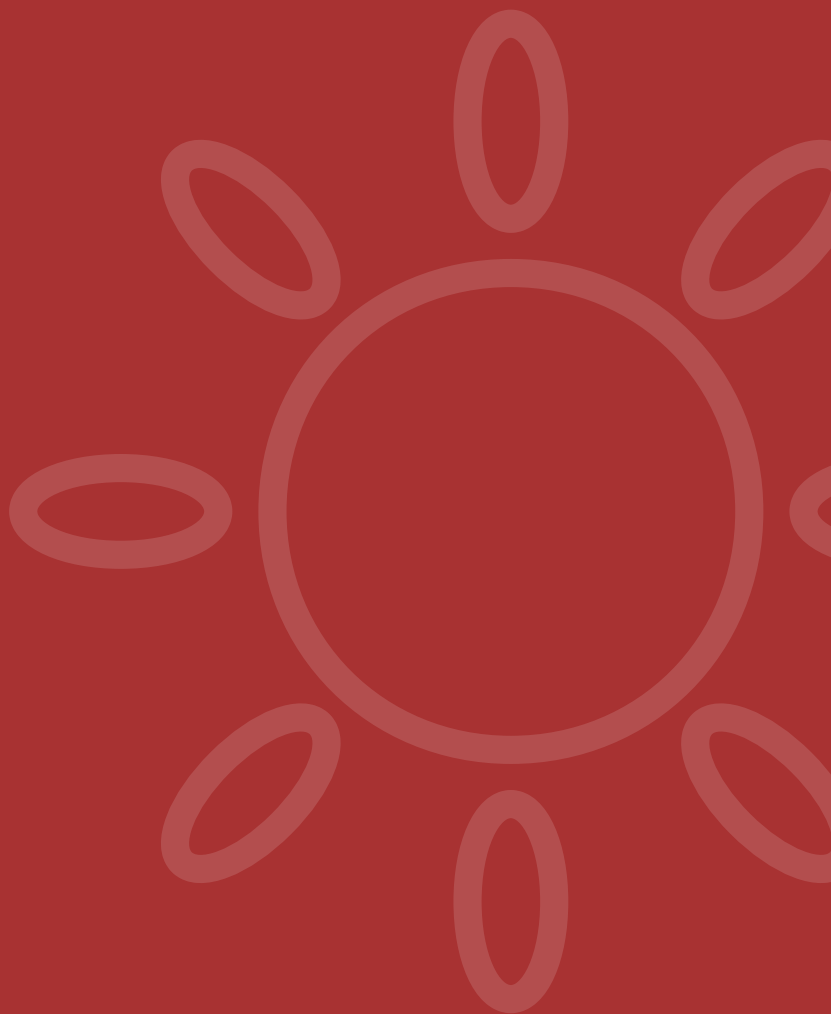


The Employment Tribunal Survival Guide

Building your case – without a solicitor



The map I wish I'd had



I built Start My Claim after representing myself twice — through my own divorce and a small claims dispute, both without a solicitor. What I learned carried straight across into employment tribunals: the process is designed for ordinary people — the hard part isn't the law, it's not knowing what happens next.

This guide won't do the work for you, but it will show you the whole road: Early Conciliation, the claim form, the hearing, what you might be owed, and where people trip up. Keep it, print it, scribble on it.

And if you get stuck, reply to any email we send you. I read every reply.

Paul Keene · Founder, Start My Claim

This guide covers England and Wales (Scotland and Northern Ireland run different systems). It is general guidance on the employment tribunal process — it is not legal advice about your individual case. Every figure is checked against official primary sources; the version and date on the back cover tell you exactly how current your copy is.

What's already free

Before anything else in this guide costs you a penny (some of it never will) — here's what a free Start My Claim account already gives you. No card, no trial that quietly starts charging.

Eligibility Checker

Confirms you have a genuine tribunal claim before you spend any time — or an ACAS Early Conciliation fee — on it.

Deadline Checker

Works out your tribunal time limit and tracks how Early Conciliation pauses it, so you never lose a claim to the clock.

Rights Checker & Pay Calculator

18 common workplace situations decoded, plus redundancy, notice, holiday and sick pay worked out for you.

Case Journal & Document Decoder

Record incidents as they happen and get a plain-English read on any letter or email your employer sends you.

Also free

A limited amount of Case Companion AI — ask it questions about your situation, any time — plus the Grievance Handler, Disciplinary Defence and Redundancy Toolkit for sorting things out before a claim is even necessary. (Unlimited Case Companion access comes with the paid plans on the back page.)

startmyclaim.ai/employment-tribunal — set up a free account in a couple of minutes. Nothing here ever asks for a card.

Is this an employment tribunal claim?

Employment tribunals hear disputes between workers and employers — and “employment tribunal claim” actually covers five quite different types of complaint, each with its own test. Most people arrive here thinking of one; it’s worth checking the others too.

Unfair dismissal

You were dismissed and the reason, or the process, wasn’t fair. Usually needs 2 years’ continuous service.

Discrimination

You were treated worse because of a protected characteristic — age, disability, race, sex, religion and others. No length-of-service requirement, even day one.

Unpaid wages & deductions

Money you’re owed — wages, holiday pay, minimum wage shortfalls — was withheld without lawful authority.

Redundancy pay disputes

You were made redundant and your employer disputes, or hasn’t paid, your statutory redundancy pay.

Whistleblowing & protected disclosure

You were dismissed or mistreated after reporting wrongdoing in the public interest.

You can often bring more than one of these together — a dismissal shortly after a complaint can be unfair dismissal, whistleblowing detriment and unpaid wages all at once. Page 14 lays the five out side by side.

ACAS Early Conciliation — before you can even file

Here's the step that has no equivalent in a small claims case: before you can submit almost any employment tribunal claim, you must first notify ACAS (the Advisory, Conciliation and Arbitration Service) and go through Early Conciliation. Skip it, and the tribunal will reject your claim outright.

1 Notify ACAS

Online at acas.org.uk or by phone on 0300 123 1100. This is free, confidential, and takes minutes to start.

2 A conciliator tries to help you settle

ACAS contacts your employer and explores whether the dispute can be resolved without a tribunal at all — often via a settlement called a COT3.

3 Up to six weeks, then a certificate

ACAS has up to one calendar month to conciliate, extendable by up to 14 days if both sides agree. Whether or not you settle, ACAS then issues an Early Conciliation certificate.

4 The certificate unlocks your ET1

The certificate carries a unique reference number you must enter on your claim form — the tribunal will reject an ET1 without it.

The exceptions are narrow

Almost every claim type needs Early Conciliation first — including unfair dismissal, discrimination, unpaid wages and whistleblowing. The few exemptions (certain interim relief applications, some national security cases) are specific and unusual. If in doubt, start Early Conciliation — it costs nothing and it also pauses your deadline, which is the subject of the next page.

Are you still in time?

Most tribunal time limits run from the **effective date of termination** (or the date of the act you're complaining about) and are unforgiving. Miss them and the strongest claim in the world is usually thrown out before anyone reads the details.

3_{mo} -1d

Unfair dismissal & discrimination
from dismissal or the act complained of

3_{mo} -1d

Unpaid wages & whistleblowing
from the deduction or last detriment

6_{mo}

Redundancy pay disputes
the one exception to the standard rule

The one thing that changes all of this: **Early Conciliation pauses the clock**. The time limit stops running from the day ACAS receives your notification ("Day A") until the day it issues your certificate ("Day B"). After Day B you get either the remainder of your original time limit, or at least one calendar month from the certificate date — whichever gives you more time. It's automatic; you don't have to apply for it.

Worked example — Marcus, dismissed with no warning

Marcus, 41, had worked four years as a warehouse shift manager. He was dismissed with no warning on **3 March 2026**, shortly after raising a formal written complaint about unpaid overtime. He believed the dismissal was unfair.

His standard deadline was 2 June 2026 — three months less a day from his dismissal. But Marcus didn't contact ACAS until **15 May 2026** (Day A), later than he should have. Ordinarily that would have left him only 18 days.

What actually happened: ACAS issued his Early Conciliation certificate 14 days later, on **29 May 2026** (Day B). The remainder of his original time limit, carried forward, would have given him until 16 June. But one calendar month from the certificate date — 29 June 2026 — was longer, so that became his real deadline. He submitted his ET1 on **10 June 2026**, comfortably inside it.

Marcus's claim, by the numbers

Marcus's gross pay was **£500 a week** — in the typical £480–£520 range for a warehouse shift manager, and well under the weekly pay cap the tribunal uses for the basic award. Here's what his claim was actually worth, using the same formulas explained in full on page 16.

Basic award — a fixed formula, not a judgment call

4 complete years' service (all aged 37–40, under the 41 threshold)	×1.0
× £500 gross weekly pay (below the £751 cap)	£500
Basic award	£2,000

Compensatory award — his actual financial loss

14 weeks out of work × £410 net take-home pay	£5,740
New job paid £50/wk less gross — 52 weeks' pay gap	£2,080
Loss of statutory employment rights	£400
Lost pension contributions while unemployed	£650
Compensatory award	£8,870

£10,870

Marcus's total exposure for his employer — basic award plus compensatory award, nowhere near the £123,543 cap. That total is what turned the conversation from a grievance into a negotiation.

How it ended: with a Schedule of Loss setting out these figures in front of them, Marcus's employer came back to ACAS before a hearing date was even listed. They settled by way of a COT3 agreement — a legally binding settlement reached through ACAS — at **£9,800**, without either side needing to stand in front of a judge.

Your first 48 hours

Every one of these steps strengthens your claim, and none of them commits you to anything.

☐ **Get your paperwork.**

Contract, written statement of terms, payslips, and the dismissal or grievance letter itself.

☐ **Save every message, unedited.**

Emails, texts, Slack or Teams messages — especially anything about the reason you were treated the way you were.

☐ **Note your witnesses while it's fresh.**

Colleagues who saw or heard what happened. Write down what each one could confirm, before memories fade.

☐ **Work out your deadline — today.**

Three months less a day from dismissal (six months for redundancy pay). Write the date down where you'll see it.

☐ **Start ACAS Early Conciliation now.**

It's free, it's required, and starting it early gives you more room if things run late.

☐ **Start a dated timeline.**

One page, oldest first: what was said, what was done, who was there. This becomes the backbone of your ET1 and your witness statement.

What it costs

It costs nothing to bring a claim. Employment tribunal fees were introduced in 2013 and abolished in 2017, after the Supreme Court ruled in *R (on the application of UNISON) v Lord Chancellor* that charging claimants to enforce their statutory rights was unlawful. There is no issue fee and no hearing fee — submitting an ET1 costs £0.

£0

The cost of submitting an ET1 and having it heard, from start to finish — whatever help you use to prepare it.

The rule that surprises people: unlike a small claims case, each side normally pays its own costs at an employment tribunal — win or lose. The tribunal only orders one side to pay the other's costs in narrow circumstances: if a claim (or a defence) was vexatious, abusive, or had no reasonable prospect of success, or if a party unreasonably refused a sensible settlement offer. For the vast majority of claimants, this rule is protective — it means losing doesn't usually mean paying your employer's legal bill on top.

Why paying for help rarely adds up

Because each side usually bears its own costs regardless of outcome (see previous page), a solicitor's bill almost never comes back from your employer — win or lose, you pay it yourself. That one rule changes the economics of getting help:

A solicitor

Typical rates run £250–£500 an hour. A straightforward unfair dismissal claim can easily run into five figures in fees by the time it reaches a hearing — and you keep almost none of it back even if you win. Conditional fee agreements exist, but the success fee is usually 25–50% of whatever you're awarded.

Legal aid

Removed for almost all employment tribunal cases in 2013. It isn't available for the vast majority of claimants, whatever the merits of the case.

Entirely by yourself

Free, and the majority of claimants do exactly this — 59% represent themselves at the hearing. The risk is the procedural traps: the Early Conciliation certificate, the deadline, the format the tribunal expects — the mistakes on page 18.

Start My Claim

One fixed fee — £299 to build your case, £399 for complete hearing preparation — no hourly clock, no percentage of your award, and every document in the format tribunals expect. You stay in control; the software does the paperwork.

Is self-representation right for you?

The previous page compares the cost of each route. This one is about fit, not cost — four honest questions worth asking yourself before you decide how to go about this.

Time.

Can you set aside a few hours a week while your claim is live — especially around Early Conciliation and in the run-up to any hearing?

Paperwork and deadlines.

Are you comfortable following a timetable and hitting tribunal deadlines, even when the rest of life gets busy?

Facing your employer.

Can you stay factual and calm answering questions from your employer's side, in a preliminary hearing or at the final hearing, even if it feels adversarial?

New terms.

Are you willing to look up a word you don't recognise rather than guess what it means? This guide's glossary (page 22) is built for exactly that.

None of this is pass or fail

Most people who read this far manage all four just fine — 59% of claimants represent themselves at the hearing. Three honest paths, depending on how it felt reading the list above:

Entirely alone. Free, and thousands do it well. The risk is the procedural traps — the mistakes on page 20.

Alone, with Start My Claim. You stay in control of every decision; the software builds the documents in the format the tribunal expects, and is built to help you catch the deadlines and mistakes above before they cost you anything.

With a solicitor. Worth genuinely considering if you're bringing multiple overlapping claims, your schedule of loss is likely to exceed the compensatory award cap, or your employer brings an experienced barrister to a multi-day hearing — that's a real cost-benefit call, not a failure to cope on your own.

Anatomy of the ET1

The ET1 is the tribunal claim form — submitted online at gov.uk once you have your Early Conciliation certificate number. It is difficult to change after submission, so accuracy at this stage matters more than speed.

WHO'S INVOLVED

Your details and your employer's (the respondent's) full legal name and address

EC NUMBER

Your Early Conciliation certificate reference — the tribunal rejects an ET1 without it

EMPLOYMENT HISTORY

Start date, job title, pay, and how and when it ended

THE CLAIM ITSELF

Which claim type(s) you're bringing, and a clear narrative of what happened and why it was unlawful

THE REMEDY

What you want — compensation, reinstatement, or another outcome — even as an estimate at this stage

The narrative section is where claims are won or lost on paper before anyone reaches a hearing room — specific dates and facts read very differently to a tribunal than a general sense of unfair treatment. That's the part our ET1 compiler builds from your case details, in the format tribunals expect. See the back page.

Their response: the ET3, and what happens next

Once your ET1 is accepted, the tribunal serves a copy on your employer along with a response pack. From that date, they have **28 days** to file an ET3 — their formal, written answer to your claim.

1 They respond — or don't

An ET3 sets out which parts of your claim they accept, dispute, and why. Silence beyond 28 days can mean the tribunal decides the case without their side being heard.

2 The tribunal issues case management orders

A timetable for both sides: when to exchange documents, when witness statements are due, and when any preliminary hearing or the final hearing will take place.

3 You start building your evidence

Once you can see what your employer actually disputes, you know exactly what your evidence bundle and witness statement need to prove.

Worth knowing

A claim can settle at any point after this — through further ACAS conciliation, direct negotiation, or judicial mediation. Roughly 60% of claims are settled, withdrawn or conciliated before ever reaching a final hearing (Marcus's claim, page 7, was one of them).

Preliminary hearings & case management

Between the ET3 and the final hearing, most claims involve at least one preliminary hearing — and it's easy to walk in expecting your day in court and find something quite different.

Case management

The most common type. Often a short phone or video hearing, sometimes before an Employment Judge sitting alone, to agree a timetable, list the issues in dispute, and set directions both sides must follow.

Jurisdiction

Decides a specific legal question before the rest of the claim proceeds — for example, whether you were an employee at all, or whether your claim was brought in time.

Deposit orders

If the tribunal thinks part of a claim (or defence) has little reasonable prospect of success, it can order a deposit — up to £1,000 — as a condition of continuing to pursue that part.

None of this is the final hearing. It's administrative groundwork — but missing a case management order, or turning up unprepared for a jurisdiction hearing, can end a claim before the facts are ever properly heard.

The five claim types, side by side

Unfair dismissal

Dismissed without a fair reason, or without a fair process, after a qualifying period of service.

Time limit: 3 months less a day · **Service needed:** 2 years (falling to 6 months for dismissals from 1 January 2027) · **Cap:** basic award + compensatory award, capped (page 16)

Discrimination

Treated less favourably because of a protected characteristic under the Equality Act 2010.

Time limit: 3 months less a day · **Service needed:** none — day one right · **Cap:** uncapped, plus injury to feelings (page 17)

Unpaid wages & deductions

Wages, holiday pay or other sums withheld without lawful authority under your contract or statute.

Time limit: 3 months less a day from the last deduction · **Service needed:** none · **Cap:** the shortfall itself, up to 2 years' arrears for a series of deductions

Redundancy pay disputes

Made redundant, but your employer disputes or hasn't paid your statutory redundancy pay.

Time limit: 6 months — longer than the standard rule · **Service needed:** 2 years · **Cap:** same formula and cap as the basic award, max £22,530

Whistleblowing & protected disclosure

Dismissed or subjected to a detriment because you made a qualifying disclosure in the public interest.

Time limit: 3 months less a day from dismissal or the last detriment · **Service needed:** none · **Cap:** uncapped compensatory award

You're allowed to do this

Most people imagine a tribunal like a televised courtroom — black gowns, raised voices, a lawyer picking apart your every word. The reality is closer to a meeting around a table in an ordinary room. The judge speaks in plain English. If you don't understand something, you ask. The system was built for people doing exactly this without a lawyer — and most of them do: 59% of claimants represent themselves at the hearing.

This isn't a courtesy the tribunal extends if it feels like it. The procedure rules place the judge under a **duty** to assist a litigant in person and keep the process fair. If your employer brings a barrister, that barrister operates under real constraints — they are not allowed to take advantage of your lack of legal training, and the judge will step in if they try.

You don't have to do this entirely alone

Free representation is genuinely available if your case meets the criteria: the Free Representation Unit (FRU) represents claimants refused funding elsewhere, using volunteer law students supervised by qualified practitioners; Advocate connects litigants in person with barristers offering free representation or advice; Citizens Advice and local Law Centres offer practical help, sometimes representation. All three are competitive and can take weeks to respond — apply early in your case, not the week before your hearing.

The one preparation step most claimants skip

Practise your questions out loud — to a friend, a partner, even the mirror. Questions that look sharp on paper often sound rambling or three points at once when spoken. Hearing yourself ask them, and rewriting the ones that don't land, is the single most useful hour most claimants never spend. Do the same with your witness statement: read it aloud, and fix anything that sounds forced rather than true.

Tribunals aren't where eloquence wins. Preparation wins. The claimant who knows their bundle, has practised their questions, and tells the truth clearly gives the judge exactly what the judge needs to decide. That is the entire job.

The final hearing

Who's in the room: usually an Employment Judge sitting with up to two lay members — one with an employer background, one with an employee or trade union background — though some hearings are heard by a judge alone. There is no jury.

How long it takes: a straightforward unfair dismissal claim is often listed for one to three days; discrimination claims, with more evidence to hear, can run five days or more. The tribunal system is genuinely under strain — the open caseload passed **68,000** in early 2026, up from around 46,000 a year before, and some discrimination hearings in busier regions are now being listed years out. Conciliated settlements, by contrast, are often reached in weeks — one reason roughly 60% of claims never reach this page at all.

What actually happens: both sides present evidence, witnesses are questioned, and the panel reaches a judgment — either on the day or reserved for a later written decision. A bundle of every document, agreed in advance with the other side, is essential; arriving without one is one of the mistakes on the next page but one.

A long wait doesn't weaken your case — but it can weaken your evidence if you let it go stale, so keep your bundle and witness statement current while you wait. Two things worth knowing: a **remote hearing** is often listed months sooner than an in-person one, and it's something you can apply for, not a favour the tribunal grants. And settlement stays on the table right up to the hearing itself — a long list gives your employer a reason to talk too.

14%

Claimant success rate for unfair dismissal claims that reach a final hearing (3–5% for discrimination). It's a sobering figure — and the reason roughly 60% of claims settle beforehand, as Marcus's did.

What you can win: the basic award & compensatory award

Win an unfair dismissal claim and compensation comes in two separate parts, assessed differently — as Marcus's claim on page 7 showed in practice.

The basic award — a fixed formula

Calculated exactly like statutory redundancy pay: complete years of service (capped at 20) × an age-based multiplier (0.5 weeks under 22, 1 week aged 22–40, 1.5 weeks aged 41+) × your weekly pay, capped at £751 from 6 April 2026. Maximum possible: £22,530.

The compensatory award — your actual financial loss

Covers lost earnings to date, likely future loss, loss of statutory employment rights, lost pension contributions, and lost benefits like a company car. Capped at whichever is lower: 52 weeks' actual gross pay, or £123,543, from 6 April 2026.

What can reduce either award

A Polkey reduction (the employer would likely have dismissed you fairly anyway), contributory fault (your own conduct played a part), or failing to look for new work after dismissal can all cut the final figure. An ACAS uplift of up to 25% can move it the other way if your employer ignored the ACAS Code of Practice.

Neither cap applies to whistleblowing dismissal or discrimination claims — there, compensation (and, for discrimination, injury to feelings) is uncapped. More on that next.

For dismissals from 1 January 2027, the £123,543 compensatory award cap is removed entirely under the Employment Rights Act 2025 — only the 52-weeks'-pay limit will still apply.

Injury to feelings and the Vento bands

If your claim includes discrimination or harassment under the Equality Act 2010, you can claim for the distress and humiliation it caused — separate from any financial loss, and separate from a dismissal even happening at all. This is called an **injury to feelings** award, and tribunals use three reference ranges called the **Vento bands** to decide it.

BAND	WHEN IT APPLIES	RANGE
Lower	A one-off incident, or minor in nature	£1,300–£12,600
Middle	Serious cases not meriting the upper band	£12,600–£37,700
Upper	The most serious cases; exceptional cases can exceed it	£37,700–£62,900

Figures from 6 April 2026, Presidential Guidance (Ninth Addendum), following *Vento v Chief Constable of West Yorkshire Police* [2002] EWCA Civ 1871. Reviewed annually.

The tribunal weighs how serious, prolonged and deliberate the treatment was to place the award within a band. It is **not taxable**, and it sits alongside — not instead of — any compensation for lost earnings. Vento bands apply only to discrimination and harassment claims; they don't apply to unfair dismissal, which uses the basic and compensatory awards on the previous page instead.

Five mistakes that sink tribunal claims

1 **Contacting ACAS too late, or not at all**

No Early Conciliation certificate means no ET1, whatever else is right about your case.

2 **A vague ET1 narrative**

"I was treated unfairly" persuades nobody. Specific dates, names and events do.

3 **No job-search record after dismissal**

Without evidence you looked for work, the tribunal can find you failed to mitigate your loss — and cut your compensatory award.

4 **Missing case management deadlines**

Ignored directions and late evidence exchange can weaken a strong claim before the hearing even starts.

5 **Turning up to the hearing unprepared**

No agreed bundle, no rehearsed answers, no chronology. Preparation is most of what a solicitor would actually do for you.

The free Deadline Checker on page 3 is built to help with mistake 1; the ET1 compiler is built to help with mistake 2, by turning your case details into a specific, dated narrative.

Is it actually worth claiming?

Three questions, answered honestly, save a lot of wasted time on a claim that was never going to land:

1 • Can you evidence it?

Not “everyone knew” — documents, messages, dates, witnesses. Thin evidence is the single biggest reason claims fail.

2 • Is your employer still trading?

A judgment against a dissolved company is a piece of paper. Check Companies House if there's any doubt.

3 • Is the likely outcome worth the road?

Around 60% of claims settle before a hearing — often for less than the maximum, sooner than the maximum would take. Weigh a realistic settlement against 12–24 months to a final hearing with a 14% (unfair dismissal) or 3–5% (discrimination) claimant success rate if it goes all the way.

None of this means don't claim — most people who do, do so for good reason. It means going in with your eyes open, which is what the rest of this guide is for.

Twelve words you’ll meet, in plain English

ET1 The form that starts your claim	ET3 Your employer’s written response
Early Conciliation The mandatory ACAS step before you can file	EC certificate Proof you completed it, with the reference number your ET1 needs
Effective date of termination The legal end date of your employment — where most deadlines start counting	Preliminary hearing A procedural hearing before the final one — not your day in court
Basic award The fixed, formula-based part of an unfair dismissal payout	Compensatory award The part covering your actual financial loss
Schedule of loss The document setting out exactly what you’re claiming, and how you calculated it	COT3 A binding settlement reached through ACAS, instead of a tribunal judgment
Without prejudice Settlement talk the tribunal won’t see if it doesn’t settle	Litigant in person The formal term for someone representing themselves — most claimants

The full plain-English glossary lives at startmyclaim.ai/glossary.

Claims, by the numbers

531,000

open tribunal claims

a record high, Ministry of Justice, June 2026

59%

represent themselves

at the hearing, without a solicitor

£0

to submit an ET1

tribunal fees abolished in 2017

28days

for an employer to respond

once your ET1 is served on them

And from our coverage across the other claim types — a taste of what The Claimant reports every week:

£10,000

The ceiling for the small claims track — most money disputes under this are yours to run without a solicitor.

£85,000

The cap under the rules that usually require banks to reimburse authorised push payment scam victims since October 2024.

24 months

The rent a tenant can claim back from a rule-breaking landlord under the Renters' Rights Act 2025.

60%

Of employment tribunal claims that settle, are withdrawn, or are conciliated before ever reaching a final hearing.

The Claimant

Our plain-English publication at **startmyclaim.ai/the-claimant** — new articles several times a week, and not just on employment tribunals: small claims, scam refunds and renters' rights too. Fee changes, new rulings, step-by-step guides, what-happens-next explainers.

If the law moves, we cover it

In language you don't need a law degree to read.

5×

articles per week

4

claim types covered

0

jargon required

Your copy:

2026/27 edition · v1.0 · accurate as of 12 August 2026. The law and rules change — verify current rules from primary sources (gov.uk, legislation.gov.uk) before relying on them for an active claim.

Do it with Start My Claim

Everything in this guide is the map. The tools do the driving. **Build (£299, one-off)** gets your ET1, schedule of loss, witness statement and costs warning letter drafted from your case facts. **Full Case (£399, one-off)** adds complete hearing preparation, end to end — for when your employer digs in.

	FREE	BUILD £299	FULL CASE £399
Rights Checker, Pay Calculator & Case Journal	✓	✓	✓
Grievance Handler, Disciplinary Defence & Redundancy Toolkit	✓	✓	✓
Case Companion AI	20 messages	20 messages	unlimited
ET1 compiler, drafted from your case facts	—	✓	✓
Schedule of loss & witness statement builder	—	✓	✓
Costs warning letter & deadline tracker	—	✓	✓
ET3 analysis & outcome predictor	—	—	✓
Skeleton argument & cross-examination prep	—	—	✓
Document vault & hearing bundle builder	—	—	✓

Start with Build and need Full Case later? Your £299 is automatically credited — Full Case costs you the £100 difference.



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Guidance, not legal advice · England & Wales.

THE SMALL PRINT

Start My Claim is self-service software from Vindivo Limited. We are **not a law firm, not solicitors, and not a claims management company**. We don't act on your behalf, don't negotiate with the other side, and don't receive your money — you drive the case; the software does the paperwork.

The content of this guide is general information about the employment tribunal process in England and Wales. It is **not legal advice** about your individual circumstances, and reading it does not create an adviser relationship. The law, award caps and time limits change — verify current rules from primary sources (gov.uk, legislation.gov.uk, acas.org.uk) before relying on them for an active claim.

If you want someone to handle a claim for you, or your situation is complex, a solicitor is the right choice.