

## Mid-way Point 2022 – Labour and Employment Review

In the last edition of [People at the Centre](#), we set out three areas to watch for HR and legal counsel who are aiming to meet the requirements of the “social” strand of ESG – DEI Agenda, Corporate Culture in a Changing Legal Landscape and planned Employment Law Developments. In this edition, we provide further insight into hot topics such as DEI and corporate culture, with a focus on workforce reporting and the growing trend of workplace investigations. We also provide an update on global employment law developments.

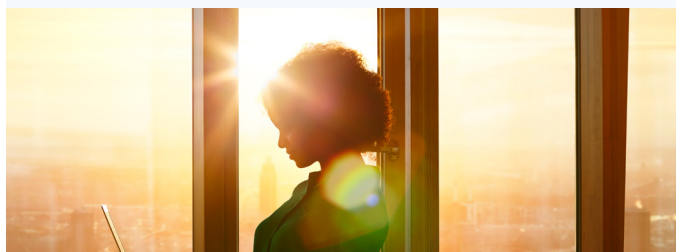
ESG presents an opportunity for HR and legal counsel to take the lead in “how” things are done to ensure the best interests of their people, regardless of the “what”. With the momentum for building back better showing no signs of abating, HR and legal counsel can only take the lead in setting an agenda that places people truly at the centre.



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### D&I Agenda: Workforce Reporting – The Gender Pay Gap and Beyond

Diversity, equity and inclusion remain a key focus for many businesses, particularly those businesses seeking investment and so considering environmental, social and governance (ESG) issues as part of their strategy. However, even for those businesses not concerned by ESG ratings and so forth, it goes without saying that instilling an inclusive organisational culture with leadership that better reflects the communities in which we operate, and that nurtures, engages and rewards the talents of a diverse workforce, will lead to productivity gains and help strengthen the fabric of an organisation. This is only likely to become more important in these exceptional times.

One key element that is likely to receive greater attention during 2022 and beyond is workforce reporting. The obligation to report generates both directly and via stakeholders (investors, shareholders, job candidates and workforces) a pressure on businesses to do the right thing in relation to the matters reported upon. Like it or not, what is measured gets done, and these reporting obligations will ensure that workforce inequalities take a higher priority on the board agenda than has maybe been the case before.

Businesses should consider carefully:

- What data the business is currently collecting in relation to its workforce
- What is being done with it
- What, if anything, the business is doing to address any disparities in treatment between employees of different characteristics that may be highlighted in it

We have recently run a global webinar series on collecting diversity and inclusion data, which contains useful practical tips for employers to consider when carrying out such exercises – but this is a complex area and we would be very happy to provide you with more detailed advice on your specific circumstances.



Listen Now

[Opportunities and Challenges for Employers Seeking to Collect and Monitor Diversity & Inclusion Data in the UK](#)

[Opportunities and Challenges for Employers Seeking to Collect and Monitor D&I Data in Continental Europe and the Middle East](#)

[Opportunities and Challenges for Employers Seeking to Collect and Monitor D&I Data in the Americas](#)



## Corporate Culture: Spotlight on Workplace Investigations

Over the last few years, there has been a significant and positive shift in the way in which organisations address accusations of wrongdoing. Global movements such as #MeToo, Black Lives Matter and climate change activism have given rise to increased demands for accountability and transparency across virtually all sections of society. Those demands go way beyond workplace misconduct and extend to societal expectations on supply chain integrity involving ESG issues. There is a heightened expectation that allegations of personal and corporate wrongdoing are acknowledged and taken seriously.

For this reason, whether it is an employee “blowing the whistle” allegations of discrimination, bullying or harassment, potential fraudulent conduct by a supplier or claims of regulatory or health and safety breaches, we have seen a significant increase in the number of companies seeking advice on how to carry out robust and credible workplace investigations.

Workplace investigations can be complicated, time-consuming and a significant distraction for any business. The process is further complicated by the fact that the investigation needs to be conducted with as little disruption to the business as possible and, more recently, under the current reality of remote working. Moreover, as seen from recent press coverage, the manner in which a business handles an investigation can attract as much scrutiny from internal and external stakeholders, if not more, as the alleged wrongdoing that led to it in the first place.

In the majority of cases, the board will not need to be involved in any investigation – most workplace complaints can be handled by senior managers/HR/in-house counsel – but there will be times when board involvement/oversight is required. It is, therefore, critical that board directors are aware of when a workplace investigation should be triggered, what a “good” investigation looks like and their duties and obligations in relation to them. Our [investigations guide](#) explores when an independent investigation is appropriate and the steps to take.



## Employment Law Developments

### Listen Back

- [UK Webinar: Improving Your Contracts of Employment: 10 Top Tips](#), 10 May 2022
- [Future of Work: Is the Four-day Week to Become a Reality?](#), 26 April 2022
- [UK Employment Rates and Limits: What Is Changing in April?](#), 24 March 2022
- [UK Business Immigration Update: Spring 2022](#), 22 March 2022
- [UK Employment Law Update](#), 8 March 2022



## International Women's Day Special

International Women's Day is a time to applaud women's accomplishments as well as promoting gender equality to create a world free of bias, stereotypes and discrimination. It has thus far been a long and inspiring journey for women throughout history, who have struggled and fought for equal rights. In honour of this special occasion, we created a series of live virtual events spanning across a week to engage, enthuse and inspire. To listen back to all of our engaging webinars please click [here](#).

We invited a diverse group of expert speakers, internal and external, to discuss the key issues that impact the advancement and wellbeing of women. The topics included race, menopause, managing professional boundaries, happiness, belonging, imposter syndrome, mentoring, and networking. Our hope is that everyone, regardless of role, gender or geography will be inspired by the discussions.

Here is a selection of our external speakers:



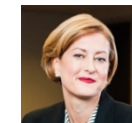
### Hanna Drake

Hannah L Drake is a blogger, activist, public speaker, poet, and author of 11 books. She writes commentary on politics, feminism, and race and her work has been featured online at Cosmopolitan, The Bitter Southerner, The Lily, Harper's Bazaar and Revolt TV.



### Vanessa Vallely OBE

Vanessa is one of the UK's most well-networked women and has provided keynotes for over 500 companies worldwide. Vanessa is a prominent figure on gender equality and provides guidance to government and corporates seeking to attract, develop and retain their female talent.



### Kerri Kimball

Kerri is an independent wealth advisor and has more than 25 years of financial planning and advisory experience. As co-founder and managing partner of Apogee Wealth Advisors, she functions as her clients' trusted advisor on all matters affecting their financial planning, investments, and insurance.

## International Developments

<b>Australia</b> 	<ul style="list-style-type: none"> <li>• <a href="#">The Australian Fair Work Commission Determines Its First “Stop Sexual Harassment” Application</a></li> <li>• <a href="#">Attention, Directors! It Is Time to Apply for an Australian Director Identification Number</a></li> <li>• <a href="#">Breach of Confidentiality Obligations Continues to Be an Expensive Exercise for Previous Australian Employees and Their New Employer</a></li> </ul>
<b>Belgium</b> 	<ul style="list-style-type: none"> <li>• <a href="#">Onwards and Upwards – Belgian Employers Brace for Mandatory Wage Hikes</a></li> </ul>
<b>EU</b> 	<ul style="list-style-type: none"> <li>• <a href="#">Proposed New EU Regulatory Regime for Artificial Intelligence – More Relevant to HR Than You Might Think (UK)</a></li> </ul>
<b>Germany</b> 	<ul style="list-style-type: none"> <li>• <a href="#">10 Important Facts About the 2022 Works Council Elections in Germany</a></li> </ul>
<b>UAE</b> 	<ul style="list-style-type: none"> <li>• <a href="#">Be Prepared: The New UAE Labor Law – A Milestone Development for the UAE</a></li> </ul>
<b>UK</b> 	<ul style="list-style-type: none"> <li>• <a href="#">New FCA Policy Statement on Diversity and Inclusion on boards and executive management (UK)</a></li> <li>• <a href="#">Worker status questions – bringing the outside in (UK)</a></li> </ul>
<b>US</b> 	<ul style="list-style-type: none"> <li>• <a href="#">Federal Contractors: Register and Certify Your Affirmative Action Programs by June 30, 2022 (US)</a></li> <li>• <a href="#">As Union Organizing Actions Skyrocket, the NLRB Seeks to Bar Employers from Holding Mandatory Meetings with Employees about Unions</a></li> <li>• <a href="#">DOL Issues New Guidance, Specific Examples of Prohibited Retaliation Under WHD-Enforced Wage &amp; Hour Laws (US)</a></li> <li>• <a href="#">President Biden Signs Into Law Ban on Mandatory Arbitration of Sexual Harassment Claims (US)</a></li> </ul>

### Upcoming Webinars

#### [Labour and Employment: UK Core Webinar Programme 2022](#)

Our UK Core Webinar Programme 2022 will provide attendees with an inside view on best practices when handling typical employment issues, from handling workplace investigations to managing long-term sickness absence. Guaranteed to provide a hands-on, practical insight into the topics covered, our 2022 webinars will address:

- [16 June 2022 – Handling Workplace Investigations](#)
- 15 September 2022 – Effective Performance Management
- 17 November 2022 – Managing Long-term Sickness Absence

### InclusivTY

On June 17, 2022, we will host a discussion with the iconic change-maker Nassib Abou-Khalil, chief legal officer at Nokia, on the impact that legislation has had on the Trans and Non-Binary community in the past two years.



## Helping Put People at the Centre: Technology and Innovation

We are delighted that our innovative technology tools, Global Edge and Global HR Audit, along with our French labour and employment app, have been shortlisted among a strong field for the Best Client Service Innovation award at next month's The Lawyer Awards 2022. Last week, it was also announced that we are a finalist in the Legal Technology Team of the Year category at the Legal Business Awards 2022.

We are very proud of our labour and employment technology product offering and our ability to develop and maintain such an innovative and useful platform for our global network of HR professionals and lawyers – and to be shortlisted in this category just reaffirms that we must be doing something right!

One of our subscribers commented: "In a world where data is key and we all want immediate information, Global Edge is a unique platform that allows me to pull comprehensive digital employment law reports, covering multiple countries, and give high-level, on-point advice to my senior leadership team. It helps me to be strategic, knowledgeable and proactive, at the click of a button. While there are other similar products, none of them break down the employment law guidance to the same practical level as Global Edge and the fact I know it is regularly updated and kept accurate is also a key differentiator. I find the "On the Horizon" feature to be very helpful in issue-spotting and briefing regional leadership when planning for the months ahead, and it has also been particularly helpful during COVID-19, with the raft of new legislation and quickly changing guidance. The "At a Glance" feature is also fantastic, as the questions always seem to tune into something I have been asked by the business. You can tell it is written by experienced employment lawyers who know what is a hot topic for business right now."

Whether it goes alright on the night next month or not, to find out why we are so proud of Global Edge and how it can service your immediate international employment resource needs, email [global.edge@squirepb.com](mailto:global.edge@squirepb.com) for a no-commitment demo and free trial at your convenience.

### GLOBAL EDGE

Employment Law Resource for Legal and HR Professionals

Created in collaboration with our global network of preferred firms, [Global Edge](#) is an award-winning customisable tool that provides clear, reliable, up-to-date answers on key employment law topics in 39 countries around the world and maps out future legislative change to help you stay ahead.

### GLOBAL HR AUDIT

[Global HR Audit](#) is a free, simple-to-use, innovative tool that helps employers determine the HR documents and policies they should have in 35 countries around the world, as well as any they should consider having on a global basis. The list of mandatory, strongly recommended and "nice to have" HR documents and policies contains further links to [Global Edge](#), where further information on the topics can be found.

### SPB: Actualité en Droit Social

If you have operations in France, keep up with the myriad of legal developments affecting your obligations as an employer with our simple to use free French language app, [SPB: Actualité en Droit Social](#). Download from the [App Store](#) or on [Google Play](#).

