

Employment Law

1.1

Hello Lisa,

Thank you for sharing your honest thoughts on your time spent dealing with activity created by employment regulations. Employment Law should not be underestimated. It is crucial as it protects the rights of both employees and employers. I would like to share key insights to show the importance of spending time engaging with issues relating to employment law.

To do this, below I have added details on the aims and goals of employment regulation.

- **To balance power dynamics.** Employment laws help to balance power between employers and their employees. In the case where regulation is not present, power imbalances lead to the unfair treatment of workforces. The CIPD suggest the introduction of the Equality Act 2010 helped address workplace discrimination by making it unlawful to treat employees unfairly due to characteristics like age, gender, or race (CIPD, 2025a). This has contributed to fair treatment in areas such as discrimination, working hours, wages, which in all fosters an equitable place of work.
- **To aid fair practices.** Regulations in place aid in promoting fair hiring, compensation and practices in the workplace. Regulations help ensure that employment decisions are based on merit rather than bias. When regulations do not meet standards, organisations fail their legal obligations and lose their safeguard to potential legal disputes. People Management highlight the upcoming Employment Rights Bill proposes day-one rights for parental and bereavement leave – aiming to end one-sided flexibility through fair contracts for regular workers (PM Editorial, 2025a).
- **To improve health and safety.** Employment laws help prevent workplace injuries and sickness. Laws have been put in place to ensure employers contribute to making the workplace a safe place. For example, The Health and Safety at Work Act 1974 has played a part in reducing workplace accidents (CIPD, 2024a).
- **To provide organisational economic stability.** Through providing a structured framework for employment relations, laws contribute to economic stability. Organisations who work towards fair practices are likely to have a more productive workforce, leading to a broader economy. Therefore, adherence to employment laws enhances trust and job satisfaction for employees, as the organisation is proving their commitment to uphold the rights of its workforce.

The CIPD highlights that the effectiveness of employment regulation in the UK and its laws hinges on the correct enforcement (CIPD, no date), therefore I hope the aims and objectives of employment law as explained above has made it clear that it's not just a legal necessity, it

Chris Brett
Student Number – 2318124
Total Word Count - 4129

will also be a strategic asset to take your time to see working to regulations as a productive thing to do.

Thanks,

Chris Brett

1.2

Hello Albie,

Here is a brief on the status of judgements made by the European Court of Justice (the ECJ) prior to our departure from the EU in 2020. This brief predominantly focuses on their current application within UK law.

The status of pre-Brexit ECJ judgements are clear, they have been retained. They are classed as retained EU law, and continue to be a part of UK law, UNLESS, they have been specifically repealed or amended by UK legislation notes the CIPD (CIPD, 2024b).

Pre-31 December 2020, EU law had supremacy over UK law – however that ended at that date (CIPD, 2024b) Therefore, whilst pre-Brexit ECJ judgements are still relevant, they do not hold supreme authority over UK law. The retained EU Law Act of 2023 gave UK courts powers to reinterpret or depart from retained EU case law (CIPD, 2024b) – this has allowed the UK flexibility to adapt precedents to align with UK legal frameworks.

Crucially, since the 1 January 2024, existing ECJ rulings can be challenged and overturned by UK courts (CIPD, 2024b).

An example in the way of illustration of this in affect is the “working time directive” case law. This concerns the accrual of holiday pay during times of sickness. The ECJ ruled that workers should continue to accrue holiday entitlements, even whilst they are on sick leave – example the *Stringer vs HM Revenue and Customs* case in 2009 (Marshall, 2009). This ruling was initially retained by UK law post Brexit; however, it is no longer binding, and UK courts have the right to reinterpret or depart from this (Thorneloe, 2024), the government has since proposed or enacted reforms that may change how such rights are applied in the future. This ultimately means that UK courts could change the handling of holiday pay accrual in the future.

I hope the above clear up that pre-Brexit ECJ judgments are no longer binding in the way they were prior to Brexit, but they remain part of UK law unless and until they are overturned or reinterpreted by UK courts.

Thanks,

Chris Brett

2.1

Hello Hayley,

Thank you for seeking advice on information about occupational requirements within your directorate. Below, I have included consideration to your question about if employers are allowed to stipulate that a job must be conducted by either a man or woman.

The main principles of discrimination law in recruitment and selection ONLY give allowance to this stipulation if there is a “proportionate means of achieving a legitimate aim” otherwise known as a genuine occupational requirement (CIPD, 2025a).

Discrimination in recruitment and selection would occur if, a bakery places a cake crafting job advert, with the stipulation only women may apply - this bias may show that the employer feels males cannot bake, and therefore, lacks a legitimate justification.

The Equality Act of 2010 lists essential information around the protection of gender in workplace roles, and this proportion can be managed IF, gender is listed as the occupational requirement due to the exact nature or context of the role itself. An example includes an elderly female needing full time care, which includes intimate personal care, as a result these roles occupational requirement would be for a female carer.

Occupational requirement can also be reached IF, an employer insists a role is filled with somebody who has a protected characteristic (CIPD, 2025b), for example a British Sign Language service can seek to only employ a deaf person, which achieves the legitimate aim of serving other deaf people in the community.

In the courts and widespread news in 2025 has highlighted the context of the Equality Act 2010, where in April it was ruled in the case of Women Scotland Ltd vs Scottish Ministers that “female” means biological women. The Court held that the Equality Act defines “woman” as a biological female of any age, and that this definition must be applied consistently in legislation (UK Supreme Court, 2025). This case has reinforced the importance of clarity when applying specific genuine occupational requirements for a role related to gender.

Therefore, there are scenarios where specifying a gender for roles can be permissible, i.e. the requirement must be crucial to the role, must be proportionate to achieve a legitimate aim, and must be applied consistently. It is important to weigh the necessity and proportion of the requirement, and to document your justification in detail to aid future possible claims against you using the Equality Act of 2010 (CIPD, 2025a).

Chris Brett
Student Number – 2318124
Total Word Count - 4129
Thanks,
Chris Brett

2.2

Hello Hazel,

Thank you for coming to me with this proposed upgrade of two health care assistants (HCAs) from grade A to the higher B grade. I also note that whilst the vast majority of HCAs in the trust are women, the two individuals being considered are men. In this case, it is important we look at the legal requirements of equal pay – this is outlined in the Equality Act 2010.

The Equality Act 2010

The Equality Act mandates that women and men in the same employment must be paid equally for equal work (Daniels, 2024). Equal pay claims can be based on three categories:

- 1.** Like Work (work that's the same or broadly similar).
- 2.** Work rated as equivalent,
- 3.** Work of equal value – so different work, but of equal value in terms of skills, effort and responsibility

(CIPD, 2025c)

Any pay difference must be objectively justified and not indirectly discriminatory.

You are asking me to approve the upgrade – To approve the upgrade, we must consider the following: -

The Justification of the upgrade

Ensure the rationale for upgrading the two male HCA's is not based on gender, but on objective criteria (Daniels, 2024), including,

- Greater specific contributions and/or performance merits of an individual,
- An individual's skill set that justifies a higher pay grade,
- or due to a formal job evaluation which has rated an employees work as a higher value compared to their peers.

To conclude, the upgrade of the two male health care assistants may be permissible, however it's crucial that this decision is made through objective criteria that is not related to gender.

It's also worth noting that perception matters—even if the decision is lawful, it must be seen as fair (Daniels, 2024). Given the gender imbalance in the wider HCA workforce, it's

Chris Brett

Student Number – 2318124

Total Word Count - 4129

especially important to document the rationale clearly and ensure that comparable female staff have had equal access to advancement opportunities.

In the documenting of all of your rationale, include an evaluation of their individual roles and contributions for clear transparent treatment, for example The NHS Pay Review Body's 2025 report reinforces the importance of transparent, evidence-based pay decisions under the Agenda for Change framework (Office for the Pay Review Bodies, 2025). This ultimately will mitigate risks of potential equal pay claims and demonstrate your adherence to the Equality Act of 2010.

Thanks,

Chris Brett

3.1

Hello Victoria,

Looking at your message regarding constructive dismissal and advice needed on how long former employees must make claims, I have formulated a detailed description below.

Circumstances in which such a change can form the basis of a successful constructive dismissal claim - A typical constructive dismissal claim is when an employee resigns due to the fundamental breach of their employment contract by the employer (CIPD, 2024c). Please note, constructive dismissal is a form of unfair dismissal, and the employee must resign promptly in response to the breach to maintain their claim. Your now resigned radiographer is citing the reason for their claims being a change to working hours – this COULD form the basis of a constructive dismissal claim if...

The change in working hours is a breach of his contract (CIPD, 2024c) - Typical employment contracts have specific details about employee working hours. Any unilateral changes by employers could be seen as breach on those contracts. Check if the change in working hours has significantly altered the terms of employment contract without the radiographer's consent.

The change goes against the implied terms of mutual trust and confidence - This can occur if the change to the radiographers' working hours is perceived as unreasonable or been implemented without proper consultation. Both can undermine the implied trust and confidence employers are expected to maintain.

Lack of process and consultation (CIPD, 2024d) - This can occur when employers have not engaged in a proper fair process, or consultation has not taken place with the employee about proposed changes to their working hours. An employee's claim may be strengthened if this due process has not been implemented, and thus you are seen as unreasonable.

Chris Brett
Student Number – 2318124
Total Word Count - 4129

The radiographer must demonstrate that the change was significant enough to justify resignation - If the employee can demonstrate the change was significant enough to justify the resignation and the specific reason for the resignation was due to the breach of the points above, they do stand a chance of a successful claim.

How long former employees have to make claims before being 'out of time' - You are correct that former employees are subject to a time limit to bring a constructive dismissal claim against you to the Employment Tribunal Service. This time limit is three months less one day from the date of their resignation from the trust (CIPD, 2024d) – for example, if they resigned on the 2nd of January, their claim must be submitted by April 1st.

Please be aware – Extension to the time frame can occur if the claim is lodged with the mandatory ACAS early conciliation procedure (CIPD, 2024d). This ACAS procedure process allows for disputes to be resolved before they reach a tribunal. The extension depends on the duration of the conciliation process.

Thanks,

Chris Brett

3.2

Hello Cliff,

It has come to my attention that you are looking to reorganise within your directorate. When undertaking this activity, there are some important legal requirements that you need to be aware of.

Fifty posts being made redundant

As there are more than 20 employees involved in this process, there is the mandatory requirement to engage in collective consultation (CIPD, 2024e). Collective consultation is a legal process where an employer must consult with recognised trade union representatives or, if none exist, elected employee representatives before making large-scale redundancies (CIPD, 2025d). This is governed by the Trade Union and Labour Relations (Consolidation) Act 1992 (CIPD, 2024f).

This consultation process must last at least 30 days (45 days for 100 or more redundancies). In this process, trade union representatives or elected employee representatives will be involved in the consultation dependent on whether your organisation is unionised (Daniels, 2024).

It is crucial that detailed information is written about:

- The reason for each individual redundancy
- The total number of employees affected

Chris Brett
Student Number – 2318124
Total Word Count - 4129

- The criteria for selection
- The redundancy payment calculations

Recommendation: Maintain open communication channels throughout the process. After the collective consultation stage, consult with each employee affected by the redundancy individually. At this time, you must inform them that they are at risk of redundancy and allow employees to review and respond to the criteria used to assess them. Allow the opportunity for more than one meeting to investigate and discuss any issues they bring forward.

Selecting who is made redundant

As an employer you MUST be fair and objective during the entire redundancy process. The assessment criteria must be transparent and non-discriminatory (CIPD, 2025d) – important, because everyone has the right to assess their own assessment criteria.

Option – Consider voluntary redundancy, offer this with enhanced terms to reduce the number of compulsory redundancies. This could make the whole process less contentious.

Assessment Criteria

Typical criteria can include performance; qualifications; attendance. Apply these to each employee fairly and consistently.

Note – Avoid discrimination. Ensure the criteria does not indirectly discriminate any group, i.e. length of service – leading to indirect age discrimination.

Costs in redundancy

Any employees with over two years of service, are entitled to statutory redundancy payments (CIPD, 2024e).

Advice – Employees can lose this entitlement if you offer them suitable alternative employment and they unreasonably refuse this offer (Daniels, 2024). Take this seriously during a restructure; take time to explore opportunities across your organisation to retain employee skills and reduce the overall impact of redundancies.

Cliff, by adhering to the above legal requirements and practices you will protect your organisation from legal claims and maintain a positive culture in your teams into the future.

Thanks,

Chris Brett

3.3

Hello Catherine,

Interesting news about the potential merger! When entering these preliminary negotiations of two major pharmacy operations, it's important to understand the implications of the Transfer of Undertakings – Protection of Employment – Regulations 2006, also known as TUPE regulations.

TUPE regulations protect the rights of employees during significant organisational changes (business transfers, and service provision changes) such as mergers in this case (CIPD, 2024g).

The major rights that employees have involved in the merger – TUPE Regulations

Employment Contract Transfer - All contract rights of all employees transfer from their current employer to their new employer due to any merger. These rights include continuity of service, contracts of employment etc., (CIPD, 2024g).

Unfair Dismissal Protection - Employees cannot be dismissed with the sole reason of the transfer. If an employee is dismissed and it is related to the merger, the dismissal would be considered automatically unfair, UNLESS it's due to an economic, technical, or organisational reason that does justify it (CIPD, 2024h).

Note – Employees would need two years of continuous service to claim unfair dismissal.

Consultation Requirements - You as the employer must consult with representatives of your employees – typically trade unions or elected representatives, about all aspects of the merger. Including:

- Notifying that a transfer is happening.
- The reasons for the transfer.
- The implications for employees; Legal, Social and Economic implications.
- Any measures that you as the employer or transferee intends to take regarding the employees.

Liability Information - In the merger, where employees are moving to another organisation, the transferor must provide detailed information on each employee at least 28 days before the transfer (CIPD, 2024h). Detailed information includes, name, age, particulars of employment, disciplinarys and actions, grievances, and legal actions taken in the past two

Chris Brett
Student Number – 2318124
Total Word Count - 4129

years. It's important to note that employees can object to the transfer, although this means they forfeit their right to redundancy or dismissal claims.

Collective Agreements - These agreements can be altered after a year of the transfer – as long as the changes are NOT less advantageous to the employee (CIPD, 2024h).

Note – provisions from collective agreements that come into effect after the merger will NOT transfer if the new employer was not a part of the negotiation.

Pensions - Occupational pension schemes do not transfer under TUPE. However, any contractual obligation to pay into a non-occupational pension scheme will transfer (CIPD, 2024h).

TUPE applies automatically when the conditions are met—it's not optional.

Although mergers are rarely stress free; by understanding the TUPE rights for your employees you can ensure negotiations respect the legal protections afforded to your workforce. This will reduce stress as goodwill can be maintained and minimise any legal challenges into the future.

Thanks,
Chris Brett

4.1

Dear Milo,

You have several dozen nurse bank staff who are employed regularly but on a casual basis, and thus want to ensure their holiday pay is calculated fairly and lawfully.

The regulatory requirements for holiday pay calculations relating to irregular hours and part-year workings means that holiday pay MUST be calculated based on their individual average pay over the previous 52 weeks (ACAS, 2025a).

This average pay should only include the weeks they have worked and received pay – therefore, you must exclude weeks missed due to sickness or statutory leave, with no pay – if weeks like this have happened, then please go further back – up to 104 weeks - to replace those missed to fulfil the 52 weeks with full pay average (ACAS, 2025a).

Here's how to calculate holiday pay – ACAS (2025a) outlines some steps to follow.

Calculate the average pay over the 52-week period preceding the holiday. If they have not been employed for 52 weeks, you can use the number of weeks they have worked.

Chris Brett
Student Number – 2318124
Total Word Count - 4129

Your calculation of average pay must include any payments that are linked to contractual tasks, professional status, or regular overtime worked during the 52 weeks.

ACAS advised that you should use rolled-up holiday pay if applicable (ACAS, 2025b). For example, for leave that occurs post April 2024, employers may use rolled up holiday pay for irregular hour workers (rolled-up pay must not be used for other workers). This means, adding 12.07% of workers' pay in each pay period as holiday pay. This must be shown separately on their payslips (ACAS, 2025b).

Some notes to ensure you are acting fairly and lawfully for your bank staff is to communicate at all stages, discuss the potential use of rolled-up holiday pay openly with the employee and trade unions if required to ease concerns (ACAS, 2025b). Secondly, please do encourage your bank staff take their holiday leave for the wellbeing of your staff and department. Thirdly, ensure you are compliant with your legal responsibilities by providing holiday pay, even if the worker in question is off sick or on statutory leave – look to reflect the average weekly pay from relevant periods.

By following the guidance above, you can ensure compliance and fairness and adhere to the regulations.

Thanks,

Chris Brett

4.2

Hello Laura,

Firstly, congratulations on your pregnancy! I am writing to explain the major differences between maternity leave and shared parental leave.

Let me walk you through the options below.

Maternity Leave

- **Duration** - Leave consists of up to 52 weeks (26 weeks ordinary maternity leave, and 26 weeks of additional maternity leave) (Daniels, 2024).
- **Leave is compulsory** – Immediately following childbirth you cannot work for two weeks; this is a compulsory leave period – this is also four weeks for factory or workshop workers (CIPD, 2025e).
- **Entitlements** – As an employee you are entitled to all the terms and conditions of your employment, except for remuneration (Daniels, 2024).
- **Pay** – For up to 39 weeks, you will receive statutory maternity pay. In the first 6 weeks of leave you will receive 90% of your normal weekly earnings. For the remaining 33 weeks, you will receive a set rate (CIPD, 2025e).

Chris Brett
Student Number – 2318124
Total Word Count - 4129

- **Returning to work** - After 26 weeks of ordinary maternity leave, you have the right to return to the exact same job you left. After the additional maternity leave (26 more weeks), you're entitled to a suitable alternative position with the same terms and conditions, if your old role is no longer practicable (Daniels, 2024).

Shared Parental Leave – which is optional

- **Duration** – You and your partner can share up to 50 weeks of leave and 37 weeks of pay (CIPD, 2025e). You do get flexibility which can allow you to take leave in 'blocks' and return to work in between those periods of leave.
- **Eligibility**: Both you and your partner must meet specific eligibility criteria, such as certain employment and earnings criteria, including, being employed continuously for at least 26 weeks by the end of the 15th week before the expected week of childbirth (ACAS, 2025c).
- **Pay** – Similar to statutory maternity pay, however it is shared between yourself and your partner. Note that if statutory maternity pay has already been taken, it will be deducted from your shared parental pay entitlements.
- **Entitlement** – There is the option to take up to 20 shared parental leave in touch days, commonly known as SPLIT days (Daniels, 2024). Taking these days does not affect your entitlement to shared parental pay.
- **Flexibility** – Your partner and you must coordinate the leave and pay between you. There are benefits to this for example, allowance for a positive work-life balance and equal involvement in childcare.

I hope this information helps you weigh your options. Feel free to reach out if you have more questions or need further clarification.

Thanks,

Chris Brett

4.3

Hi Michelle,

As an organisation we notice the importance of flexible working, especially since the concept has evolved considerably since the Flexible Working Regulations of 2014 (Daniels, 2024).

I understand your reservations, however there are also great benefits with flexible working, including a greater work-life balance, and increased happiness in the workplace.

You mention they are newly appointed. The Flexible Working Regulations 2014, stated that employees with at least 26 weeks of continuous service have the right to request to work

Chris Brett
Student Number – 2318124
Total Word Count - 4129

flexibly, but now, as of 6 April 2024, the right to request flexible working is now a day-one right (CIPD, 2024i), therefore, the administrative officer legally has the right to request changes to;

- Their working hours.
- The times they work.
- The place where they are required to work.

The employee must send you as the employer a formal written request. In this submission, it needs to detail the flexible change which is, “work from home three days a week”, plus the impact this change will bring for the hospital, and how to address the impact (Daniels, 2024).

Once you have received this formal request, put a meeting into the calendar with the employee to discuss the request. They are entitled in this meeting to be accompanied by a colleague or trade union representative, so please be open to this possibility. Ultimately, from the date of their formal flexible working request, you have within two months to respond (CIPD, 2024i) – if this decision is approval, this will have to be a permanent change, unless otherwise agreed.

Each case should be evaluated on its own merits. However, there are employer grounds for refusal in this case (Daniels, 2024), including if the request is going to,

- incur additional costs.
- Has a detrimental effect to patients.
- Be an issue to replace the individual in the workplace, or it has effects to your current workforce.
- Have a detrimental affect to quality and performance.
- If they are planned structural changes to the organisation

(CIPD, 2024j)

Its important to note that if the proposal is refused by yourself, the employee does have the right to appeal. In this case, they can again be accompanied to that meeting – following this appeal, the decision must be delivered in writing. If the employee request is still unsuccessful, they can take the matter to an Employment Tribunal (Daniels, 2024). This tribunal will investigate whether you have considered the request fairly, and importantly whether the refusal is in line with the legislation.

Thanks,

Chris Brett

References

- ACAS (2025) *irregular hours and part-year workers – Holiday pay*. Available at: <https://www.acas.org.uk/irregular-hours-and-part-year-workers/calculating-holiday-pay> (Accessed: 30 May 2025).
- ACAS (2025b) *Irregular hours and part-year workers – Rolled-up holiday pay*. Available at: <https://www.acas.org.uk/irregular-hours-and-part-year-workers/rolled-up-holiday-pay> (Accessed: 30 May 2025).
- ACAS (2025c) *Shared parental leave and pay – Checking eligibility*. Available at: <https://www.acas.org.uk/shared-parental-leave-and-pay/checking-eligibility-for-shared-parental-leave> (Accessed: 30 May 2025).
- CIPD (no date) *Employment status, rights and regulation*. Available at: <https://www.cipd.org/uk/views-and-insights/cipd-viewpoint/employment-status-rights/> (Accessed 30 May 2025).
- CIPD (2024a) *Health and safety: UK employment law*. Available at: <https://www.cipd.org/uk/knowledge/employment-law/health-safety/> (Accessed: 30 May 2025).
- CIPD (2024b) *UK employment law and the EU*. Available at: <https://www.cipd.org/uk/knowledge/employment-law/uk-employment-law-eu/> (Accessed: 30 May 2025).
- CIPD (2024c) *Dismissal procedures*. Available at: <https://www.cipd.org/uk/knowledge/factsheets/dismissal-factsheet/> (Accessed: 30 May 2025).
- CIPD (2024d) *Dismissal: UK employment Law*. Available at: <https://www.cipd.org/uk/knowledge/employment-law/dismissal/> (Accessed: 30 May 2025).
- CIPD (2024e) *Redundancy: UK employment law*. Available at: <https://www.cipd.org/uk/knowledge/employment-law/redundancy/> (Accessed: 30 May 2025).
- CIPD (2024f) *Employee relations: an introduction*. Available at: <https://www.cipd.org/uk/knowledge/factsheets/relations-employees-factsheet/> (Accessed: 30 May 2025).
- CIPD (2024g) *TUPE (transfer of undertakings): An introduction*. Available at: <https://www.cipd.org/uk/knowledge/factsheets/tupe-factsheet/> (Accessed: 30 May 2025).
- CIPD (2024h) *TUPE transfers: Guide for people professionals*. Available at: <https://www.cipd.org/uk/knowledge/guides/tupe-guide/> (Accessed: 30 May 2025).

Chris Brett

Student Number – 2318124

Total Word Count - 4129

- CIPD (2024i) *Flexible and hybrid working: UK employment law*. Available at: <https://www.cipd.org/uk/knowledge/employment-law/flexible-working/> (Accessed: 30 May 2025).
- CIPD (2024j) *Responding to a formal working request*. Available at: <https://www.cipd.org/globalassets/media/knowledge/knowledge-hub/tools/2024-pdfs/8411-respond-to-flexible-working-request-flowchart-feb24.pdf>
- CIPD (2025a) *Discrimination in the workplace*. Available at: <https://www.cipd.org/uk/knowledge/factsheets/discrimination-workplace-factsheet/> (Accessed: 30 May 2025).
- CIPD (2025b) *Recruitment: UK employment law*. Available at: <https://www.cipd.org/uk/knowledge/employment-law/recruitment/> (Accessed: 30 May 2025).
- CIPD (2025c) *Equal pay: UK employment law*. Available at: <https://www.cipd.org/uk/knowledge/employment-law/equal-pay/> (Accessed: 30 May 2025).
- CIPD (2025d) *Redundancy: an introduction*. Available at: <https://www.cipd.org/uk/knowledge/factsheets/redundancy-factsheet/> (Accessed: 30 May 2025).
- CIPD (2025e) *Maternity, paternity and adoption rights*. Available at: <https://www.cipd.org/uk/knowledge/factsheets/maternity-paternity-rights-factsheet/> (Accessed: 30 May 2025).
- Daniels, K (2022) *Introduction to Employment Law: Fundamentals for HR and Business Students*. 6th edn. London: Kogan Page.
- Marshall, T. (2009) *Paid holiday: ECJ ruling on Stringer v HMRC*. Available at: <https://www.personneltoday.com/hr/paid-holiday-ecj-ruling-on-stringer-v-hmrc/> (Accessed: 30 May 2025).
- Office for the Pay Review Bodies (2025) *NHS Pay Review Body THIRTY-EIGHTH REPORT 2025*. Available at: https://assets.publishing.service.gov.uk/media/682f3528c054883884bff44b/NHSPR_B_38th_Report_2025.pdf
- PM Editorial (2025a) *Employment Law: what to expect in 2025*. People Management. Available at: <https://www.peoplemanagement.co.uk/article/1901051/employment-law-expect-2025> (Accessed: 30 May 2025).
- Thorneloe, D. (2024) *UK Supreme Court rewrites the rules on retained EU case law*. Available at: <https://www.pinsentmasons.com/out-law/analysis/uk-supreme-court-rewrites-the-rules-on-retained-eu-case-law> (Accessed: 30 May 2025).
- UK Supreme Court (2025) *For Women Scotland Ltd (Appellant) v The Scottish Ministers (Respondent)*. Available at: <https://www.supremecourt.uk/cases/press-summary/uksc-2024-0042> (Accessed: 30 May 2025).