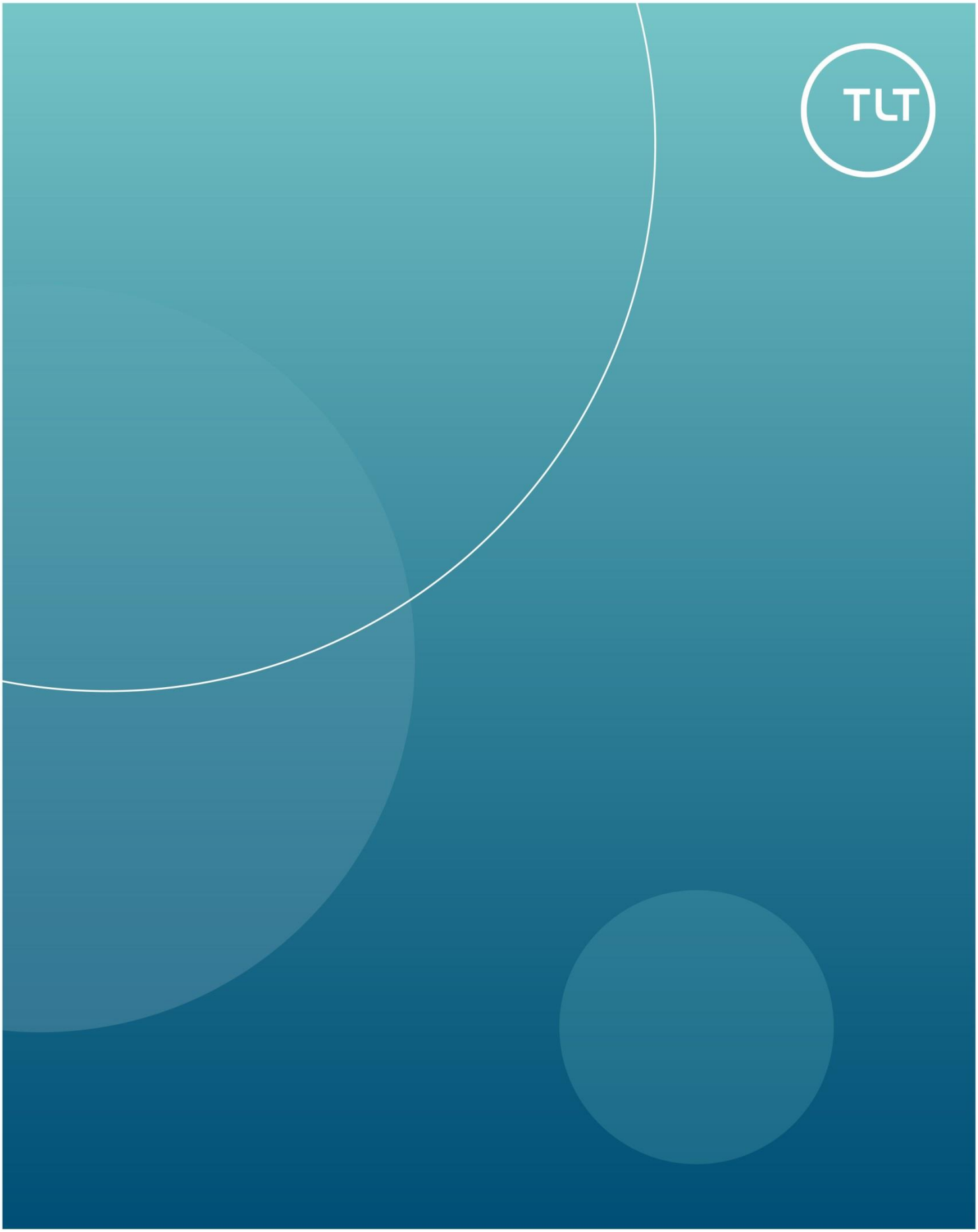
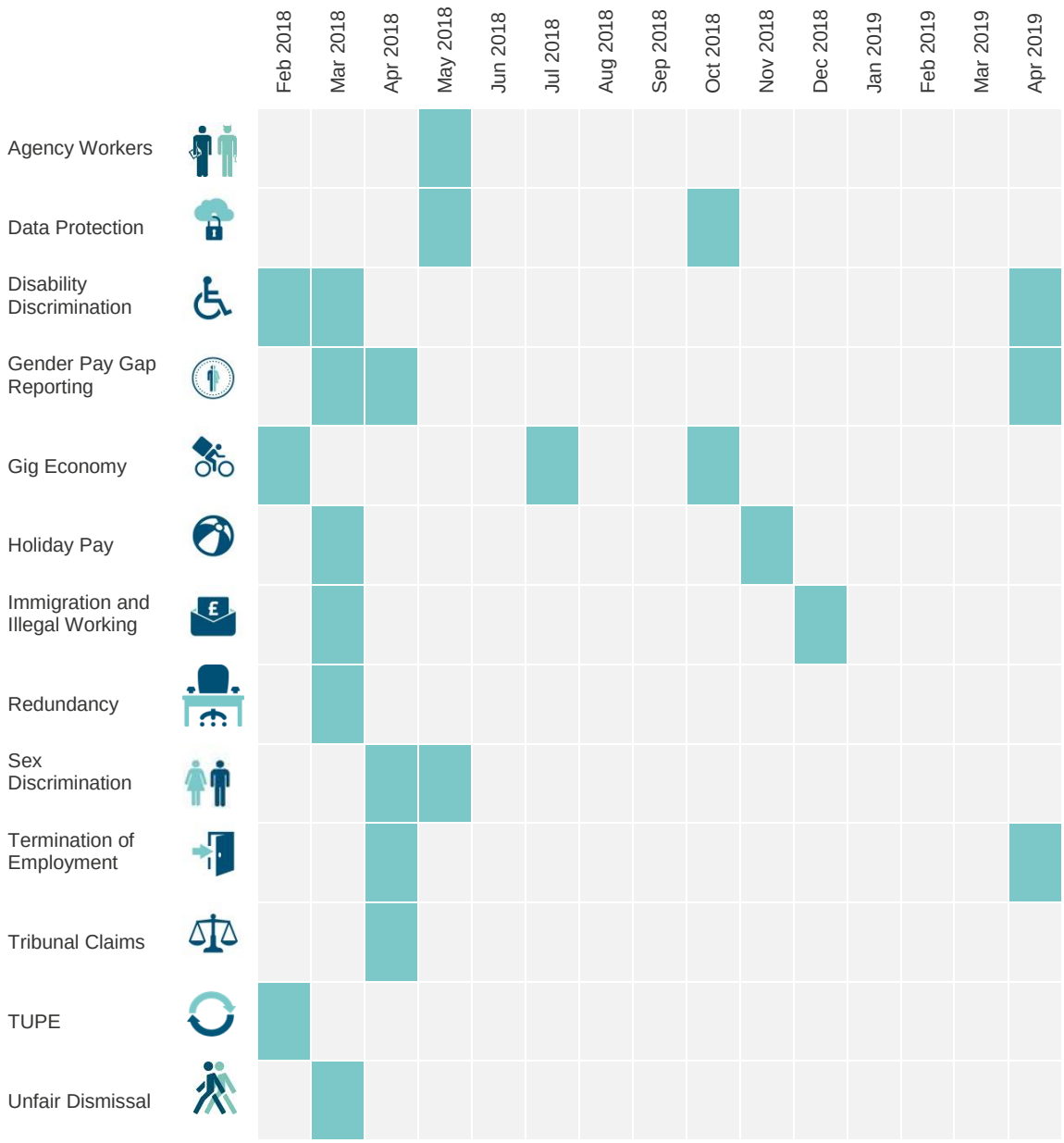


A-Z of Employment Law

April 2018

Employment Timeline 2018-2019



Agency Workers

May 2018

Employment businesses (often known as temping agencies) employ or engage people to work under the supervision of someone else. The businesses are subject to the Agency Workers Regulations 2010 (AWR), amongst other legislation, and their operations are supervised by the Employment Agency Standards Inspectorate (EAS).

The Taylor Review (discussed in more detail below) was published on 11 July 2017. It made a number of recommendations concerning how agency workers are treated. The government published its response to the Taylor Review in February 2018 and launched a number of consultations, including one into the legal treatment of agency workers.

The consultation seeks views on the following issues: whether legislation should provide for more transparency to be given to work-seekers regarding pay; whether the EAS's remit should be extended to include policing intermediaries ("umbrella businesses") that handle the payment of wages to agency workers and policing compliance with the AWR; and whether legislation should be changed to prevent agency workers from opting out of equal pay entitlements (the "Swedish Derogation").

The consultation will close to responses on 9 May 2018.

In addition, a private members' bill called the Employment and Workers' Rights Bill 2018 is currently going through parliament. The bill revokes the Swedish Derogation as well as providing increased rights to agency workers, including the right not to be unfairly dismissed by the hirer and the right to apply for a permanent contract of employment with the hirer. The third reading of the bill is scheduled to take place on 23 November 2018.

Case: *Kocur v Angard Staffing Solutions Ltd*

The Employment Appeal Tribunal (EAT) has provided its first judgment on the meaning of regulation 5(1) of the AWR. This regulation provides that agency workers are to receive "the same basic working and employment conditions" as permanent employees after 12 weeks.

The EAT held that an employer was in breach of the above regulation where they provided less annual leave and shorter rest breaks to an agency worker than their employees. The fact that this shortfall was recognised by an enhanced hourly rate did not prevent the breach of the regulation.

However, the EAT noted that the regulation did not require that employers provide agency workers with the same number of working hours as employees.

Our insight

Employment businesses should keep a close eye on the consultation and the report that results from it, as well as the draft bill currently going through parliament.

The decision in *Kocur* has confirmed that the AWR requires a 'term by term' approach to considering whether working and employment conditions are the same between agency workers and permanent employees. Less favourable treatment in one respect cannot be offset by more favourable treatment in another.

Data Protection

May 2018

The European General Data Protection Regulation (GDPR) applies to all EU member states and comes into effect on 25 May 2018. As the UK is still a member of the EU, the GDPR will also apply to the UK.

The GDPR brings various changes for employers, including changes to data subject access request rights and the 'consent' to data processing that can be given by employees.

The Information Commissioner's Office has confirmed that, following the UK's exit from the EU, the GDPR will not directly apply to the UK but it will need to show 'adequacy' if it wishes to trade with the single market on equal terms.

To address this, the Data Protection Bill has been introduced and is currently making its way through parliament. The Bill will repeal the

Data Protection Act 1998 (DPA 1998) and incorporate the GDPR in preparation for Brexit.

Case: *Various claimants v VM Morrisons Supermarket PLC*

In December 2017, the High Court found that Morrisons was vicariously liable for the deliberate and criminal disclosure of personal data belonging to nearly 100,000 co-workers by a rogue employee. Morrisons has appealed to the Court of Appeal, which is due to hear the case on 9 October 2018.

Our insight

Employers should familiarise themselves with the implications of the GDPR for their data protection practices. Preparations should already be well underway and should be started urgently if not.

Of key importance is a GDPR compliant privacy notice setting out how personal information is collected and used. Employers must provide this to their employees, workers and contractors at the point of data collection. In addition, employers should review the data protection provisions within their existing employment contracts and policies to ensure compliance.

Employers should follow what happens in the *Morrisons* appeal case. As it stands, the decision suggests that even where a data controller has done as much as is reasonably possible to prevent the misuse of data, they may still be found to be vicariously liable for any employee misusing data. This is a worrying development for employers.

Disability Discrimination

March 2018

Case: *United First Partners Research v Carreras*

To make out a claim for indirect discrimination, the Equality Act 2010 requires that the employer applied a discriminatory "provision, criterion or practice" (PCP) to the employee.

In this Court of Appeal case, the claimant argued that repeated requests from his employer asking him to work longer hours constituted a PCP.

In March 2018, the Court of Appeal held that a "pattern of repeated requests" can constitute a PCP or, more specifically, a practice. An "expectation" can also constitute a PCP.

Case: *Toy v Chief Constable of Leicestershire*

This case considered whether an employer had knowledge of a claimant's disability in circumstances where the claimant themselves had not been certain.

The Equality Act 2010 requires that, for a claim of direct disability discrimination to be made out, the employer needs to know, or should have known, that the claimant had a disability.

In March 2018, the EAT dismissed the claim and held that it could not be said that the employer should have known about the disability in circumstances where the claimant "was not clear or certain".

Case: *Lofty v Hamis (t/a First Café)*

In March 2018, the EAT held that a type of skin cancer described by medical evidence as "pre-cancerous" was a disability for the purposes of the Equality Act 2010.

Case: *Chief Constable of Norfolk v Coffey*

In December 2017, in the first case to address perceived disability under the Equality Act 2010, the EAT upheld a claim for direct discrimination.

The case involved an employer who rejected a job application because it perceived that the candidate had a progressive disability. As a result of the employer's perception, the candidate was treated less favourably than the employer would have treated a person with the same abilities but who was not perceived to have the same condition.

This decision is being appealed to the Court of Appeal. It is due to be heard by 5 April 2019.

Case: *Donelien v Liberata UK*

Back in 2015, in a claim for failure to make reasonable adjustments, the EAT held that an employer did not have constructive knowledge of the employee's disability after it took reasonable steps, albeit not every step possible, to ascertain whether an employee was disabled.

In a judgement delivered in February 2018, the Court of Appeal upheld the EAT's decision. The test was what was reasonable for the employer to know, not whether there was more it could have done. In the case, the employer had asked for further clarification from occupational health, considered correspondence from the employee's GP and held return to work meetings with the employee. These were considered reasonable steps for the employer to take before reaching its conclusion.

Case: *Gallop v Newport City Council*

In March 2016, the EAT upheld the employment tribunal's decision that an employee's dismissal was not direct disability discrimination because the decision-maker did not know that the employee was disabled.

The EAT held that the employer's occupational health department's knowledge of the employee's disability could not be imputed to the decision-maker in the disciplinary process.

In a direct disability discrimination case the focus should be on the mental thought process of the decision-maker and not that of those providing information to that person, unless it could be considered a joint decision.

The decision was appealed and was heard by the Court of Appeal in July 2017. We are still waiting to hear the judgment.

Our insight

Following the Court of Appeal's decision in *Carreras*, employers should be careful about pressing employees to work long hours, especially where their reason for not wanting to do so relates to a protected characteristic.

The EAT's decision in *Toy* provides encouragement for employers that, in circumstances where an employee was uncertain about whether they have a disability prior to dismissal, this uncertainty could undermine their claim.

Following the decision in *Lofty v Hamis*, employers should regard medical evidence that a condition is "pre-cancerous" with caution and should carefully consider the disability status of the individual concerned.

When making recruitment decisions, employers should bear in mind the risks of perceived discrimination. It is sensible to ensure that employees making such decisions are fully up to speed on discrimination law.

As can be seen from *Donelien* and *Gallop*, it is important to keep in mind the distinction between cases where actual knowledge of disability is required and those where constructive knowledge of disability is sufficient.

'When making recruitment decisions, employers should bear in mind the risks of perceived discrimination.'

Gender Pay Gap Reporting

April 2018

As businesses will be well aware, private and voluntary sector employers with more than 250 employees are required to publish data detailing the differences in pay between their male and female employees. This includes:

- the mean and median gender pay gaps and bonus pay gaps;
- the proportion of men and women receiving a bonus; and
- the proportion of men and women in each of four pay bands.

The first reporting reference date was 5 April 2017 and reports were due on or before 4 April 2018. Each report relates to the previous year's data.

Similar reporting obligations apply to the public sector in England, with a first reporting reference date of 31 March 2017 and reports due on or before 30 March 2018. In Scotland and Wales, public sector pay reporting is within the remit of the devolved administrations.

EHRC enforcement policy

In March 2018, the Equality and Human Rights Commission (EHRC) published its enforcement policy for pursuing employers who fail to comply with their gender pay reporting obligations.

The policy applies to private and voluntary sector employers in England, Wales and Scotland, and to public sector employers in England.

In 2018/19, enforcement action will be initiated against all employers who have failed to publish their gender pay gap data, with the first investigations by the EHRC due to commence in June 2018. The EHRC has also confirmed that it will name and shame employers that reach the investigation stage.

It also has the means to identify employers who submit statistically improbable data and will consider taking action against them where it is reasonable and proportionate to do so. However, the aim is to promote compliance without the need for formal enforcement action.

The policy states that, where employers fail to publish, the EHRC will write to them drawing attention to their obligation. Where compliance is still not forthcoming, the EHRC will rely on provisions of the Equality Act 2006 to conduct investigations, issue unlawful act notices and seek to impose unlimited fines.

Our insight

The vast majority of employers caught by the new obligations have now reported their gender pay data. Those who have not done so could face sanctions from the EHRC. In the first instance, these are likely to be limited to receiving an enforcement notice and/or being publicly identified.

As predicted, there has been significant media coverage of gender pay gap reporting with many organisations choosing to provide a voluntary narrative to accompany their results to provide an explanation of any gap and to identify how they intend to reduce it.

Employers should monitor what enforcement action, if any, the EHRC takes. Gender pay gap reporting is an ongoing obligation and employers should start considering next year's reporting requirement in light of lessons learned this year.

'Gender pay gap reporting is an ongoing obligation and employers should start considering next year's reporting requirement in light of lessons learned this year.'

Gig Economy

October 2018

Case: *Pimlico Plumbers Ltd and Anor v Smith*

In February 2017, the Court of Appeal found that a plumber was a 'worker' despite being self-employed for tax purposes. This is one of the first gig economy cases to affect a skilled trade such as plumbing, so could signify that more cases will arise across multiple industries. The case was appealed to the Supreme Court and was heard in February 2018. We are waiting to hear the judgment.

Case: *Aslam and others v Uber BV and others*

At the end of 2016, the Uber employment tribunal decision brought the gig economy and employment status into the media spotlight. Two Uber drivers successfully argued that they were workers, rather than self-employed, thus entitling them to a number of rights including the national minimum wage and holiday pay.

Uber appealed to the EAT and judgment was delivered in November 2017, upholding the tribunal decision. Uber has appealed again – its attempt to leapfrog to the Supreme Court was refused and the Court of Appeal is due to hear the appeal on 31 October 2018.

Case: *IWGB v Deliveroo*

In November 2017, the Central Arbitration Committee held that Deliveroo's riders are not workers, due to a genuine right of substitution. This is a non-binding decision and so it will be interesting to see how it is perceived in employment tribunal claims brought by the IWGB on behalf of 40 riders. This is due to be heard in July 2018.

Taylor Review

The Taylor Review, commissioned by the Conservative government, published its report in July 2017. It contains various recommendations aimed at improving working practices, with a focus on employment status and atypical workers.

The government provided its full response to the report in February 2018 and four consultations have been launched to consider employment status, agency workers, enforcement of employment rights and how to increase transparency in the labour market.

As part of its response, the government committed to requiring itemised payslips to be provided to all workers (not just employees).

This has now been made law and will come into force on 6 April 2019. Not only will workers be entitled to an itemised pay statement but they will also be able to enforce that right in the employment tribunal.

Our insight

Businesses using a "gig economy" type model or engaging consultants should be alert to the possibility of employment tribunals looking beyond the contract to determine the actual agreement between the parties in practice. Where possible, the true relationship should be captured within the contract to reduce the risk of litigation.

The government consultations arising out of the Taylor Review should be followed in view of the potential changes to the law that may result.

'Businesses using a "gig economy" type model or engaging consultants should be alert to the possibility of employment tribunals looking beyond the contract to determine the actual agreement between the parties in practice.'

Holiday Pay

November 2018

Case: *King v The Sash Window Workshop Ltd*

In a landmark decision handed down at the end of November 2017, the European Court of Justice (ECJ) held that a worker who was incorrectly classified as self-employed should be able to claim unpaid holiday pay for the entire length of his employment. Mr King claimed unpaid holiday pay spanning 13 years.

The decision applies where the worker has not exercised the right to take holiday as it would have been unpaid (because, on the facts, Sash Windows considered Mr King to be self-employed at the time).

The case will now return to the Court of Appeal to apply the ECJ's decision. It is due to be heard on 20 and 21 November 2018.

Case: *Brazel v Harpur Trust*

In March 2018, the EAT rejected a tribunal decision regarding the calculation of holiday pay for part-time workers. The tribunal had held that an employee's holiday pay could be capped at 12.07% to reflect an employee's irregular working hours and rejected her claim for unlawful deduction of wages.

The employee had argued that her holiday pay should be calculated in line with the calculation at section 224 of the Employment Rights Act 1996 (ERA). This calculates holiday pay according to a twelve week reference period and can lead to inconsistent results where employees work irregular hours.

The EAT agreed with the employee. It held that the rules in the ERA had to be followed notwithstanding any anomalies. Employers are not permitted to prevent these anomalies by capping workers' holiday pay.

Our insight

As a result of past decisions on what should be included in the calculation of holiday pay, employers need to both assess what they include in holiday pay and review the employment status of their workforce.

The *Sash Window* decision in particular has significant implications for the gig economy and other self-employed labour. It creates a potential liability for unpaid holiday pay where self-employed contractors are subsequently re-classified as workers.

Employers commonly use a 12.07% accrual rate to calculate annual leave entitlement for workers who do not have fixed working hours. This is due to the Working Time Regulations 1998 lacking a definition of a week's leave. However, the decision in *Brazel* reminds employers that, however they calculate holiday pay, they must ensure that workers do not receive less than their statutory entitlement under the week's pay provisions in the ERA.

Keeping a close eye on the developing case law is particularly important due to the risk of increased claims that comes following the abolition of tribunal fees in July 2017.

'…employers need to both assess what they include in holiday pay and review the employment status of their workforce.'

Immigration and Illegal Working

March 2018

Brexit

In August 2017, the Migration Advisory Committee (MAC) launched a call for evidence on the economic and social impacts of Brexit. It closed on 27 October 2017 and an interim update was published in March 2018. The MAC's final report is due in autumn 2018, with its recommendations expected to shape the post-Brexit immigration policy.

Immigration

Introduction of the Immigration Bill has been delayed and it is not currently known when it is expected. The Bill is due to establish a new UK policy on immigration, including new powers concerning the immigration status of European Economic Area (EEA) nationals. A related Home Office white paper on immigration has been delayed and is now expected in late 2018 at the earliest.

Sports and culture immigration

On 31 January 2018, the EU Home Affairs Sub-Committee launched an inquiry into the movement of people between the UK and EU in the culture and sports fields. The inquiry will examine the rules that are currently in place.

Our insight

It is anticipated that immigration and illegal working will remain high on the agenda with the Brexit negotiations ongoing. The outcome may impact greatly on employers reliant on EU workers. This is an area to watch for those whose workforce may be affected.

Redundancy

February 2018

Case: *Keeping Kids Company v Smith and ors*

In February 2018, the EAT held that once an employer has a clear intention to make 20 or more redundancies the obligation to collectively consult is triggered. This is so even if the intention is provisional at that point in time.

The EAT also confirmed that a sudden disaster affecting the employer that occurs after the obligation to collectively consult has already been triggered is no defence to non-compliance with that obligation. However, such events are relevant to the appropriate level of protective award for failure to consult.

Our insight

To ensure compliance with the statutory collective consultation obligations and avoid claims for a protective award, employers should begin collective consultation once there is a clear intent to make collective redundancies. This is so even if the employees potentially at risk of redundancy have not yet been identified. Collective consultation is an ongoing process during which further information can be revealed as it becomes known.

Sex Discrimination

May 2018

Case: *Ali v Capita Management Ltd*

An employment tribunal decision holding that failure to enhance shared parental pay where maternity pay was enhanced was direct sex discrimination was overturned by the EAT in April 2018.

The EAT held that the purpose of maternity leave and pay is the health and wellbeing of the woman, whereas the purpose of shared parental leave and pay is to care for a child. A man on shared parental leave in receipt of shared parental pay could not, therefore, be compared with a woman on maternity leave in receipt of maternity pay. The correct comparison would be with a woman on shared parental leave in receipt of shared parental pay.

Furthermore, the EAT held that an employer's decision to pay enhanced maternity pay fell within the Equality Act's exception for different treatment on the grounds of sex where the different treatment is in connection with pregnancy and childbirth.

The case focused on the rate of pay for the first 14 weeks after birth. However, the EAT did recognise the potential, as suggested by Working Families who intervened in the proceedings, that after 26 weeks the purpose of maternity leave may change. At that point, it may be possible to draw a valid comparison between a father on shared parental leave and a mother on maternity leave.

Case: *Hextall v Chief Constable of Leicestershire Police*

In May 2018, the EAT allowed Mr Hextall's appeal against the employment tribunal's decision that failure to enhance shared parental pay was not indirectly discriminatory.

The case has been remitted to a differently constituted employment tribunal to rehear the issues.

Our insight

The EAT has provided confirmation that employers who provide enhanced maternity pay but not enhanced shared parental pay are not discriminating directly on the grounds of sex, at least during the first 14 weeks of maternity leave at which point it cannot be validly compared with shared parental leave.

As to whether a future challenge may take up the suggestion of Working Families that maternity leave and shared parental leave can be compared after 26 weeks, we will have to wait and see.

In contrast to *Ali*, the EAT decision in *Hextall* has left open the possibility that not enhancing shared parental pay could be indirectly discriminatory on the grounds of sex. Employers will want to consider this risk when deciding on their shared parental leave policy on pay, and in particular whether the potential disadvantage caused to men by paying statutory rates of shared parental pay only can be justified.

'The EAT appears to have provided confirmation that employers who provide enhanced maternity pay but not enhanced shared parental pay are not discriminating on the grounds of sex.'

Termination of Employment

April 2018

Changes to the taxation of termination payments came into force on 6 April 2018:

- All payments in lieu of notice (PILON) are now subject to a statutory calculation to ensure that they are subject to deductions for income tax and National Insurance contributions (NICs) as earnings (as if the employee did in fact work their notice).
- Foreign service relief for UK resident employees has been abolished.
- The exemption for injury does not apply in cases of injured feelings.
- HM Treasury is permitted to vary the £30,000 threshold by regulations.

From April 2019, all termination payments above £30,000 are due to be subject to employer class 1 NICs. Employee NICs will remain exempt. This was originally due to come into effect in April 2018 along with the other reforms, but has been pushed back a year.

Case: *Newcastle Upon Tyne Hospitals NHS Foundation Trust v Haywood*

In April 2018, the Supreme Court upheld the Court of Appeal's decision that, where there is no contractual provision setting out when notice of termination takes effect, it takes effect when the employee has read it (or had reasonable opportunity to do so).

This finding meant that the employer's notice to terminate employment took effect later than the employer had intended such that the employee became entitled to significantly enhanced pension provision.

Our insight

The government's aim was to simplify the tax treatment of termination payments and reduce manipulation of the rules. However, the statutory formula for calculating the taxable element of the termination award is complex and requires careful application in practice.

Where there is no contractual PILON, the changes create additional costs for employers. This is not only due to the changes to the treatment of PILONs (and, in due course, compensation payments above £30,000) that increase liability to employer NICs, but also because increased financial packages may have to be offered to exiting employees to counter the lower net figure the employee is likely to receive under the new regime.

As the employee's liabilities to income tax and employee NICs will also expand as a result of the changes, employers will want to take extra care that a robust tax indemnity is put in place on termination.

It is best practice for employers to provide a breakdown of any termination payments to ensure that the correct tax treatment is applied. Getting this wrong could lead to HMRC seeking to recover unpaid tax and NICs including penalties and interest from the employer.

The Supreme Court decision in *Haywood* demonstrates the importance of being clear in the employment contract when notice takes effect. However, employers should bear in mind that the effective date of termination for unfair dismissal purposes is determined by statute and not contract.

'The government's aim was to simplify the tax treatment of termination payments and reduce manipulation of the rules. However, the statutory formula for calculating the taxable element of the termination award is complex and requires careful application in practice.'

Tribunal Claims

April 2018

Case: *Luton Borough Council v M Haque*

In the first appellate decision on the issue, in April 2018 the EAT held that the sequential approach to working out the extended time limit for filing an employment tribunal claim following early conciliation applies.

There was previously confusion over the application of sections 207B(3) and 207B(4) of the ERA 1996. It was not clear from earlier case law whether the limitation date should first be extended by section 207B(3) and the resulting date then used when applying section 207B(4), or whether they were to be applied in the alternative.

The EAT has confirmed that the approach taken in the earlier employment tribunal decision in *Booth v Pasta King UK Ltd* is correct. The time limit should first be extended by section 207B(3), and then the extended time limit should be used to decide whether to apply section 207B(4).

Our insight

This was an area of uncertainty whereby claimants and respondents alike could not always be sure of the applicable limitation date following early conciliation. The clarity brought by the EAT decision is therefore welcome.

Following the decision in *Haque* it is now certain that the claimant gets the benefit of whichever is the longer time period to present their claim under section 207B(3) or (4).

'This was an area of uncertainty whereby claimants and respondents alike could not be sure of the applicable limitation date following early conciliation. The clarity brought by the EAT decision is therefore welcome.'

TUPE

February 2018

Case: *London Care Ltd v Henry and others*

In February 2018, the EAT held that there was no service provision change where the provision of adult care packages for a local authority was fragmented and allocated to multiple new providers.

Service provision changes are caught by the TUPE regulations and involve situations where a contractor has been engaged to work on a client's behalf, the client has reassigned the contract or the client has brought the work in-house.

The EAT regarded that the tribunal had not given due consideration to a number of relevant factors:

- there was no evidence that one contractor had taken on the majority of the work;
- it was hard to establish which contractor the employment contracts should transfer to; and
- following the transfer, the service was organised differently to how it had been previously.

The EAT also found that the tribunal had failed to make a finding as to whether there was an organised grouping of employees. Identifying an organised grouping of employees is a prerequisite to finding that a service provision change has occurred.

Our insight

The correct order for analysing whether a service provision change has occurred is laid out in the case of *Kimberley Housing Group Ltd v Hambley*. The importance of following that approach is emphasised by the decision in *London Care Ltd*.

London Care Ltd also illustrates the issues that can arise where provision of a service is being fragmented between multiple contractors. If the fragmentation is significant then it could impact the assessment of whether a service provision change has occurred. Where provision of a service is randomly distributed between multiple new contractors and does not bear much resemblance to how it was provided under the previous contractor, TUPE is unlikely to apply.

'Service provision changes are caught by the TUPE regulations and involve situations where a contractor has been engaged to work on a client's behalf, the client has reassigned the contract or the client has brought the work in-house.'

Unfair Dismissal

March 2018

Case: *Reilly v Sandwell Metropolitan Borough Council*

In March 2018, the Supreme Court gave guidance on what amounts to misconduct justifying dismissal where there is no clear breach of the employment contract.

In this case, a head teacher was dismissed for failing to disclose her close (non-sexual) relationship with an individual who had been convicted of making indecent images of children. She brought a claim for unfair dismissal.

In misconduct situations, section 98(4) of the ERA requires that an employer can show a dismissal was reasonable in the circumstances. The longstanding test for this was established in *British Home Stores v Burchell*.

The 'Burchell test' asks whether (i) the employer reasonably believed misconduct occurred; (ii) it had reasonable grounds to support this belief; and (iii) the employer had carried out reasonable investigations prior to reaching this conclusion.

Application of the Burchell test in this case resulted in the Supreme Court agreeing that the employer had acted reasonably in dismissing the head teacher. The court observed that individuals convicted of child sex offences can pose both a direct and indirect threat to children. The court further observed that teachers have a statutory duty to take reasonable steps to safeguard children.

It concluded that the head teacher's relationship with the individual could pose an indirect risk to children. She should have known this and identified that it was something she should disclose.

Our insight

Of more interest than the decision itself are the obiter comments of Lady Hale. She drew attention to two issues that she felt it would have been helpful for the court to consider but that were, unfortunately, not raised in argument.

The first issue was whether a dismissal based on an employee's conduct can ever be fair if it is not in breach of the employee's contract. The second was whether the Burchell test is correct.

The Burchell test has been applied in thousands of cases for 40 years. Any challenge to it would be of great interest and would impact how we analyse the potential success of every unfair dismissal claim.

The test does not face any immediate challenge in either the courts or by way of legislative change. However, it will be interesting to see whether Lady Hale's comments encourage others to question the test in future cases.

'The Burchell test has been applied in thousands of cases for 40 years. Any challenge to it would be of great interest and would impact how we analyse the potential success of every unfair dismissal claim.'

Get in touch

As the year progresses, we will be keeping you up to date with developments as and when they happen.

If you would like direct updates on a particular area of the law, please contact our senior business development executive, Kay Bhatti, or another member of the employment team.

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