

How do you minimise risk when commencing a conversation for persistent and disruptive absences caused by an underlying mental health condition?

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Speaker



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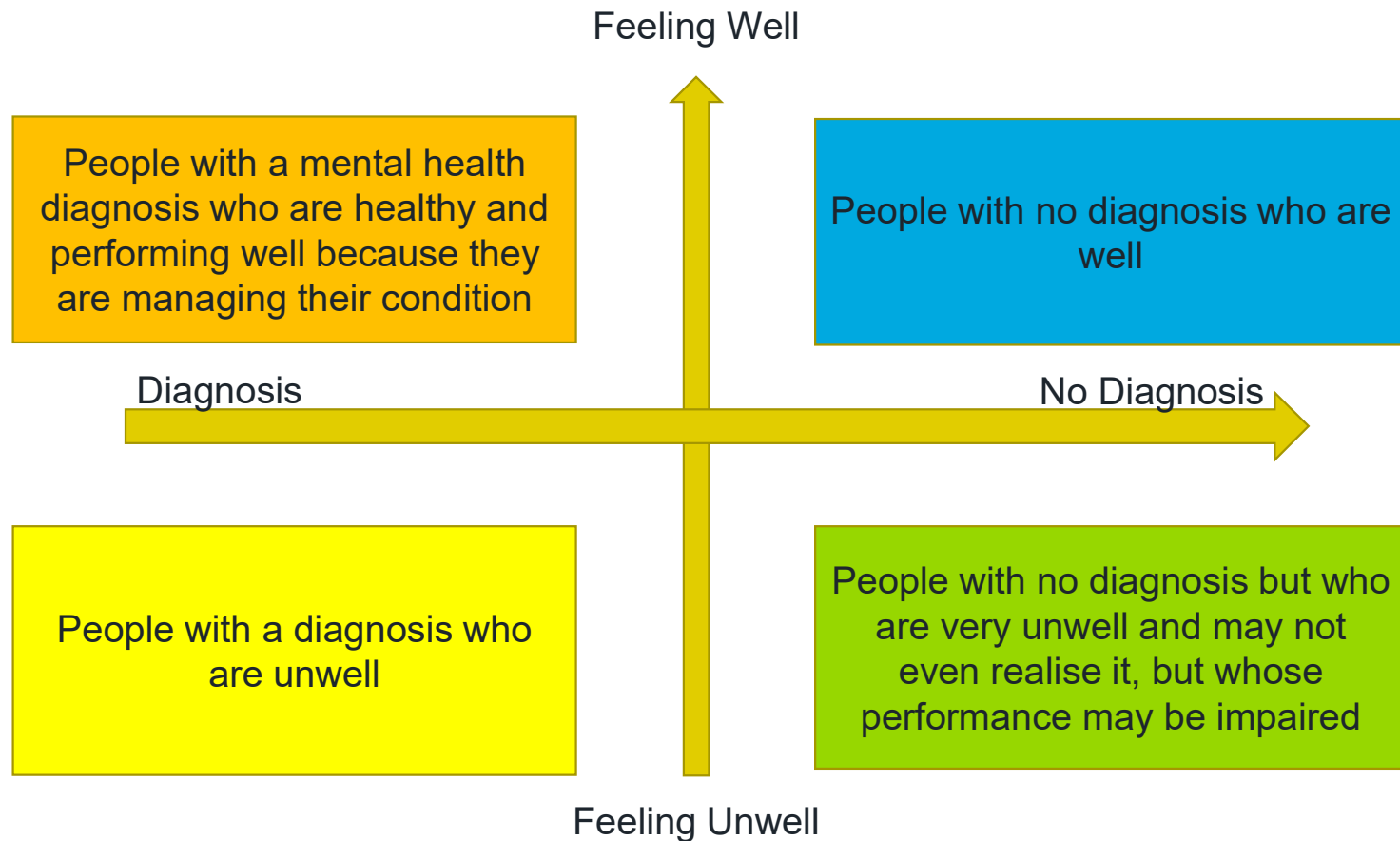


What is mental health in the context of the work environment?





How mental health can be present at work





Persistent absence is not always the same as disruptive absence

- Persistent is mainly:
 - Regular
 - Repeated
 - Predictable?
 - Easy(er) to manage
- Disruptive is usually:
 - Impactful
 - Damaging to colleagues or business
 - Hard to manage



Should we treat these absences differently?

- Intermittent / short term v long term
 - Mental health issues
 - Disability related issues

A2

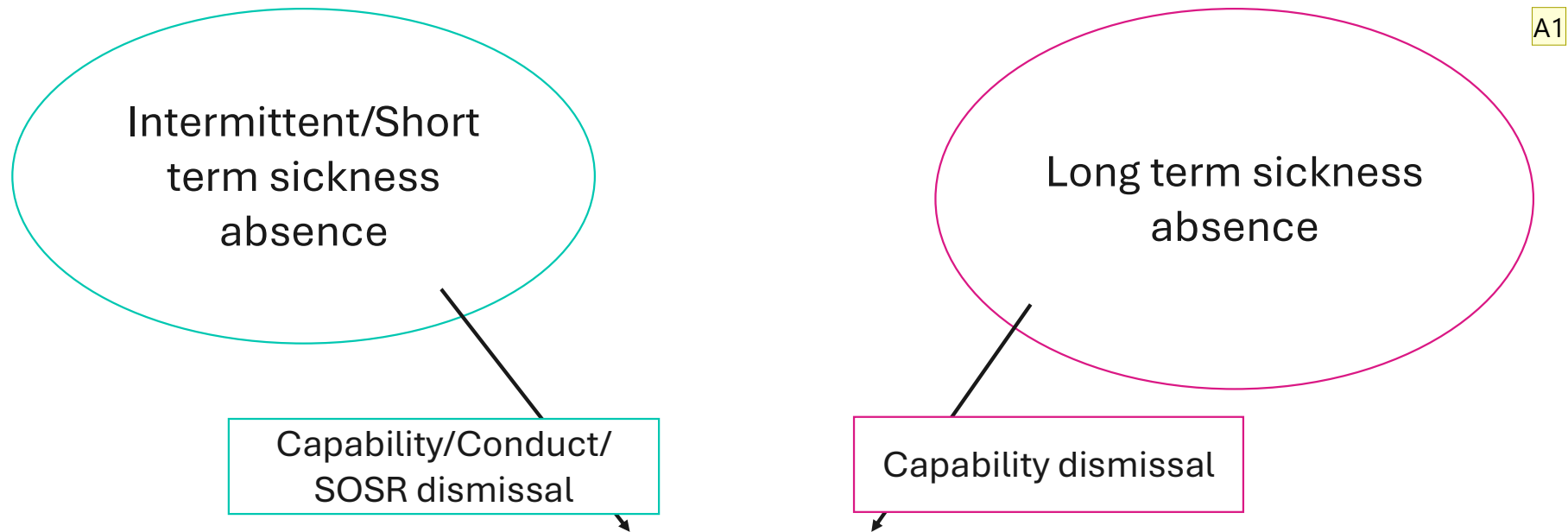


Slide 6

- A1** DD Note: Please check picture format in placeholder.
Author, 2025-11-06T13:40:24.145
- A2** DD Note: Dropped text box down a little to allow for longer heading.
Author, 2025-11-06T13:41:08.644



If it comes to a dismissal..



Dismissal of employee

Slide 7

A1 DD Note: Have copied the original layout for this slide, but have changed font to Aptos. Have removed the "Animation".

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What are the legal risks?

Unfair dismissal

Fair reason and fair procedure

Disability discrimination

Is the employee disabled?

Personal injury

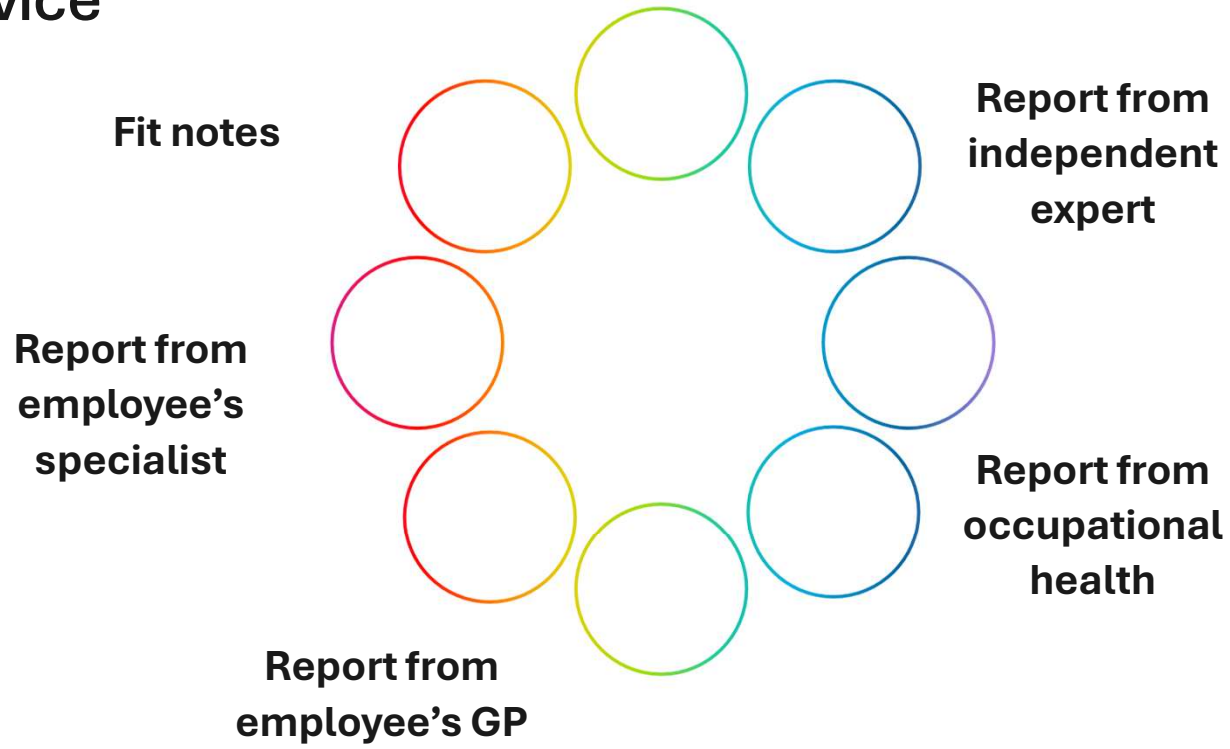
Health and safety
Worsening mental health impact



So, how do I minimise the risk?



Medical advice





Intermittent absences - things to consider

Managing the absences

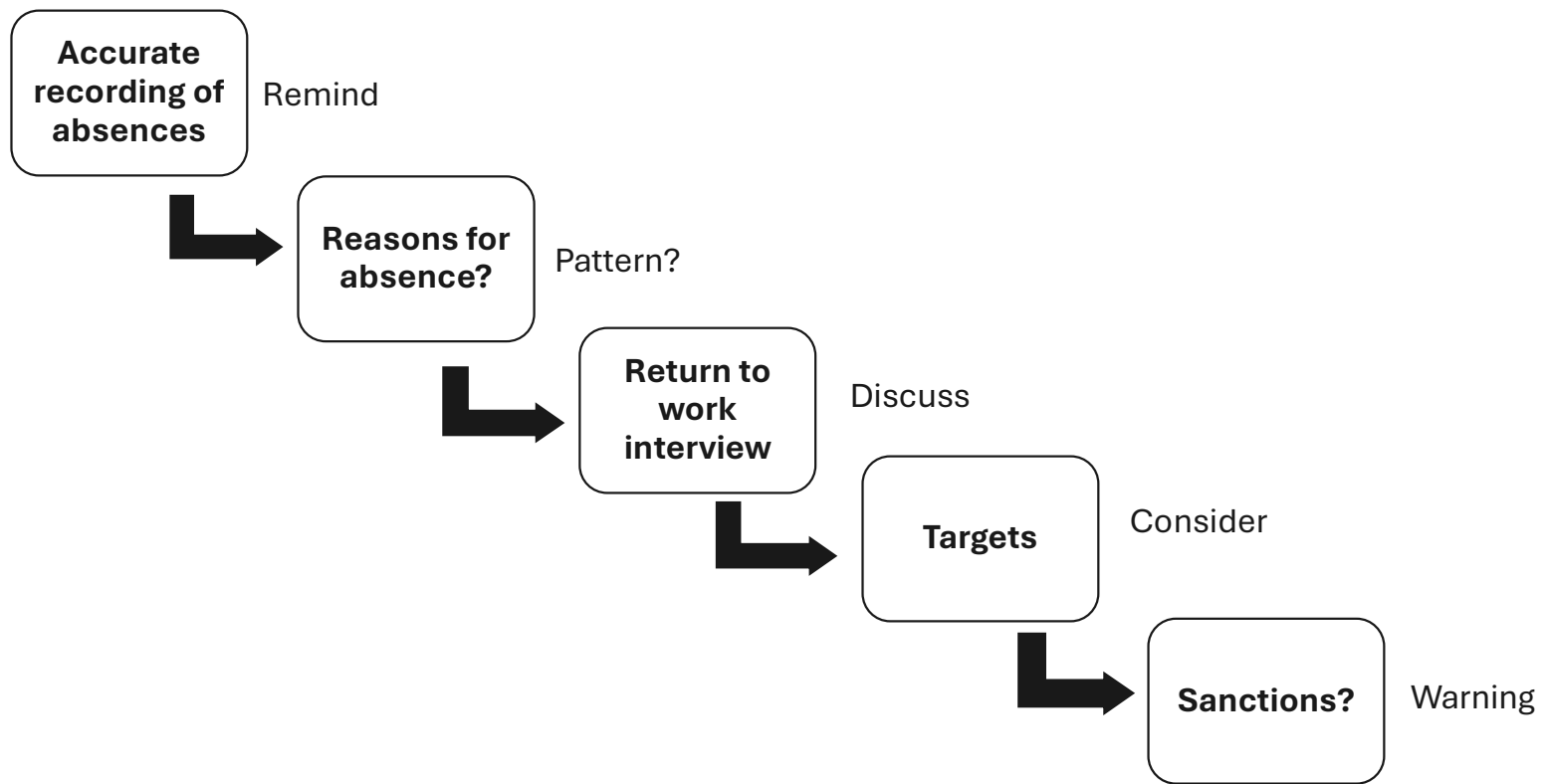
- Is the manager recording it accurately?
- Are there any patterns?
- Return to work meetings
- Is health the real reason?
- Do you have triggers?
- Overlay the mental health condition.....

Using your processes effectively

- Ensuring appropriate sickness absence reporting
- What about “working from home?”
- Disciplinary warnings
- Any other concerns?



Intermittent absences



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Slide 12

A1 DD Note: Copied format of original, but changed text to Aptos.
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Sickness absence and dismissal

Full consultation with the employee

Appropriate, up to date medical advice

Consideration of a phased return

Consideration of adjustments to help the employee return to work

Dismissal should be a last resort

Protected conversations?



Any questions?





Thank you

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