictions of a decade ago. I thought obesity would be a protected characteristic by now. While it is not, it can be a disability in some circumstances. This time I am predicting that neurodiversity will be a superpower, one which will be sought by workplaces trying to disrupt and differentiate.

Employment Talk

blog alerts

Employment Talk is the place where members of our employment team share their views. It's dedicated to providing HR and ER professionals with tips and best practice guidance for the fast paced and ever changing landscape of employment law.

As well as posts from our UK team, the blog will include insight from our international practitioners on global developments, and other practice areas where there are crossover or synergies.

allenoverly.com/en-gb/global/blogs/employment-talk





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