Section A: UHR26 Conference Pathways by Subject / Specialism

*Decoding our Programme Session Reference Numbers:	
➤ Letter 1 indicates a **W**orkshop, **B**usiness Session or **L**egal Session ➤ Letter 2 indicates the conference day: **A** = Day 1 (Tues 12 May), **B** = Day 2 (Weds 13 May), **C** = Day 3 (Thurs 14 May) ➤ The number identifies the specific session within each block ➤ Special Interest Topic Discussions are given the unique indicator SIG and all take place on Weds 13 May	So, for example: - WA1 is the first **W**orkshop session on Day 1 - LB2 is the second **L**egal session on Day 2 - BC3 is the third **B**usiness session on Day 3 - SIG1 is the first Special Interest Topic Discussion (all on Day 2)

Subject / Specialism	Programme Session Reference No*	Summary of Session Subject
AI, Digital and Data	WA2, WA3, BA1, BA4, LB1, BB4, SIG6, WB2, WB4, WC3, WC5, LC1	Digital Transformation (WA2), Inclusive Self-Assessment (WA3), Colleague Engagement (BA1), AI in HR (BA4), AI meets Employment Law (LB1), Building AI Responsibly (BB4), Digital Agility (SIG6), Automating Redeployment Processes (WB2), Data Confidence (WB4), New ERP System (WC3), Embedding Wellbeing (WC5), AI and ER (LC1)
Change & Transformation	Plenary 1, WA1, WA5, BA2, BA5, LA1, Plenary 3, BB2, SIG2, WB6, Plenary 4, BC2	Cultural Intelligence (Plen 1), Delivering Change (WA1), Academic Change (WA5), Career Paths (BA2), Speaking Truth to Power (BA5), Legal Risks in Change (LA1), Future of Sector (Plen 3), Diagnosing Change (BB2), Strategic Industrial Relations (SIG2), Communicating Change (WB6), Optimism (Plen 4), Re-energising Teams (BC2)
Equity, Diversity and Inclusion	Plenary 1, WA3, BA5, LA3, LB3, WB3, WB5, WC1, WC2, WC6, LC2, Plenary 5, Plenary 6	Cultural Intelligence (Plen 1), Inclusive Self-Assessment (WA3), Speaking Truth to Power (BA5), Beliefs in Conflict (LA3), Intergenerational Inclusivity (LB3), Disability Leave (WB3), Peer-learning Circles (WB5), Equality Analysis (WC1), Re-imagining Recruitment (WC2), Maternity Returners (WC6), Disability & Neurodivergence (LC2), Culture & People TBC (Plen 5), Driven to Inspire (Plen 6)
Employee Relations	WA1, WA5, LA1, LA3, Plenary 3, LB1, LB2, LB4, BB1, SIG2, SIG4, WB2, WB6, LC1, LC3	Delivering Change (WA1), Academic Change (WA5), Legal Risks in Change (LA1), Beliefs in Conflict (LA3), Future of Sector (Plen 3), AI meets Employment Law (LB1), ERA in HE (LB2), Individual Liability (LB4), Informal Resolution (BB1), Strategic Industrial Relations (SIG2), Catastrophic Events (SIG4), Automating Redeployment Processes (WB2), Communicating Change (WB6), AI and ER (LC1), HR v PR (LC3)
Employment Law	LA1, LA2, LA3, LB1, LB2, LB3, LB4, SIG2, SIG4, LC1, LC2, LC3	Legal Risks in Change (LA1), UKVI Compliance (LA2), Beliefs in Conflict (LA3), AI meets Employment Law (LB1), ERA in HE (LB2), Intergenerational Inclusivity (LB3), Individual Liability (LB4), Strategic Industrial Relations (SIG2), Catastrophic Events (SIG4), AI and ER (LC1), Disability & Neurodivergence (LC2), HR v PR (LC3)
Engagement	WA1, WA5, BA1, BB5, BB6, SIG3, WB5, BC2	Delivering Change (WA1), Academic Change (WA5), Colleague Engagement (BA1), Engagement Through Reward (BB5), Human-Centred Leadership (BB6), Squeezed Middle" Managers (SIG3), Peer-learning Circles (WB5), Re-energising Teams (BC2)

Enhancing HR Services	BA4, LA2, BB3, BB4, SIG6, WB2, WB4, Plenary 4, WC1, WC3, BC1	AI in HR (BA4), UKVI Compliance (LA2), International Recruitment (BB3), Building AI Responsibly (BB4), Digital Agility (SIG6), Automating Redeployment Processes (WB2), Data Confidence (WB4), Optimism (Plen4), Equality Analysis (WC1), New ERP System (WC3), HR Service Delivery (BC1),
HR Business Partners	WA1, WA4, WA5, WA6, LA1, Plenary 2, Plenary 3, LB2, BB1, BB2, SIG2, SIG3, SIG4, WB6, BC2, BC5, LC3	Delivering Change (WA1), Performance Culture (WA4), Academic Change (WA5), International Campuses (WA6), Legal Risks in Change (LA1), Increasing Productivity (Plen 2), Future of Sector (Plen 3), ERA in HE (LB2), Informal Resolution (BB1), Diagnosing Change (BB2), Strategic Industrial Relations (SIG2), Squeezed Middle" Managers (SIG3), Catastrophic Events (SIG4), Communicating Change (WB6), Re-energising Teams (BC2), Rethinking Senior Recruitment (BC5), HR v PR (LC3)
HR Directors / Chief People Officers	Plenary 1, WA1, WA5, BA5, LA3, Plenary 2, Plenary 3, LB1, BB6, SIG4, WB1, Plenary 4, WC4, BC5, LC3, Plenary 5, Plenary 6	Cultural Intelligence (Plen 1), Delivering Change (WA1), Academic Change (WA5), Speaking Truth to Power (BA5), Beliefs in Conflict (LA3), Increasing Productivity (Plen 2), Future of Sector (Plen 3), AI meets Employment Law (LB1), Human-Centred Leadership (BB6), Catastrophic Events (SIG4), Navigating Uncertainty (WB1), Optimism (Plen 4), Leadership Development (WC4), Rethinking Senior Recruitment (BC5), HR v PR (LC3), Culture & People TBC (Plen 5), Driven to Inspire (Plen 6)
Organisational Development	Plenary 1, WA1, WA2, WA4, BA2, BA4, BA5, Plenary 2, BB1, BB2, BB6, SIG3, SIG6, WB1, Plenary 4, WC4, BC2, BC3, BC5, Plenary 5, Plenary 6	Cultural Intelligence (Plen 1), Delivering Change (WA1), Digital Transformation (WA2), Performance Culture (WA4), Career Paths (BA2), AI in HR (BA4), Speaking Truth to Power (BA5), Increasing Productivity (Plen 2), Informal Resolution (BB1), Diagnosing Change (BB2), Human-Centred Leadership (BB6), Squeezed Middle" Managers (SIG3), Digital Agility (SIG6), Navigating Uncertainty (WB1), Leadership Development (WC4), Re-energising Teams (BC2), Workforce Solutions (BC3), Rethinking Senior Recruitment (BC5), Culture & People TBC (Plen 5), Driven to Inspire (Plen 6)
Resourcing	WA6, BA2, LA2, BB3, WC2, BC3, BC4, BC5	International Campuses (WA6), Career Paths (BA2), UKVI Compliance (LA2), International Recruitment (BB3), Re-imagining Recruitment (WC2), Workforce Solutions (BC3), Leveraging Pension Awareness (BC4), Rethinking Senior Recruitment (BC5)
Reward	BA3, BB4, BB5, SIG1, SIG5, BC4	Pensions Strategy (BA3), Building AI Responsibly (BB4), Engagement Through Reward (BB5), What's Hot in Reward (SIG1), Reward Session TBC (SIG5), Leveraging Pension Awareness (BC4)
Wellbeing	LB3, BB5, BB6, WB1, WB3, WB5, Plenary 4, WC5, WC6, LC2	Intergenerational Inclusivity (LB3), Engagement Through Reward (BB5), Human-Centred Leadership (BB6), Navigating Uncertainty (WB1), Disability Leave (WB3), Peer-learning Circles (WB5), Optimism (Plen 4), Embedding Wellbeing (WC5), Maternity Returners (WC6), Disability & Neurodivergence (LC2)

Section B: UHR26 Conference Pathways by UHR Member Network

UHR Member Network	Programme Session Reference No*	Summary of subjects covered
Business Partner Network	Plenary 1, WA1, WA4, WA5, WA6, BA2, LA1, Plenary 2, Plenary 3, LB1, LB2, BB1, BB2, SIG2, SIG3, SIG4, WB4, WB6, BC2, BC5, LC3	Cultural Intelligence (Plen 1), Delivering Change (WA1), Performance Culture (WA4), Academic Change (WA5), International Campuses (WA6), Career Paths (BA2), Legal Risks in Change (LA1), Increasing Productivity (Plen 2), Future of Sector (Plen 3), AI meets Employment Law (LB1), ERA in HE (LB2), Informal Resolution (BB1), Diagnosing Change (BB2), Strategic Industrial Relations (SIG2), Squeezed Middle" Managers (SIG3), Catastrophic Events (SIG4), Data Confidence (WB4), Communicating Change (WB6), Re-energising Teams (BC2), Rethinking Senior Recruitment (BC5), HR vs PR (LC3)
Employee Investigation Network	LA3, LB1, LB2, LB4, BB1, SIG2, LC1, LC3	Beliefs in Conflict (LA3), AI meets Employment Law (LB1), ERA in HE (LB2), Individual Liability (LB4), Informal Resolution (BB1), Strategic Industrial Relations (SIG2), AI and ER (LC1), HR v PR (LC3)
Engagement Group	Plenary 1, WA1, WA4, WA5, BA1, BA5, LB3, BB5, BB6, SIG3, SIG4, WB1, WB5, WB6, Plenary 4, WC5, BC2	Cultural Intelligence (Plen 1), Delivering Change (WA1), Performance Culture (WA4), Academic Change (WA5), Colleague Engagement (BA1), Speaking Truth to Power (BA5), Intergenerational Inclusivity (LB3), Engagement Through Reward (BB5), Human-Centred Leadership (BB6), Squeezed Middle" Managers (SIG3), Catastrophic Events (SIG4), Navigating Uncertainty (WB1), Peer-learning Circles (WB5), Communicating Change (WB6), Optimism (Plen 4), Embedding Wellbeing (WC5), Re-energising Teams (BC2)
HR Operations Network	WA6, BA4, LA1, LA2, LB1, BB3, SIG4, SIG6, WB2, WB4, WC2, WC3, BC1, LC1	International Campuses (WA6), AI in HR (BA4), Legal Risks in Change (LA1), UKVI Compliance (LA2), AI meets Employment Law (LB1), International Recruitment (BB3), Catastrophic Events (SIG4), Digital Agility (SIG6), Automating Redeployment Processes (WB2), Data Confidence (WB4), Re-imagining Recruitment (WC2), New ERP System (WC3), HR Service Delivery (BC1), AI and ER (LC1)
Inclusive Futures Network	WA3, BA5, LA3, LB3, BB3, BB6, WB1, WB3, WB5, WC1, WC2, WC6, BC3, LC2, Plenary 5, Plenary 6	Inclusive Self-Assessment (WA3), Speaking Truth to Power (BA5), Beliefs in Conflict (LA3), Intergenerational Inclusivity (LB3), International Recruitment (BB3), Human-Centred Leadership (BB6), Navigating Uncertainty (WB1), Disability Leave (WB3), Peer-learning Circles (WB5), Equality Analysis (WC1), Re-imagining Recruitment (WC2), Maternity Returners (WC6), Workforce Solutions (BC3), Disability & Neurodivergence (LC2), Culture & People TBC (Plen 5), Driven to Inspire (Plen 6)
KPI & Data Analytics Forum	WA2, WA3, BA1, BA4, SIG6, WB2, WC3, WC5, BC1	Digital Transformation (WA2), Inclusive Self-Assessment (WA3), Colleague Engagement (BA1), AI in HR (BA4), Digital Agility (SIG6), Automating Redeployment Processes (WB2), New ERP System (WC3), Embedding Wellbeing (WC5), HR Service Delivery (BC1)
Policy Network	WA3, LA3, LB2, SIG2, WB3, WB4, WC1, WC5, WC6, BC5, LC1, LC2, LC3	Inclusive Self-Assessment (WA3), Beliefs in Conflict (LA3), ERA in HE (LB2), Disability Leave (WB3), Data Confidence (WB4), Equality Analysis (WC1), Embedding Wellbeing (WC5), Maternity Returners (WC6), Rethinking Senior Recruitment (BC5), AI and ER (LC1), Disability & Neurodivergence (LC2), HR v PR (LC3)
REF, Research Assessment, Research Culture	WA4, WA5, LA2, Plenary 2, BB3, WC6	Performance Culture (WA4), Academic Change (WA5), UKVI Compliance (LA2), Increasing Productivity (Plen 2), International Recruitment (BB3), Maternity Returners (WC6),