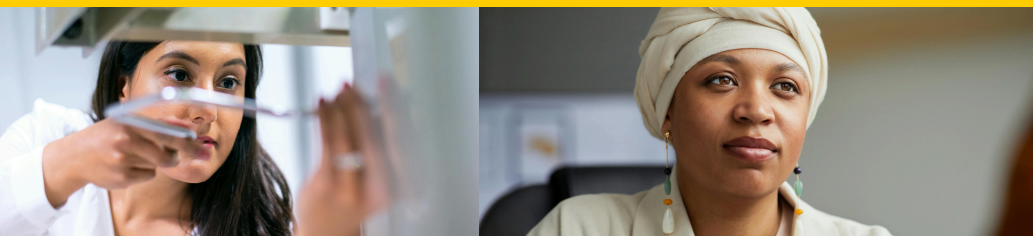


The menopause toolkit for HR

Prevent legal risk, stop silent attrition, and make your workplace menopause inclusive – before regulators, resignations, or Glassdoor reviews make the decision for you.





Menopause is a business imperative.

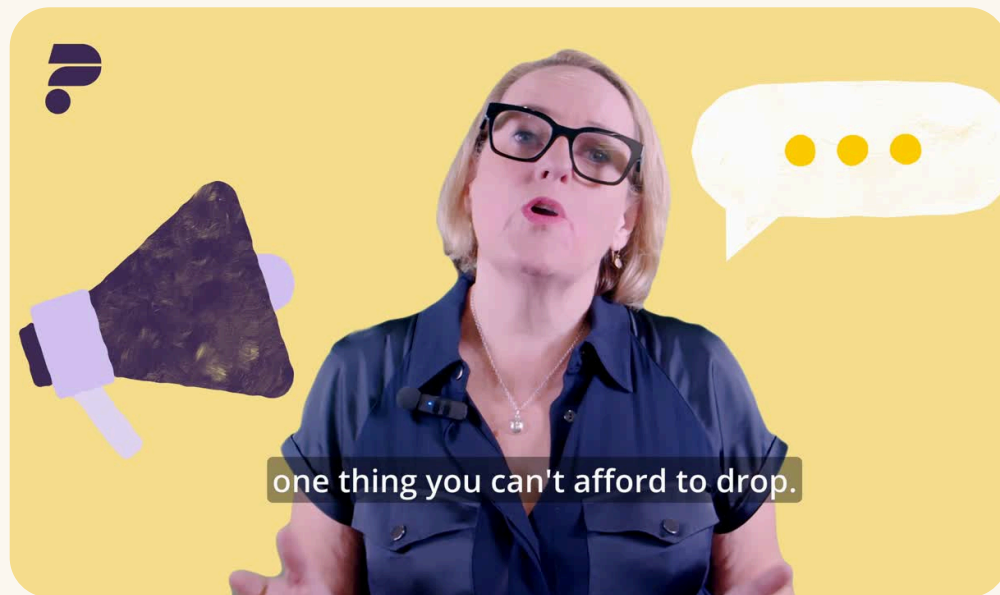
Are you ready?



You're not just

competing for talent.

You're competing to
keep it!



Laura Carter-Penman, Director of Clinical Services, Peppy

Menopause is already on your agenda, whether you've acknowledged it yet or not. It's showing up in your absence data, your retention rates, your gender pay gap, and soon, in your legal obligations.

With the Employment Rights Bill set to strengthen workplace protections, ignoring menopause is no longer an option. This is about protecting your people AND your bottom line.

While others are still finding the starting line, you're already there. Ready. Set. Meno.

- 1 in 10 employees leave work because of unmanaged menopause symptoms.
- Tribunal claims relating to menopause have tripled in the last two years.
- It's estimated that by 2030, menopause-related productivity losses could cost more than £110 billion a year.
- The gender pay gap spikes in midlife and menopause is a major driver.



What's inside?

This toolkit gives you the practical, evidence-based playbook to take action now:

- The business case and ROI for menopause support.
- What the Employment Rights Bill means for you and how to prepare now before compliance becomes mandatory
- Checklists, quizzes, and gap analysis tools.
- Evidence-backed clinical advice from leading experts.
- Real-world employer examples and quick wins you can use today.

SECTION 1

Ready.

Audit your reality and uncover the gaps before they cost you.

SECTION 2

Set.

Get ahead of the curve with proactive support that works.

SECTION 3

Meno.

Activate change that delivers impact and ROI.

SECTION 4

Next moves.

The actions every HR and benefits leader should take now.



Meet the **experts** behind this toolkit

Peppy delivers menopause support every day inside some of the UK's biggest and most forward-thinking organisations.

With over 1,500 years of combined experience across our entire clinical team – including specialist clinicians, lifestyle medicine experts, and HR leaders – we've helped thousands of employees and more than 250 major employers turn policy into real-world impact.



Janet Wingfield
Lead menopause practitioner

Trusted Menopause Nurse Specialist, supporting thousands of women to stay well and in work.



Laura Carter-Penman
Director of Clinical Services

Leads Peppy's clinical strategy, bringing decades of expertise in workplace menopause care.



Aaron Barnett
Director of lifestyle healthcare

Expert in lifestyle medicine & personal trainer, helping people manage menopause through fitness, nutrition and recovery.



The **fastest-growing**
workforce demographic is

women aged

45-55

And menopause is part of that reality. Proactive support protects performance, retains critical talent, and avoids the hidden costs of inaction.

Put simply: the earlier you act, the stronger your people and your business will be.



Before we get into the nitty-gritty, have a quick think...

Where are you on your menopause support journey?

Level	What it looks like	Risk level
No support	Nothing in place	 High legal risk: Potential for discrimination claims, reputational damage, and employee disengagement.
Basic offering	EAP or policy, low usage	 Attrition risk: Losing valuable midlife talent due to lack of visible, practical support.
Good practice	Visible signposting, some training	 Missed opportunity for impact: Support exists but isn't fully embedded, leading to underuse, preventable sick leave, and stalled progression.
Best-in-class	Trained managers, Peppy support, data tracking	 Strategic advantage: Demonstrable ROI through retention, engagement, and reduced absence.



Ready

Audit your reality and uncover the gaps before they cost you.

This section helps you benchmark where you are today - from policy and data gaps to leadership buy-in, workforce equity, and compliance risks under the Employment Rights Bill.



2 minute readiness check

Before you build, you need to know where you stand. Take our quick quiz to spot gaps and risks, then see how you measure up.

Do you know how many employees in your organisation are currently going through menopause?

- Yes, we track this (3 points)
- Not exactly, but we've got a rough idea (2 points)
- No, we've never looked (1 point)

If someone raised menopause-related challenges at work tomorrow, would their manager know how to respond?

- Yes absolutely, they've had specific training (3 points)
- Sort of, they'd probably muddle through (2 points)
- No, they'd panic (or change the subject) (1 point)

When was the last time someone actually used your menopause support resources?

- This month (3 points)
- I'm not sure (2 points)
- Never / No one's engaging with it (1 point)

How confident are you that your menopause support is reaching everyone who needs it?

- Very confident – we've made it visible and inclusive (3 points)
- Kind of – but it could be better signposted (2 points)
- Not confident – it's buried in a benefits portal or EAP (1 point)

Is your current offering inclusive of trans, non-binary, and neurodivergent people?

- Yes – we've reviewed it with inclusion in mind (3 points)
- Not sure – we haven't really checked (2 points)
- No – it's very one-size-fits-all (1 point)

If your leadership team asked for impact data on your menopause support...

- I've got usage stats, feedback and ROI ready (3 points)
- I can get some numbers with a bit of digging (2 points)
- I'd be scrambling to find anything (1 point)

Your results

15–18 points

Gold standard – you're ahead of the curve. Feel free to skip to the next section 'SET'.

10–14 points

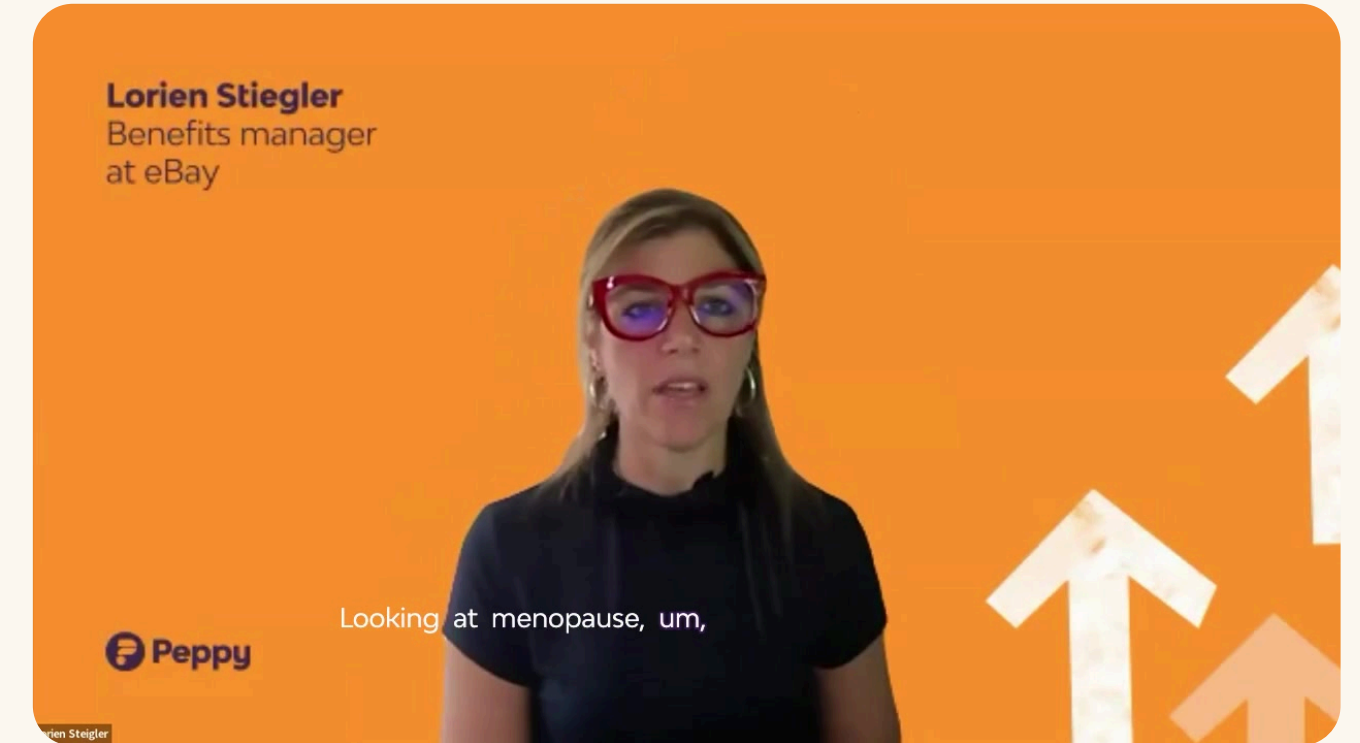
On the right track – good progress, but gaps remain.

6–9 points

Urgent action needed – high risk, needs immediate focus.



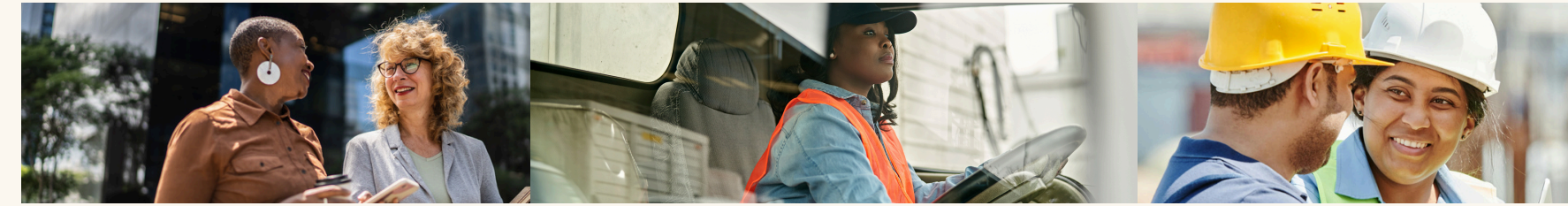
What it's costing your business



Lorien Stiegler, Benefits Manager at eBay



The stats



Almost every woman will go through menopause and over 75% experience symptoms, often for years.

Menopause is a career cliff-edge for many. And a silent drain on talent, productivity, and morale.

17%

Around one in six people (17%) have considered leaving work due to a lack of support in relation to their menopause symptoms.

92%

92% report menopause symptoms affect them at work, yet many managers aren't prepared to support them.

70%

Over 70% of women report that they feel unsupported at work, even though one in five (19 per cent) say their symptoms have a detrimental effect on their work.

1 in 10

1 in 10 women leave work due to unmanaged menopause symptoms.

4x

Replacing a senior leader costs up to 4x salary.

£10.5bn

Menopause-induced absenteeism and presenteeism are estimated to cost UK businesses over £10.5bn annually.



EXPERT TAKE:

"Menopause symptoms might be invisible but their impact on retention, morale and cost absolutely isn't."

Laura Carter-Penman



Support is
important
now **more than**
ever

The smartest employers know that the Employment Rights Bill is coming. If you're not already taking action, you're already behind.



Menopause & the Employment Rights Bill (ERB)

Your menopause compliance countdown



Act now to avoid costly tribunals, talent drain & new statutory penalties.

Expected timeline:

2025

Scrutiny, tribunals & rising costs

2026

Voluntary frameworks

2027

Mandatory compliance

Why urgency matters

The ERB, passed in October 2024, requires employers with 250+ employees to publish Menopause Action Plans by 2027 ahead of mandatory rollout.

The ERB is set to introduce new protections for employees experiencing menopause symptoms. That means:

- Stronger legal grounds for discrimination claims.
- Pressure on employers to provide reasonable adjustments.
- Higher expectations for manager awareness and training.

The risk if you don't get ahead

Tribunals up 300% since 2022, with menopause discrimination payouts now often exceeding £60k

Disability-related claims now make up 16% of all tribunal referrals, with menopause now frequently referenced in claims where symptoms significantly affect daily work.

If menopause symptoms are deemed a disability, employers will have a legal obligation to make reasonable adjustments and avoid discrimination.

⚠ TAKE ACTION:

Future-proof your business. Protect your people. Create your menopause action plan today, before regulators, employees or the press demand it.

📅 REGISTER FOR EVENT:

'Menopause Action Plans: What the Employment Rights Bill means for your business.'

*Disclaimer: Not legal advice - always consult your legal team or professional counsel before acting.



Ask the expert

Bust common workplace menopause myths with Janet Wingfield

Before you start building your business case, clear the biggest misconceptions out of the way. They could be holding back buy-in from leaders and colleagues.

Myths fuel stigma, stop employees speaking up, and keep support stuck at “token gesture” level.

“It only affects women in their 50s.”

Nope. Symptoms can start in our 30s and 40's and even younger in some. And anyone born with ovaries will experience it - including transgender men and non-binary people assigned female at birth.

“It’s just hot flushes.”

Wrong. It’s brain fog, anxiety, insomnia, joint pain, and more. Symptoms can be debilitating (and invisible).

“People will speak up if they’re struggling.”

Unlikely. Shame and stigma keep many silent. 1 in 2 don’t feel comfortable talking to their manager.



EXPERT TAKE:

“I’ve met too many brilliant women who think they’re broken. They’re not. They’re just unsupported.”

Janet Wingfield

Which of these did you assume was true?
Be honest...



Cultural sensitivity & equitable support

Make menopause support work for

everyone

Menopause affects everyone differently but most workplace support assumes everyone's experience is the same. That's a problem. Without an inclusive approach, you risk alienating entire groups of your workforce, from Black women to trans men, to neurodivergent employees and those with disabilities. For HR, that means lower uptake, higher disengagement, and missed opportunities to retain diverse talent.





Cultural sensitivity & equitable support

Make menopause support work for everyone

Black and Asian women are less likely to access support due to cultural stigma and lower awareness yet may experience more severe symptoms.

Neurodivergent women (e.g. with ADHD, autism) report menopause worsening sensory overload, anxiety, and cognitive challenges making work even harder to manage.

Trans and non-binary people often feel invisible in menopause support leading to avoidance of healthcare and increased isolation at work.



80%

Black African and Chinese women are ~80% less likely to receive HRT prescriptions than white women, even when clinically eligible.

36%

of neurodivergent employees receive no workplace guidance or adjustments - a number that becomes even more urgent when menopause intensifies sensory and cognitive symptoms.

3 in 5

More than three in five menopausal individuals continue to experience discrimination at work.

50%

More than half of working women experiencing menopause are unable to go to work at some point due to their symptoms



Cultural sensitivity & equitable support

4 actions for you to take now



1. Review your content and language

Does it reflect the lived experiences of women of all ethnicities and cultures, trans men, and neurodivergent people?

2. Offer flexible working adjustments


Quiet spaces, hybrid options, light/temp control especially for those with sensory challenges.

3. Train managers on intersectional menopause

Equip them to respond sensitively and confidently, not just legally.

4. Build anonymous, culturally competent support

Specialist clinicians. Lived-experience videos. Peer stories from across your employee base.



↓ DOWNLOAD:
[How menopause can impact neurodivergent people](#)



EXPERT TAKE:
“We can’t keep treating menopause like a one-size-fits-all experience. Inclusivity isn’t a nice-to-have, it’s the difference between support and silence.”
Janet Wingfield



What you can do



Deborah Garlick, Founder & CEO, Henpicked

WATCH

[130 working days to World Menopause Day: Is your workplace ready?](#)

Quick wins this quarter:

- ✓ Map your workforce demographics to estimate how many are in peri/menopause right now.
- ✓ Add a menopause question to your next employee engagement survey.
- ✓ Make sure every benefits comms piece includes clear menopause signposting (not buried 5 clicks deep).
- ✓ Invite a credible clinician to run a myth-busting session for managers & employees.
- ✓ Audit your absence data - track menopause as a reason for absence.

Longer plays:

- ✓ Conduct a gap analysis of policies & benefits against upcoming Employment Rights Bill expectations.
- ✓ Set measurable menopause goals in your people strategy.
- ✓ Create a menopause champions network across departments.

Avoid common mistakes:

- ✓ Assuming your policy alone equals culture change. It doesn't.
- ✓ Only targeting female employees. Menopause affects partners, managers, and colleagues too.
- ✓ Waiting for the bill to pass before acting. By then, you'll be playing catch-up.

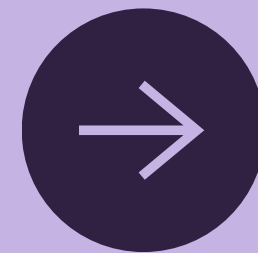
How to know it's working:

- ✓ Awareness: Pulse surveys show more employees know where to find support and feel comfortable raising menopause issues.
- ✓ Behaviour: Managers start signposting staff and applying what they've learned, not just requesting training.
- ✓ Outcomes: Uptake in resources climbs; sickness absence for key demographics drops; attrition slows.
- ✓ Culture: Men and younger staff engage too, proving it's seen as an inclusion issue, not just "women's health."

*Disclaimer: Not legal advice - always consult your legal team or professional counsel before acting.



Set



Get ahead of the curve with proactive support that works.

Here you'll discover what meaningful menopause support looks like, how to embed it before problems escalate, and the role of lifestyle medicine, culture, and inclusion in making it stick.



2 minute prevention check

Prevention is cheaper, faster, and more effective than reaction. Here's how to get ahead.

Do you have regular, visible menopause education for all employees, not just those in midlife?

- Yes, it's part of our annual wellbeing calendar (3 points)
- Sort of, we do it occasionally (2 points)
- No, we've never done anything like this (1 point)

Are managers confident starting menopause conversations early, before problems escalate?

- Absolutely, they've had confidence-building training (3 points)
- Somewhat, they know about menopause but aren't proactive (2 points)
- No, they wait until someone raises it (if ever). (1 point)

Does your support go beyond awareness days to provide ongoing, practical help?

- Yes, we have year-round initiatives and easy access to specialists (3 points)
- Kind of, we do short-term campaigns but nothing sustained (2 points)
- No, it's one-off events or signposting only (1 point)

Is lifestyle support (nutrition, exercise, sleep, stress) integrated into your menopause offer?

- Yes, it's a core part of our approach (3 points)
- Somewhat, we have ad hoc resources but not a joined-up offer (2 points)
- No, it's missing entirely (1 point)

Are men actively included in your menopause conversations and training?

- Yes, we have male allies and inclusive resources (3 points)
- Somewhat, men can join if they want, but we don't target them (2 points)
- No, it's seen as a women-only issue (1 point)

Do you track early indicators of support impact (e.g. resource uptake, symptom self-reporting) rather than waiting for attrition or absence spikes?

- Yes, we track and review quarterly (3 points)
- Somewhat, we have some data but it's not consistent (2 points)
- No, we don't track early indicators at all (1 point)

Your results

15–18 points

Gold standard – you're ahead of the curve. You can skip to the 'MENO' section of this toolkit

10–14 points

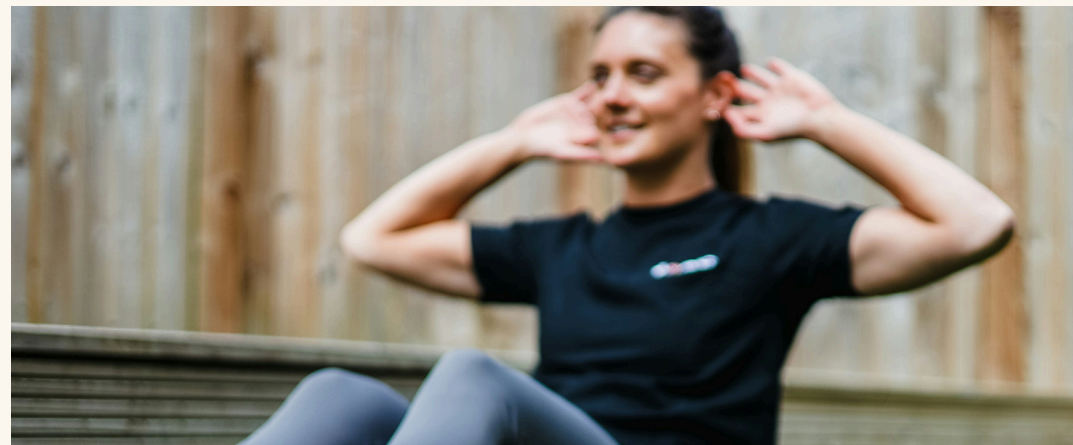
On the right track – good progress, but gaps remain.

6–9 points

Urgent action needed – high risk, needs immediate focus. Use the tips in this section to help.



Why support needs to be preventative





Preventative health

The power of getting ahead



Symptoms start earlier (and last longer) than many realise.

Menopause can begin in the early 40s (or occasionally even 30s!) and stretch on for years. Without proper support, employees suffer in silence, often misdiagnosed or misunderstood.

The costs are mostly invisible.

More often, it shows up in lost confidence, reduced performance, presenteeism or quiet quitting – issues that quietly drain productivity and morale.

It affects far more people than you might think.

Menopause isn't just a women's issue. It impacts trans and non-binary employees, partners, managers and entire teams.

It's a top driver of female attrition

1 in 4 women have considered leaving their jobs due to a lack of menopause support, often when they're reaching senior, strategic levels.

Its impacts are preventable!

Education, access to expert care, and proactive manager training can dramatically reduce disruption, costs and turnover, keeping your most experienced people engaged and thriving.





Preventative health

Symptom prevention through lifestyle medicine

Menopause isn't something to 'power through'. It's a whole-body transition that demands real support and lifestyle medicine is where we see game-changing impact.

Why lifestyle matters in menopause

When it comes to managing menopause, HRT gets a lot of airtime but it's not the full picture. The reality is, what you eat, how you move, and how you recover can have just as much impact on how people feel during this stage of life.

I see firsthand how targeted lifestyle changes help reduce the intensity of symptoms like brain fog, hot flashes, poor sleep, and anxiety and how they improve long-term health outcomes across the board.



EXPERT TAKE:

"When menopause support includes fitness, food, and recovery, the results speak for themselves: better symptom control, faster return to energy and focus, and employees who feel capable. Pair lifestyle care with clinical expertise, and you help people thrive at work."

Aaron Barnett

The science-backed benefits

Exercise helps regulate mood, improve sleep quality, protect bone health, and reduce cardiovascular risk (which rises after menopause).

Nutrition tailored to menopause supports hormone regulation, energy levels, and healthy weight maintenance which becomes harder to manage due to metabolic shifts.

Sleep and recovery are vital for cognitive health, emotional resilience, and physical stamina, all of which are impacted during menopause.

Stress management is essential for reducing cortisol, which exacerbates hot flashes, anxiety, and weight gain.

What good support looks like

Access to movement specialists who understand joint pain and fatigue.

Personalised, non-restrictive nutrition advice that supports hormonal and gut health.

Tools to support better sleep, including cognitive behavioural therapy for insomnia (CBT-I).

Integrated wellbeing: movement + mindset + recovery, not just symptom management.



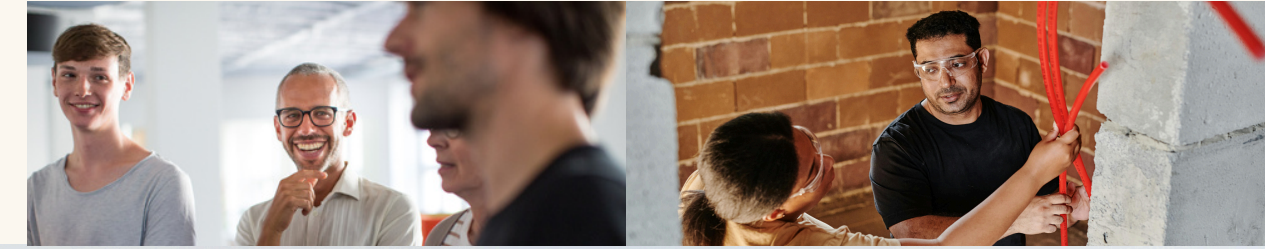
Allyship

When men show up it changes everything

Menopause impacts 50% of the workforce directly – yet 61% of men don't know how to support a female colleague experiencing menopause.

When only 1/3 of women feel comfortable talking to a male manager about menopause, we have a workplace inclusion problem that's costing businesses productivity, talent retention, and culture. By actively participating in the conversation and offering support, men can help break down the stigma and silence that often surrounds this natural life transition.

Bringing men into the conversation means retention, engagement, and culture wins. We've seen that when male leaders model openness, it cascades. Conversations move from taboo to normal, from awkward to action. And the ripple effect shows up in retention rates, engagement scores, and business performance.





Allyship

The 5-steps to allyship

1. Make awareness a business skill

Link menopause knowledge to leadership performance, the same way you would with mental health or organisational performance.

2. Create safe spaces for honest talk

Facilitate open conversations where empathy is as valued as efficiency. This builds trust and trust builds productivity.

3. Translate policy into lived reality

Policies aren't worth the paper they're written on unless managers know how to act on them in real time.

4. Put men at the centre of inclusion

Invite male leaders to visibly champion menopause initiatives, from signing off campaigns to speaking at events.

5. Measure, iterate, repeat

Track engagement, feedback, and uptake. And keep refining. The data makes the business case impossible to ignore.



WHAT ARE MALE ALLIES?

Individuals within an organisation, volunteering to provide support and information to colleagues



DOWNLOAD THE GUIDE:

[Men Applause the Menopause. The 5-step framework to engage male colleagues as active supporters of menopause inclusion](#)



What meaningful menopause support actually looks like

The best employers are moving from token gestures to proper care.

A clear, inclusive menopause policy

Don't just say you support menopause, show it with a living, breathing policy that includes:

- Clear language on workplace adjustments (cooling breaks, uniforms, hybrid working)
- Recognition of non-linear symptoms (anxiety, fatigue, cognition – not just hot flushes)
- Inclusive framing: covering trans, non-binary, neurodivergent, and disabled employees
- Bonus: embed it into onboarding and manager guides so it's actually seen.

Access to specialist clinical support

Employees don't want PDFs or portals. They want answers from real human experts.

- Unlimited access to menopause specialists who can talk HRT, lifestyle, and mental health
- 40-minute consultations that actually solve things
- Nutrition, exercise, prescriptions and personalised care all in one place
- This isn't just support. It's symptom prevention and talent retention.

Confident, well-trained managers

One bad conversation with a manager can undo years of goodwill. The best orgs are:

- Training line managers to recognise, respond and signpost appropriately
- Giving them short-form video explainers and quick-reference guides
- Equipping them with real examples of what reasonable adjustments can look like
- And critically: making it safe for managers to say "I don't know, but I'll find out."

Engagement that's actually measurable

The best setups have:

- Monthly usage reporting
- Engagement split by department, demographics, and geography
- Feedback loops between employees and HR to tweak support in real time

Because you can't improve what you can't measure....

5 steps to creating a menopause-friendly workplace

↓ **DOWNLOAD THE GUIDE:**
[5 steps to creating a menopause-friendly workplace](#)



What you can do

“When I was at BA first time round and was going through the perimenopause there was no help from anywhere. I couldn't get any help with the symptoms and as my private life was becoming more difficult I decided to leave my job even though I'd been working for BA for many years. I have now come back to BA and if something like The Menofriends and Peppy were around when I was here first time, I wouldn't have left.”

Peppy menopause user, British Airways

Quick wins this quarter:

- ✓ Launch a “Menopause is Everyone’s Business” campaign with visible leadership backing.
- ✓ Add symptom-specific support options into existing benefits (e.g., sleep coaching, nutrition advice).
- ✓ Pilot lifestyle medicine sessions (diet, exercise, mental health) for those in peri/menopause.
- ✓ Start including men in awareness events - as managers, partners, and allies.

Longer plays:

- ✓ Integrate menopause into your preventative health strategy - track before/after impact on absence & engagement.
- ✓ Build menopause into manager training curriculums as a mandatory module.
- ✓ Partner with occupational health to create fast-track pathways for menopause-related issues.

Avoid common mistakes:

- ✓ Running “one and done” events – prevention needs ongoing, visible support.
- ✓ Treating lifestyle support as optional – exercise, nutrition, and sleep are often more impactful than policy alone.
- ✓ Forgetting to measure – you can’t prove ROI without baseline and follow-up data.

How to know it’s working:

- ✓ Reduction in short-term absence among key demographics.
- ✓ Uptake of preventative services increases quarter-on-quarter.
- ✓ More employees disclose menopause-related needs early (before performance dips).



Meno

Activate change that delivers impact and ROI.

This is where you take action through proven interventions, real-world case studies, and the employer playbook to train managers, engage staff, and track results for long-term business and people gains.



2 minute impact check

You've built the foundations,
now make menopause
support part of your culture.

Can you show how your menopause support has impacted retention, absence, or engagement?

- Yes, we have clear, reportable metrics. (3 points)
- Sort of, we have some indicators, but not robust data (2 points)
- No, we haven't measured it (1 point)

Does your leadership team actively champion menopause support?

- Yes, they speak at events and communicate regularly about it (3 points)
- Somewhat, they're supportive but not visible (2 points)
- No, it's low on their radar (1 point)

Do you refresh your menopause resources, training, and policies at least annually?

- Yes, they evolve based on feedback and new evidence (3 points)
- Somewhat, updates happen but aren't consistent (2 points)
- No, they've been static since launch (1 point)

Is menopause embedded in your organisational KPIs or strategic objectives (e.g. wellbeing, ESG)?

- Yes, it's in our formal plans and reported on (3 points)
- Kind of, it's mentioned but not measured (2 points)
- No, it's not in any official targets (1 point)

Are your managers confident handling complex or sensitive menopause-related adjustments?

- Yes, they're trained and have clear protocols (3 points)
- Somewhat, they manage, but it's hit and miss (2 points)
- No, they avoid or escalate every case (1 point)

Do you share success stories and proof points with your board or employees?

- Yes, we regularly showcase impact stories and case studies (3 points)
- Somewhat, we share internally but not strategically (2 points)
- No, we rarely share the impact publicly (1 point)

Your results

15–18 points

Gold standard – you're ahead of the curve. Great job! You can skip to the final section of this toolkit

10–14 points

On the right track – good progress, but gaps remain.

6–9 points

Urgent action needed – high risk, needs immediate focus.



The cost of inaction

Menopause is a business issue.

When employees don't get the right support, the effects ripple through every part of the organisation: rising sick leave, stalled careers, declining productivity, and valuable people quietly leaving. And with the Employment Rights Bill gaining traction, employers who fail to act may soon find themselves exposed – legally, reputationally, and financially.

But it doesn't have to be this way. When support is proactive, personalised and clinically led, the results are transformative. People feel better, perform better, and stay longer. Forward-thinking employers are already stepping up. **The question is, will you?**

Full stop.



The cost of inaction

in numbers

Launching menopause support is a start but without ongoing embedding, engagement drops off and impact fades. Policies gather dust, managers forget their training, and your people stop seeing your commitment.

Organisations that continually evolve their approach see:

- Higher retention of senior female talent.
- Improved engagement scores across the board.
- Stronger reputation as an employer of choice.

Financial

- £30K–£50K per lost senior hire
- Increased PMI claims for stress, anxiety, musculoskeletal issues
- Spike in sickness absence

Legal

- Menopause cited in a growing number of tribunal cases, median payout: £24K+
- ERB will make workplace adjustments a legal expectation, not a “nice extra”

Reputational

- Risk of being seen as non-inclusive or failing to support diverse talent
- Lost employer brand equity with high-potential female talent



REGISTER FOR THE WORKSHOP:

‘How to build your menopause business case’ to get the data you need for your boardroom pitch.



1 in 10

employees have left a job due to menopause symptoms. 1 in 4 consider leaving

3x

Menopause-related tribunal claims have more than tripled in recent years

£2.88 bn

estimated annual cost of menopause to UK businesses

3x

Replacing an experienced employee can cost up to 3x their salary



The cost of inaction

Get leadership buy-in

When HR walks into the boardroom with a costed plan and risk analysis, budget conversations change.

If you want budget, you need a business case

Looking after your people is important but that alone won't get you buy-in.

- Private medical insurance (PMI) premiums are rising at double-digit rates.
- Prevention and early intervention reduce avoidable claims, long-term absence, and costly turnover.
- But without a clear ROI story, menopause support risks getting deprioritised.
- With the Employment Rights Bill now in play, the cost of doing nothing isn't just financial - it's legal and reputational.

Tracking ROI (even without hard numbers)

Measure what matters, even when it's not on a spreadsheet.

If your CFO wants proof, but your systems can't yet capture a clean ROI figure, track these instead:

- Retention of key talent (especially in key demographics)
- Manager confidence in handling menopause conversations
- Usage rates for existing wellbeing benefits
- Employee engagement scores. (split by gender/age)
- Reduction in grievance or tribunal risk

Tips for leadership buy-in

Lead with opportunity:

1. Frame it as talent retention – show how menopause support keeps experienced leaders in the business, reducing recruitment and training costs.
2. Highlight performance wins – evidence that reducing symptoms like insomnia or brain fog boosts productivity and engagement.
3. Position it as a leadership accelerator – support directly strengthens gender equity and inclusive leadership credentials.
4. Connect to wellbeing & culture goals – showing care at this stage of life has an outsized impact on loyalty and trust.

Then reinforce risk:

1. Show the cost of attrition – especially for senior women (replacement costs can exceed 200% of salary).
2. Reference compliance & ERB – tribunals are rising and the new legislation makes inaction riskier.
3. Use “before and after” snapshots – engagement, retention, and absence data prove ROI.

*Disclaimer: Not legal advice - always consult your legal team or professional counsel before acting.



The employer's checklist for ROI

The menopause support blueprint of high-performing companies

Every organisation we see leading in this space has:

- ✓ An **inclusive menopause policy** with leadership endorsement
- ✓ **Manager training** that goes beyond awareness
- ✓ **Access to specialist clinical support** (like Peppy!)
- ✓ Targeted **employee communications** that drive usage
- ✓ A **tracking and reporting framework** for uptake, engagement, and outcomes
- ✓ **Proactive lifestyle and prevention strategies** – supporting people with nutrition, exercise, sleep, and stress management to reduce symptom severity and keep them thriving at work



"I have had several women... who have been approached by competitors... that have been offered more money... [yet] their loyalty stays with us. They have been truly impressed by the level of support Mace have offered with Peppy.

I have retained female talent. I have avoided recruitment costs and time lost. I have secured and grown experience within the firm, which has a cost I cannot quantify."

Mandy Willis
Group Board Director of
Corporate Strategy, Mace



What you can do



Laura Carter-Penman, Director of Clinical Services, Peppy

Quick wins this quarter:

- ✓ Run a short, anonymous pulse survey on awareness & comfort levels.
- ✓ Publish your first menopause impact report internally.
- ✓ Share success stories from employees who've benefited from support.
- ✓ Audit line manager confidence post-training – top up where needed.

Longer plays:

- ✓ Embed menopause in annual wellbeing budget and business metrics.
- ✓ Review retention & promotion rates for midlife female talent annually.
- ✓ Expand support to cover post-menopause health risks (e.g., osteoporosis, cardiovascular).

Avoid common mistakes:

- ✓ Dropping focus after launch – culture change needs reinforcement.
- ✓ Ignoring data that shows gaps – adapt, don't defend.
- ✓ Measuring only participation, not outcomes.

How to know it's working:

- ✓ Consistent engagement with menopause resources year-on-year.
- ✓ Positive impact on retention rates and promotion pipeline for women in key demographics.
- ✓ Senior leaders advocate for menopause support as part of business strategy.



Your next moves



The actions every HR and
benefits leader should take now



From baseline to best-in-class menopause support

Your 3 stage action plan

Ready.

Day 1-30 Audit & awareness

- Map how many employees are likely experiencing menopause now
- Audit existing policies & benefits for gaps
- Add menopause into DE&I and wellbeing agendas
- Start tracking engagement & absence data
- Run an inclusion review (covering ethnicity, LGBTQ+, neurodiversity)
- Add menopause visibility in onboarding and internal comms
- Brief leadership on business risk and ERB implications



Set.

Day 31-60 Prevention & getting ahead

- Launch targeted awareness campaigns beyond just WMD
- Give managers confidence with practical, scenario-based training
- Introduce early-access lifestyle medicine advice (nutrition, exercise, sleep)
- Embed prevention into health benefits pathways
- Involve men and allies in comms and events
- Use data to secure budget for specialist clinical support



Meno.

Day 61-90 Embed & prove impact

- Track uptake, feedback, and symptom improvement rates
- Gather manager and employee success stories
- Celebrate wins internally to normalise support
- Regularly review and refresh training, content, and policies
- Share ROI and retention data with leadership
- Keep menopause in the annual HR & people strategy review



How Peppy delivers personalised menopause support

What your employees access



1:1 chats and consultations with expert clinicians



Personalised care journeys



In-app webinars & thousands of resources



One easy-to-use app



Safe, secure and scalable



How it benefits your business

No waiting lists. No gatekeeping.

People get what they need, when they need it

Self-led education and action

Confidential, convenient and available anytime

Care Quality Commission (CQC) registered and globally accessible



What the top employers are saying about Peppy

"Just over half of Santander's UK workforce are female, and around **25% are of menopausal age**. I knew that **supporting our people through this chapter was important**, not just to retain our top talent, but because **it felt like the 'right' thing to do as a business.**"

Theresa Winters
Senior HR Manager, Employee Experience
Proposition Lead, Santander UK

"I have **retained talent, female talent, avoided recruitment costs and secured grown experience** within the firm which **has a cost I cannot quantify.**"

Mandy Willis
Board Director, Mace

"The **support and guidance Peppy provides is crucial to our employees** who otherwise aren't supported by the community healthcare system."

Denise Rosa
Benefits Manager, NVIDIA

"With **employees feeling supported**, they can be fully present when at work. This plays a **crucial role in retention**, and proactively **helps all-important engagement with the business.**"

Lindsay McDonald
UK Employee Benefits Manager,
Capgemini



The more a user

engages
with Peppy, **the more their**
symptoms
improve.

83%

saw an improvement in menopause symptoms within 90 days

44%

with severe menopause symptoms moved to moderate or mild symptoms

26%

improvement in menopause symptoms as measured on the Menopause Rating Scale (MRS)



All thanks to our team of incredible clinicians led by Laura Carter-Penman, Director of Clinical Services.



What next?

It's time to act

before menopause becomes
a bigger business issue.

1.

Engage colleagues
across HR, Benefits,
and leadership

[SHARE THIS TOOLKIT](#)

2.

**Join the conversation:
Ready. Set. Meno LIVE**
The unmissable menopause
workplace virtual event for
leaders who want to act early,
protect their people, and
future-proof their business

[PRE-REGISTER FOR EVENT](#)

3.

Book a Peppy demo
to explore personalised,
preventative menopause
care in action and see
how Peppy can support
your workforce

[BOOK A DEMO](#)

**Your people's health is your
organisation's future.**



PEPPY.HEALTH