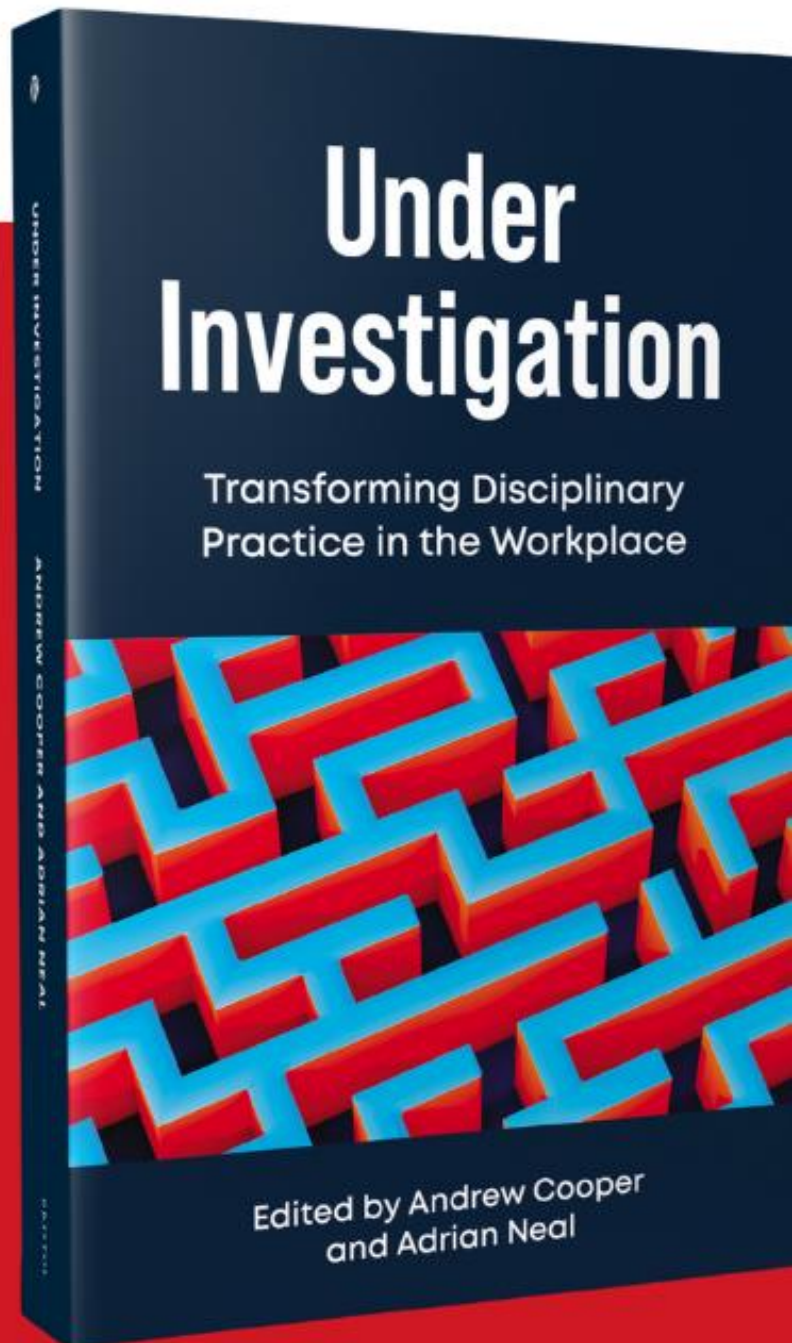
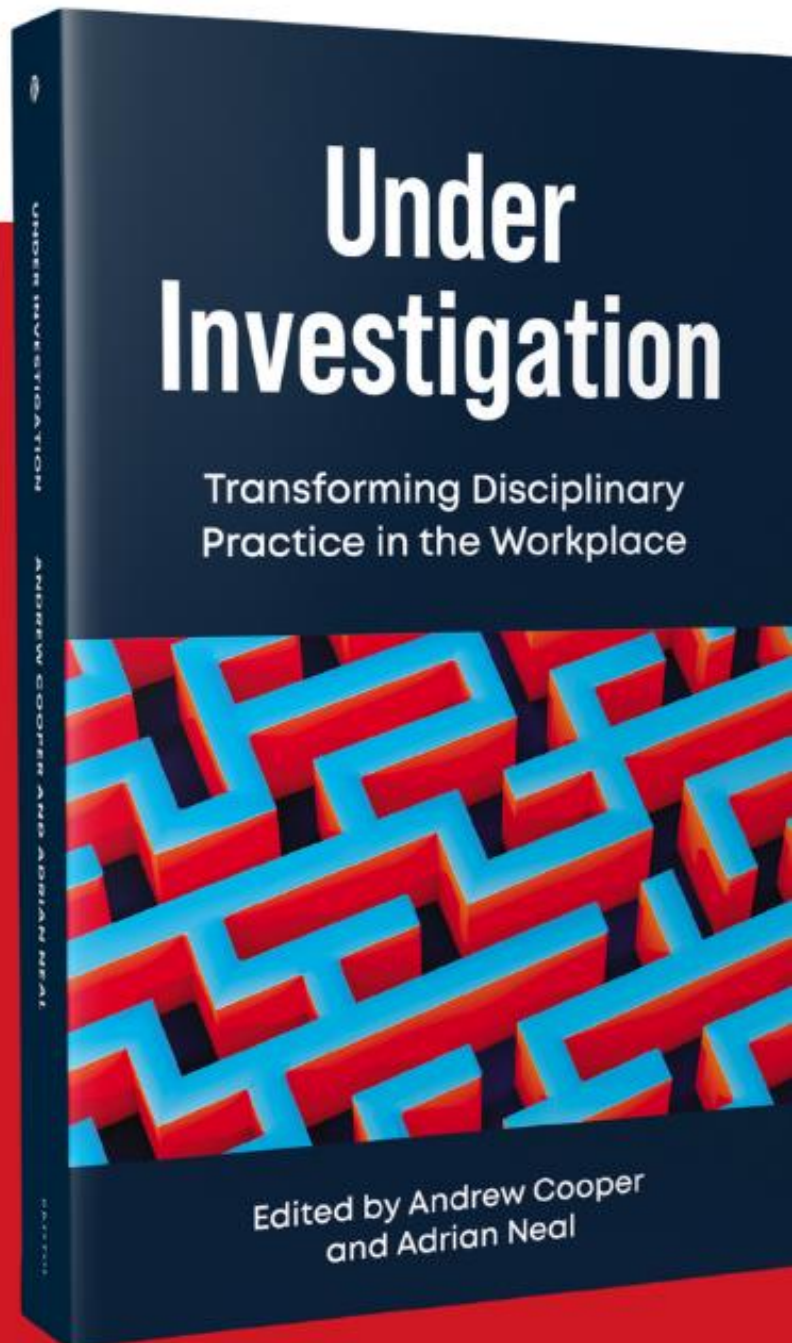




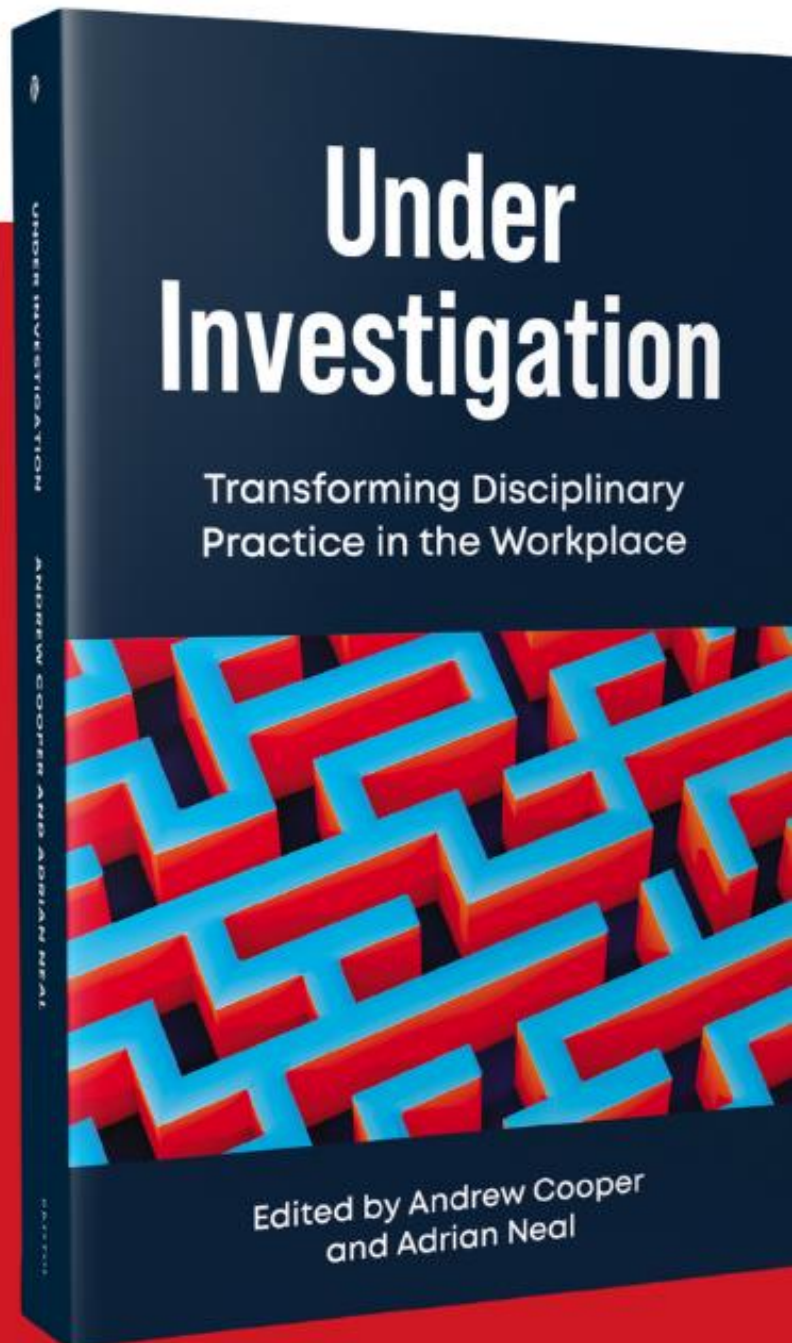
The HPMA launch of **‘Under Investigation’** Birmingham, 20 November 2025

“A must-read for HR professionals, managers and leaders at every level. With clarity and authority, it offers a compelling vision for rethinking and transforming how we manage disputes, especially the often-damaging way we approach disciplinary investigations.”

Kate Nowicki, former Director of Dispute Resolution, Acas

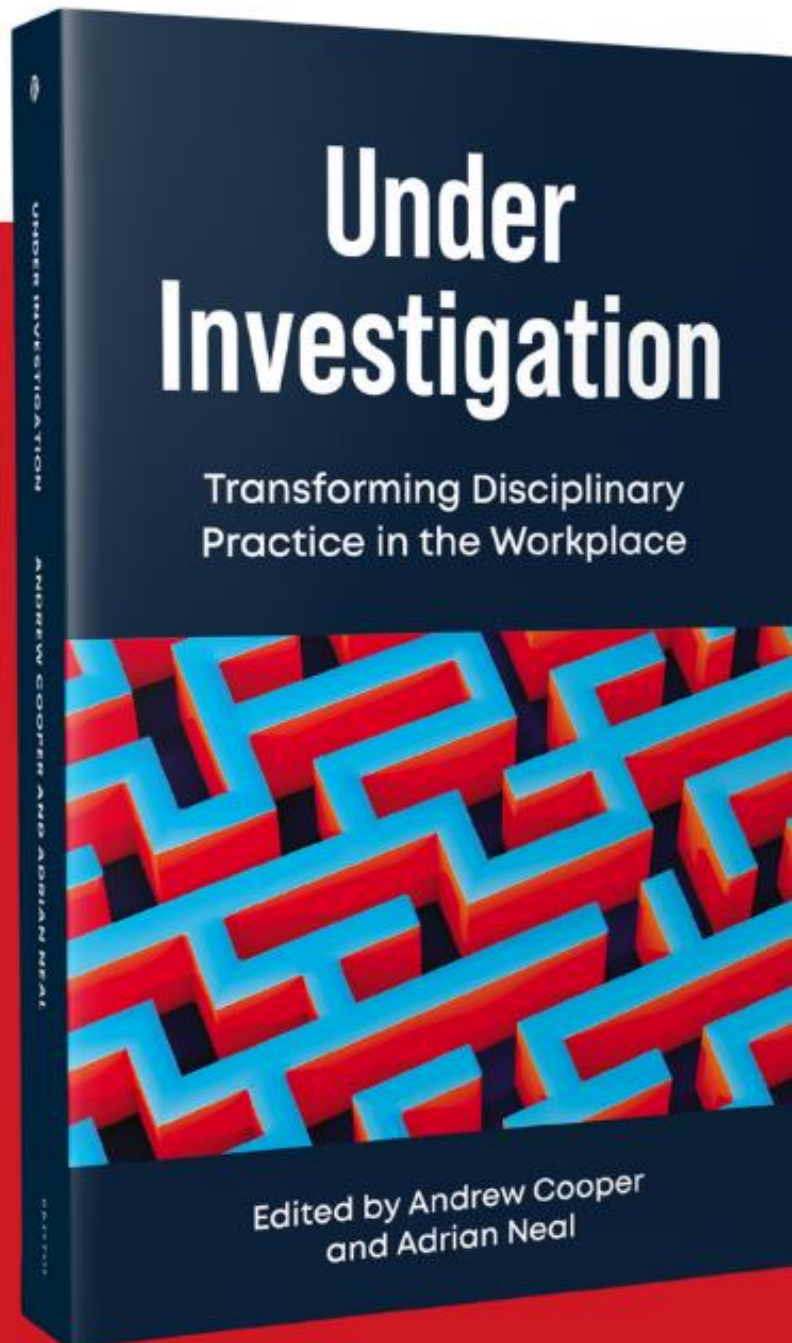


- HPMA launch Avoiding Harm programme – October 2024
- Over 2,000 downloads of the ‘When we do harm’ paper
- Over 800 attend ‘Improving employee investigations’ online seminars
- First ‘avoidable employee harm’ award



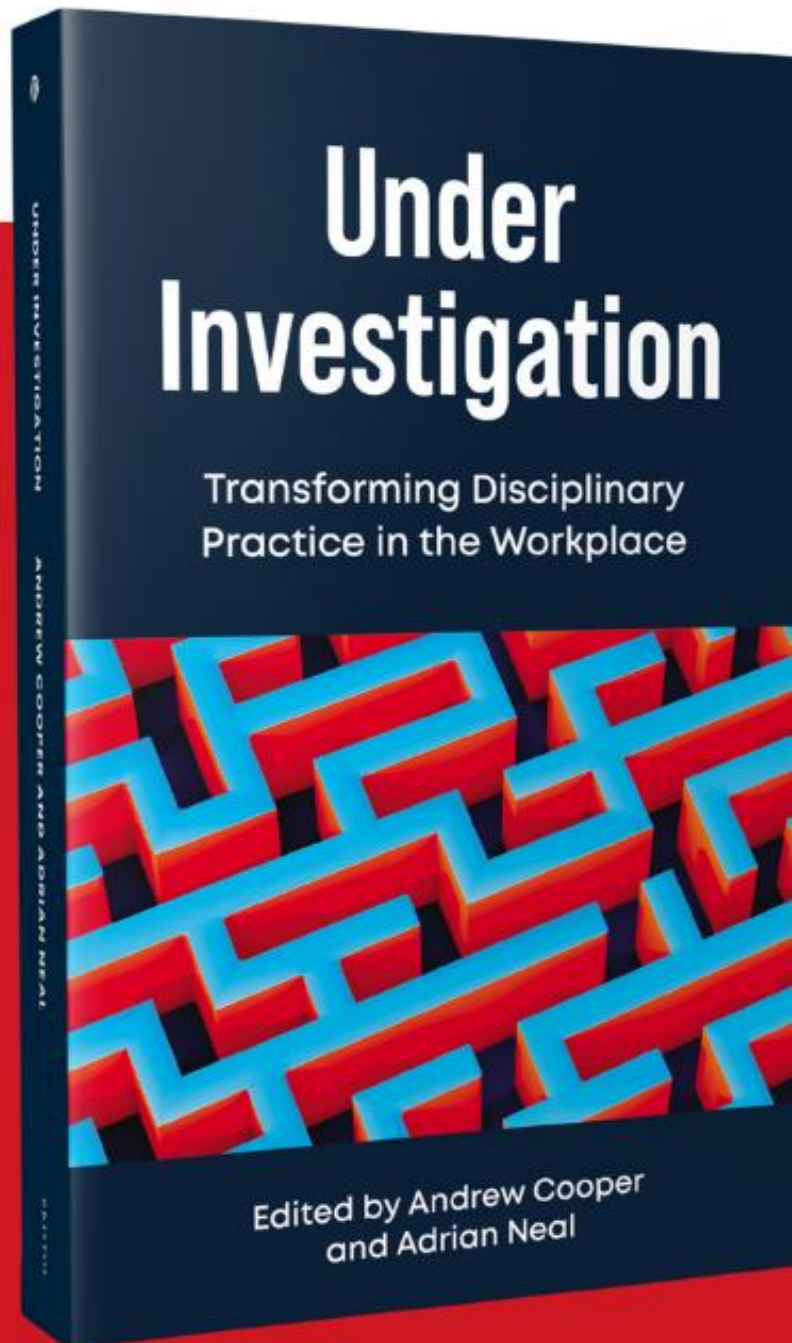
Overview

1. Clear recognition of the harm that the disciplinary process can cause
2. There is inspiring work taking place across the UK
3. This is hard work – there are no quick fixes or easy solutions

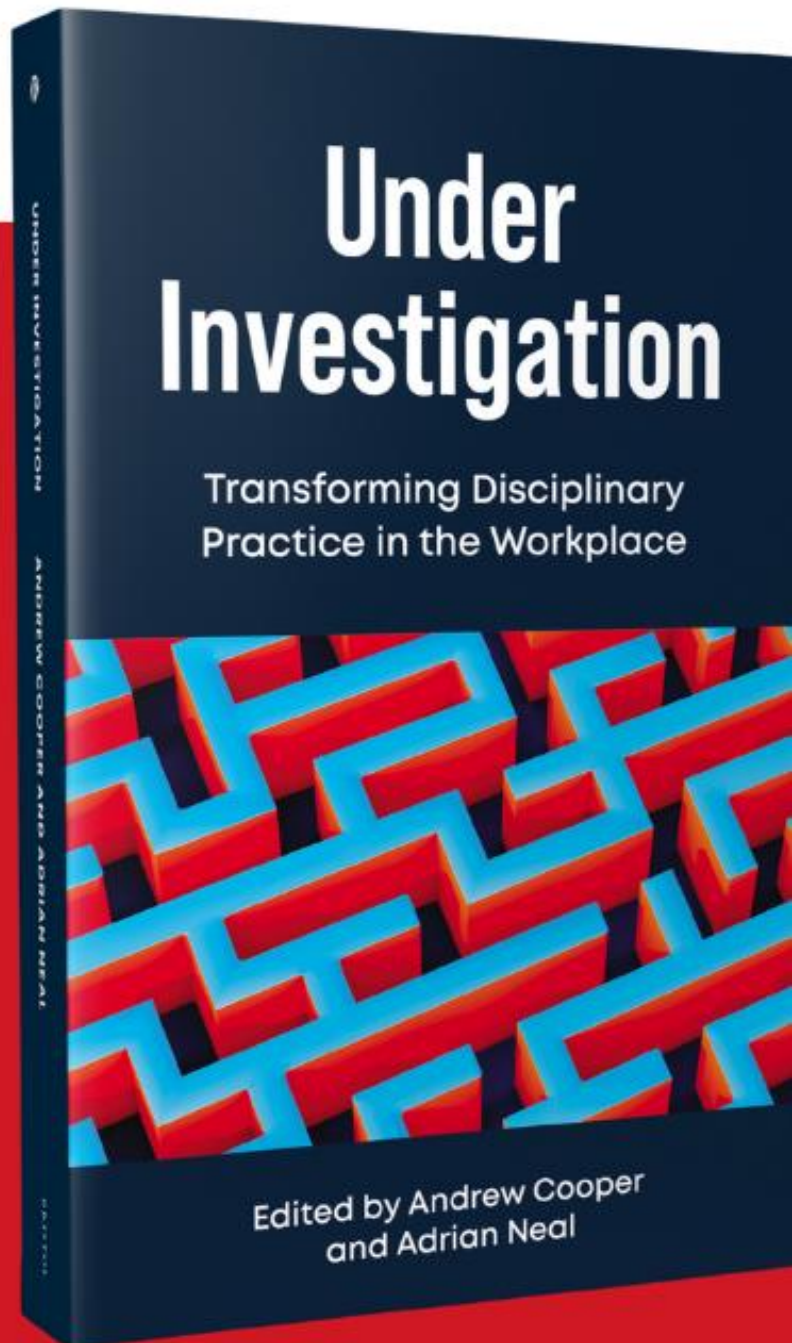


*“If you always do what
you’ve always done,
you’ll always get what
you’ve always got.”*

Henry Ford



- Read and review against your own policies and practice
- Join in the conversation on LinkedIn
- Order additional copies for your team – 50% discount
- Stay tuned for further support from HPMA



- Order 'Under Investigation' from Bristol University Press
- Use the discount code **BUP13** to get a 50% discount off cover price (£19.99)
- Offer ends: 31 January 2026