



Employment Law is changing.

A practical checklist to make sure you're ahead of changes

- Audit every active probation. Know exactly where each new hire is in their probation period across your UK entities. Identify anyone approaching four months and ensure a formal review is in the calendar.
- Set a mandatory five-month review for all new hires from now. Build this into your onboarding and HR workflow. It should be non-negotiable and diarised at point of offer.
- Document performance expectations from day one. Probation reviews are only defensible if there is a clear record of what was expected and how performance was assessed. Vague objectives and undocumented conversations will not hold up.
- Train hiring managers and line managers. Particularly in technical functions where people are promoted for scientific or commercial expertise rather than people management skills, managers need to understand the new legal framework and their obligations within it.
- Review your contract and interim workforce arrangements. Map which contractors and variable-hours workers are likely to trigger the guaranteed-hours obligation after a 12-week reference period. Model the exposure before the legislation lands.
- Review M&A and restructuring playbooks. If your organisation undertakes acquisitions or periodic restructuring, your approach to contractual harmonisation and role changes needs to be updated in light of the fire-and-rehire provisions.
- Update offer letters and employment contracts. New starters from now should have clearly defined probation periods with documented review points. Contracts should reflect the incoming legislative environment.
- Take legal advice on your specific position. This briefing is a practical framework. Given the removal of the compensation cap and the sector's reliance on high-value specialist hires, independent legal guidance is strongly recommended.

Carrot Recruitment specialises in permanent and contract appointments across life sciences and pharma, including clinical, regulatory, commercial, and R&D functions. If you would like to discuss how these changes affect your hiring strategy or current workforce, our team is here to help.

This guide is intended for informational purposes only and does not constitute legal advice. Organisations should seek independent legal guidance on their specific obligations under the Employment Rights Act 2025.