



The Midlife Talent Gap: Why Menopause Is Your Next Employer Brand Challenge

Sally Higham Advisory

May 2026

EBcon.



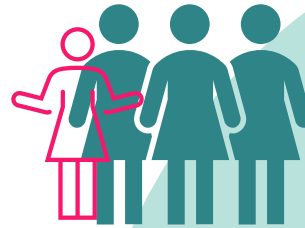
3.5 billion

People in the global workforce



1 billion

Women who are currently menopausal / post-menopausal



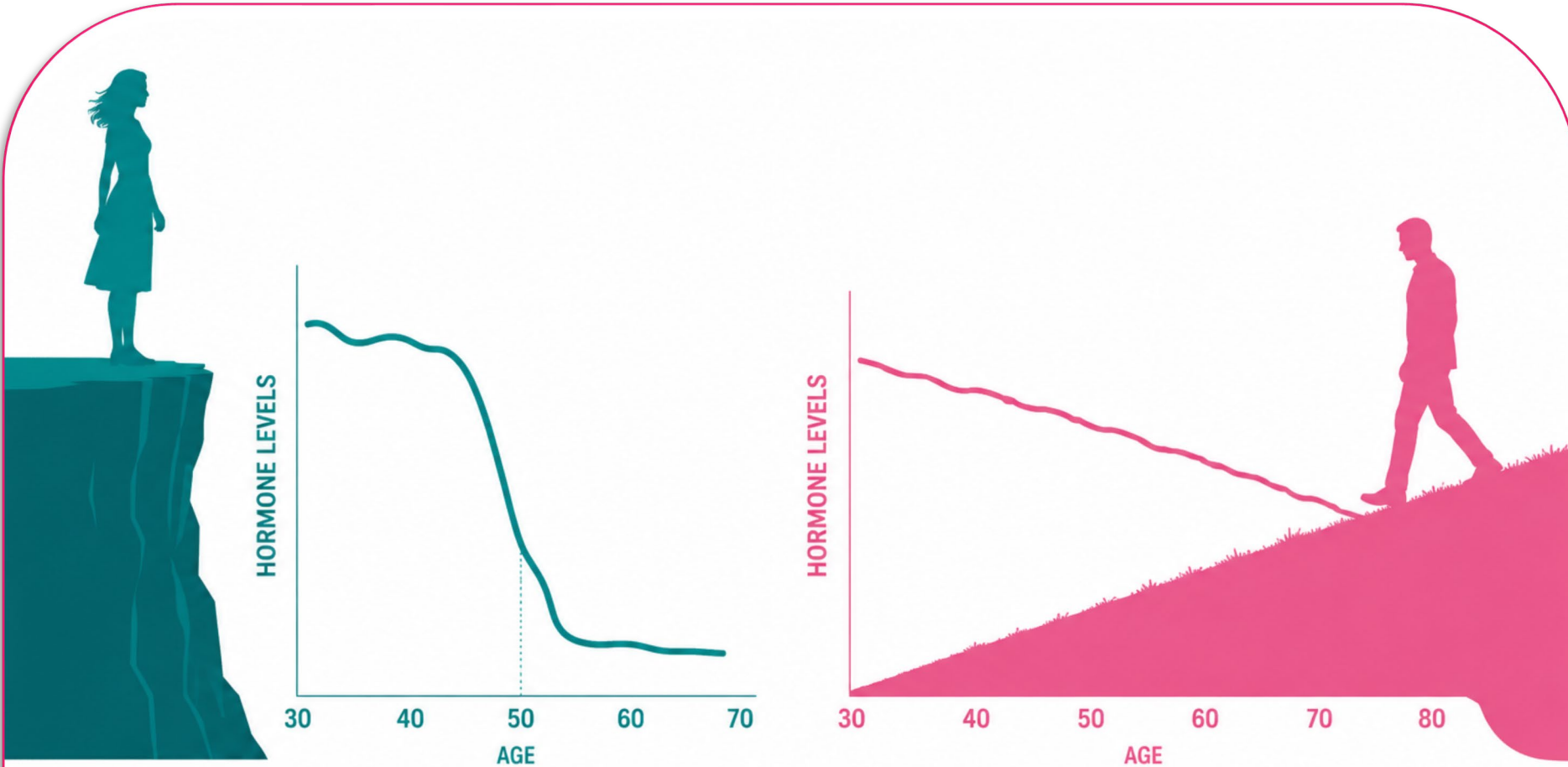
3 out of 4

Experience symptoms for 4 to 10 years



80%

Of women report that menopause interferes with their quality of life



HAPPENS OVER MONTHS-YEARS



FERTILITY ENDS



SYMPTOMS CAN BE INTENSE



HORMONE DROP IS STEEP



HAPPENS OVER DECADES



FERTILITY CONTINUES



SYMPTOMS VARY BY INDIVIDUAL



HORMONE DECLINE IS GRADUAL

Menopause Friendly Articles

Menopause Action Plans: Risks Employers Can't Ignore

by Deborah Garlick on February 27, 2026 · 0 comments

Menopause Action Plans form part of the wider requirement for **Action Plans on Gender Equality and Supporting Employees Through the Menopause**. But for many employers, it is the menopause element that feels most immediate and most pressing.

And rightly so.

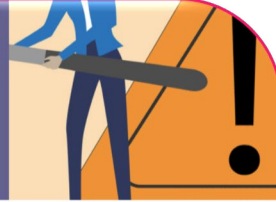
Menopause Action Plans are moving fast from "good practice" to public accountability and that changes everything.

A strong Menopause Action Plan is one where organisational values are embedded in everyday reality, it protects your people and your organisation.

Why this matters now: transparency and accountability

The big shift isn't just that action plans are coming. It's that they are being published and can be read by current employees and the media then the question stops being "have you done it or not?"

Have you done it right and are you prepared for the next steps?



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Menopause Leave Named Most Wanted Work Perk in 2023

A study has revealed that mental health, personal care and 4-day work weeks are high on most workers lists of demands.

Written by Abby Ward | Updated on June 29, 2023

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TIME

How Does Menopause Affect Women in the Workplace?

FULL-TIME REASONS

Julian Bar

The workplace can be rough for menopausal women. Employers are starting to step up

By Jennifer Garlick, CEO

Updated 8:23 AM EDT, Sun August 22, 2023

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Menopause at Work: The Silent Career Killer Employers Can't Ignore

Jaqueline O.
Thought Leader in US & Global Health, Employee Benefits, and Wellbeing | 10 articles | [Following](#)

March 22, 2023

[Open Immersive Reader](#)

Sarah & Jaqueline were introduced recently and immediately formed a connection through a shared interest in how Menopause affects women leaders in the workplace. They have a passion for promoting awareness, education, and the best support and care related to this stage in a women's life.

Here are some of the key questions Sarah & Jaqueline address:

“As a female CEO in male-dominated industries for most of my career, I can almost see the eye-rolling”

Terry Weber CEO of Biote

In the press

- Some hard-hitting headline
- It is not going away

Case Study - IKEA

Global Menopause Guidelines, Symptoms Checker, Manager Guide and Co-Worker Guide

Keep shaking the shame and building inclusive workplaces
#MenopauseInTheWorkplace #Inclusion #Leadership #ProgressiveWorkplaces
#MenopauseAwareness #ShakingTheShame #DEI #EmployeeWellbeing



Ina Rhöös (she/her) • 1st
Equality, Diversity & Inclusion and Health and Wellbeing Leader at IKEA Gr...
9mo

Thank you, Sally, for your wonderful collaboration and insightful training session! It was a pleasure working with you to create a menopause-inclusive culture at IKEA Switzerland.
Let's continue to shake the shame and build inclusive workplaces together!

Love • 1 | Reply • 1 reply

Sally Higham **Author**
Global Talent Attraction Leader | RPO & Workforce Solutions Expert | ...
8mo

Ina Rhöös (she/her) and thank you for the opportunity and such a progressive employer you are lucky, look forward to hearing how it evolves

Like | Reply | 30 impressions

Tania Al Hosseini • 1st
HR Business Partner @IKEA Switzerland / HR Specialist, Federal Diplo...
4mo

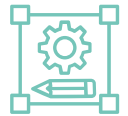
I'm proud that today we hosted an inspiring session with our external partner **Sally Higham** on how we can better understand and support colleagues experiencing menopause.

Did you know many women describe menopause as a second puberty? It makes sense – your body changes completely, emotions fluctuate, energy shifts, and sleep becomes unpredictable. But this time, you're an adult. You decide how to embrace this transition.

That's why World Menopause Day (October 18) matters — it reminds us to talk about it openly, honestly, and without shame. Menopause isn't a weakness, it's a new chapter of rediscovery and strength.

At **IKEA**, we're proud to create space for these conversations and to build a culture of care, inclusion, and understanding.

#WorldMenopauseDay #Inclusion #Wellbeing #IngkaPeople #MenopauseAwareness



IKEA St Gallen Store
St Gallen, Switzerland,
November 2025



IKEA Customer Support
Centre, Store and Service
Office - Spreitenbach,
Switzerland, October 2025



IKEA Market Customer
Distribution Centre (MCDC) -
Ittingen, Switzerland, May
2025

Case Study – More Sharing



Bring Women Back to Work

- 12-month reskilling journey with 160+ hours of content
- Wellbeing Pillar – Content Partner



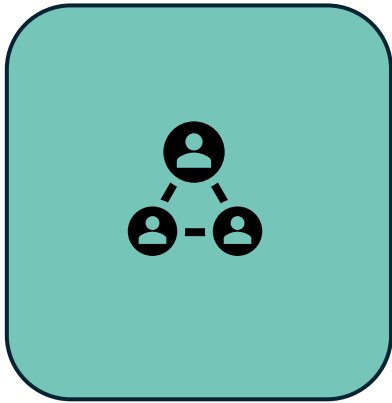
- ICF - Switzerland
- Menopause Uncovered: Empowering Coaches & HR to Build Supportive Workplaces
- Online webinar

VF Corporation

- WOVEN their women's network
- Online guest speaker for Allyship around Menopause
- EMEA region – 180 attendees



Top 5 Menopositivity Tips for Workplaces



Understand Your Audience

- Demographics: age, gender, nationality
- Regional or location-based trends
- Absenteeism patterns



Raise Awareness

- Run inclusive talks and training
- Provide clear, accessible resources
- Normalise the conversation



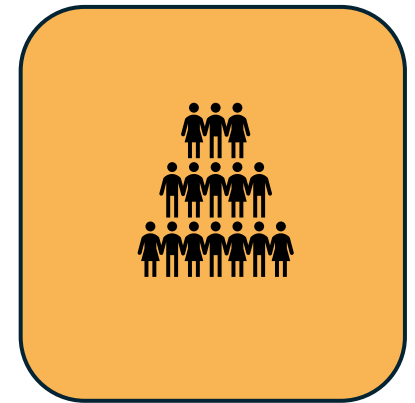
Offer Support

- Provide emotional & practical tools
- Build peer communities or ERGs
- Invest in coaching / mentoring



Put Measures in Place

- Implement realistic, usable policies
- Audit existing wellbeing frameworks
- Deliver what you promise



You are not Alone

- Create visible allyship
- Encourage open conversations – home and work
- Reinforce belonging through leadership

"Hi Sally, Just wanted to say that I really enjoyed your presentation on Wednesday (HR Core Lab, Barcelona) and I learnt a lot, mainly on how little I understood menopause and how much I need to learn to support people in my organisation and at home. I had a really good conversation with my wife and daughter on my return home which hopefully will help me learn more and begins to start the dialogue. Thank you again."

*Paul Bowles,
VP Talent Acquisition & Development at Nokia*

"Thanks for your time today sharing your knowledge and advice today. I appreciated your advice from a management perspective to listening and whilst you cannot solve, empathy and understanding is paramount. Thanks again!"

*Robert Burr,
Digital Commerce Director at VF Corporation*

Testimonials – Real words from real people

"Thank you very much for your inspiring talk on menopause. Your enthusiasm and personal experiences made the topic lively and authentic. We especially appreciate how you considered our company guidelines while also bringing in personal inputs."

*Selina Erb,
People & Culture, IKEA AG Switzerland*

"Sally's talk was full of clarity and energy - the kind that makes you sit up straighter and rethink what you thought you knew. She brought a powerful mix of science, insight, and humanity to the menopause conversation, making it feel actionable rather than overwhelming. What stood out most was her ability to challenge outdated thinking without blame or burnout - just a clear, confident call for change. It was the kind of talk that leaves you feeling more informed, more empowered, and honestly, wondering why every workplace isn't already on board."

Tanya MFK

British
Menopause
Society



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