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# Menopause at work: what employers should actually do.

Around the world, one in ten women leaves a job because of menopause symptoms, and four in five say their employer offers no support. The fix is mostly policy clarification, not new spend. Here's what international consensus (NICE, BMS, IMS, The Menopause Society, Jean Hailes) agrees on, on one page.

## 01 Name menopause in policy

Audit existing leave, sick, flexibility and accommodation policies and name menopause explicitly so HR and managers know it qualifies. Check your healthcare plan or benefits cover menopause-trained doctors and specialists, talking therapy, and HRT/MHT where clinically appropriate.

## 02 Adjust the physical environment

Temperature control, ventilation, desk fans, seats away from heat sources. Cold drinking water on hand. Restrooms within reasonable distance, supplied with sanitary products. Cooling areas where work is physically demanding.

## 03 Build in flexibility

Flexible start times, additional breaks, and hybrid or remote options where the role allows. Treat menopause adjustments through the same process you already use for any reasonable accommodation in your jurisdiction (Equality Act, AODA, FEHA, Fair Work, etc.) — even when symptoms don't meet a formal disability threshold.

## 04 Loosen the dress code

Allow breathable, layered, non-restrictive clothing and uniform alternatives. Drop hard rules that compound vasomotor symptoms (heavy synthetics, mandatory tights, fixed jackets). Specific written permission lands better than vague tolerance.

## 05 Train managers, normalise it

Most women don't feel comfortable raising menopause at work, and many supervisors say they don't know how to set up an adjustment. A short, scenario-based manager briefing closes both gaps and is the single highest-leverage move you can make this quarter.

## 06 Make it visible & ongoing

Sign on to a menopause-friendly framework appropriate to your region (Menopause Friendly Accreditation in the UK, Making Menopause Work™ in the US, equivalent local schemes). Pair it with an ERG or peer group so the policy has a community to keep it honest. Treat it like parental leave a decade ago — table-stakes, not a perk.

### WHERE TO START THIS QUARTER

1. Add menopause to the language of your existing leave, flexibility and accommodation policies. 2. Run a 45-minute manager briefing on what to say when an employee raises symptoms. 3. Audit the physical environment (temperature, restrooms, dress code) and fix the cheapest thing first.

### 1 in 10

leave a job over menopause symptoms (UK, ONS)

### 4 in 5

say their employer has no menopause support (Fawcett Society)

### Most women

don't feel safe raising it at work (international surveys)

Sources & frameworks. NICE NG23 (UK) · British Menopause Society (BMS) workplace guidance · International Menopause Society (IMS) recommendations · The Menopause Society 2024 consensus (US) · Jean Hailes for Women's Health (AU) · Fawcett Society Menopause and the Workplace · ONS labour-market analysis. Frameworks: Menopause Friendly Accreditation (UK), Making Menopause Work™ (US), equivalent local schemes elsewhere.

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