

Unfair Dismissal: The Six-Month Rule

Data Tables

Supplement to The Report. Includes full questions, responses, and analysis by industry, region and company size.

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Technical note

Research conducted by

HRLocker.

Fieldwork dates

3 to 14 August 2026.

Method

Online questionnaire. Respondents took part voluntarily in response to an open invitation to complete it, rather than being drawn from a probability sample. Every response was then screened against the criteria below and any that did not match were excluded. The achieved sample is self-selecting, so it describes the employers and employees who responded rather than the UK SME population as a whole.

Population and coverage

UK-wide. Two samples: HR decision-makers, business owners and senior leaders with HR responsibility at UK firms employing 10 to 500 people; and employees of those firms.

Sample size

2,000 in total: 1,500 employers and 500 employees. The recruitment and staffing industry was boosted to n=150 to support industry-level analysis.

Weighting

None. All figures are unweighted counts and column percentages from the achieved sample.

Percentages

Rounded to one decimal place in these tables and to whole numbers in the report, so totals may not sum to exactly 100%. Multi-select questions sum to more than 100% by design.

Small bases

Cells with a base under 50 are marked * and are indicative. Under 30 they are marked ** and are directional only. Industries with a base under 50 are reported but excluded from all rankings.

Population estimates

Estimates that scale survey shares to national employment totals (for example the 2.2 million and 1.5 million cohorts, and the industry, region and size sub-populations) illustrate the scale of the change rather than measure it. They apply the achieved sample's tenure profile to DBT Business Population Estimates 2025. Workings are on the CohortEstimate tab in this document.

Additional assets

The full report, briefings broken down by industry, region and company size, and other resources available at: <https://www.hrlocker.com/reports/unfair-dismissal-uk-six-month-rule/>

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Sample composition

The achieved profile of both samples, as reported in the analysis workbook.

Employer sample profile (n=1,500)

Unweighted sample composition. Base = all respondents.

(S1) Role: Which best describes your role in HR and people decisions?

CATEGORY	N	%
Owner / Managing Director	556	37.1%
HR Director / HR Manager	668	44.5%
Senior leader with HR responsibility	276	18.4%

(S2) Company size: How many employees does your organisation have in the UK?

CATEGORY	N	%
10-49	472	31.5%
50-99	457	30.5%
100-249	410	27.3%
250-500	161	10.7%

(S3) Industry: Which industry best describes your organisation?

CATEGORY	N	%
Agriculture, farming & fishing	35	2.3%
Manufacturing, energy & utilities	120	8.0%
Construction & skilled trades	140	9.3%
Retail, wholesale & motor trades	154	10.3%
Transport, logistics & warehousing	80	5.3%
Hospitality, food & leisure	135	9.0%
IT, software & telecoms	115	7.7%
Financial services	80	5.3%
Legal services	51	3.4%
Other professional services	170	11.3%
Recruitment & staffing	150	10.0%
Business support services	90	6.0%
Public administration & defence	25	1.7%
Education	45	3.0%
Health & social care	110	7.3%

(S4) Region: Where is your organisation headquartered?

CATEGORY	N	%
London	291	19.4%
South East	218	14.5%
East of England	145	9.7%
South West	118	7.9%
West Midlands	126	8.4%
East Midlands	108	7.2%
Yorkshire & the Humber	135	9.0%
North West	150	10.0%
North East	53	3.5%
Wales	51	3.4%
Scotland	91	6.1%
Northern Ireland	14	0.9%

(S5) Annual staff turnover: Roughly what % of your workforce leaves and is replaced in a typical year?

CATEGORY	N	%
Under 10%	244	16.3%
10-24%	472	31.5%
25-49%	412	27.5%
50% or more	306	20.4%
Don't know	66	4.4%

Employee sample profile (n=500)

Sample composition from the employee screeners: age band, region, industry, employer size and tenure.

Age band

CATEGORY	N	%
18-24	64	12.8%
25-34	135	27.0%
35-44	120	24.0%
45-54	117	23.4%
55+	64	12.8%

Industry

CATEGORY	N	%
Agriculture, farming & fishing	6	1.2%
Manufacturing, energy & utilities	53	10.6%
Construction & skilled trades	31	6.2%
Retail, wholesale & motor trades	68	13.6%
Transport, logistics & warehousing	32	6.4%
Hospitality, food & leisure	55	11.0%
IT, software & telecoms	34	6.8%
Financial services	16	3.2%
Legal services	9	1.8%
Other professional services	63	12.6%
Recruitment & staffing	25	5.0%
Business support services	25	5.0%
Public administration & defence	16	3.2%
Education	21	4.2%
Health & social care	46	9.2%

Region

CATEGORY	N	%
London	87	17.4%
South East	77	15.4%
East of England	44	8.8%
South West	52	10.4%
West Midlands	45	9.0%
East Midlands	30	6.0%
Yorkshire & the Humber	32	6.4%
North West	58	11.6%
North East	24	4.8%
Wales	20	4.0%
Scotland	29	5.8%
Northern Ireland	2	0.4%

Employer size

CATEGORY	N	%
10-49	190	38.0%
50-99	130	26.0%
100-249	118	23.6%
250-500	62	12.4%

Tenure in current role

CATEGORY	N	%
Under 6 months	46	9.2%
6-24 months	117	23.4%
2-5 years	166	33.2%
More than 5 years	171	34.2%

SECTION TWO

Employer questions

Base: 1,500 UK HR decision-makers and business owners at firms employing 10 to 500 people.

A1 Familiarity with the Employment Rights Act 2025

A1: "How familiar are you with the Employment Rights Act 2025?"

Base: all respondents answering. Unweighted counts and column percentages.

TOPLINE

RESPONSE	N	%
Very familiar	291	19.4%
Somewhat familiar	545	36.3%
Heard of it but know little	383	25.5%
Not at all familiar	281	18.7%
NET: Familiar	836	55.7%
NET: Not familiar	664	44.3%

BY COMPANY SIZE

COMPANY SIZE	10-49	50-99	100-249	250-500
Base (n)	472	457	410	161
Very familiar	12.5%	16.4%	25.6%	32.3%
Somewhat familiar	34.7%	37.2%	37.6%	35.4%
Heard of it but know little	30.3%	26.5%	21.7%	18.6%
Not at all familiar	22.5%	19.9%	15.1%	13.7%
NET: Familiar	47.2%	53.6%	63.2%	67.7%
NET: Not familiar	52.8%	46.4%	36.8%	32.3%

BY INDUSTRY

INDUSTRY	BASE (N)	VERY FAMILIAR	SOMEWHAT FAMILIAR	HEARD OF IT BUT KNOW LITTLE	NOT AT ALL FAMILIAR	NET: FAMILIAR	NET: NOT FAMILIAR
Agriculture, farming & fishing	35*	28.6%	31.4%	8.6%	31.4%	60.0%	40.0%
Manufacturing, energy & utilities	120	21.7%	36.7%	20.8%	20.8%	58.3%	41.7%
Construction & skilled trades	140	21.4%	34.3%	24.3%	20.0%	55.7%	44.3%
Retail, wholesale & motor trades	154	14.9%	38.3%	25.3%	21.4%	53.2%	46.8%
Transport, logistics & warehousing	80	20.0%	37.5%	26.2%	16.2%	57.5%	42.5%
Hospitality, food & leisure	135	21.5%	27.4%	28.1%	23.0%	48.9%	51.1%
IT, software & telecoms	115	18.3%	35.7%	28.7%	17.4%	53.9%	46.1%

INDUSTRY	BASE (N)	VERY FAMILIAR	SOMEWHAT FAMILIAR	HEARD OF IT BUT KNOW LITTLE	NOT AT ALL FAMILIAR	NET: FAMILIAR	NET: NOT FAMILIAR
Financial services	80	17.5%	33.8%	28.7%	20.0%	51.2%	48.8%
Legal services	51	35.3%	27.5%	25.5%	11.8%	62.7%	37.3%
Other professional services	170	17.6%	35.3%	28.8%	18.2%	52.9%	47.1%
Recruitment & staffing	150	20.0%	36.0%	24.7%	19.3%	56.0%	44.0%
Business support services	90	20.0%	45.6%	15.6%	18.9%	65.6%	34.4%
Public administration & defence	25**	12.0%	52.0%	32.0%	4.0%	64.0%	36.0%
Education	45*	13.3%	51.1%	24.4%	11.1%	64.4%	35.6%
Health & social care	110	15.5%	39.1%	31.8%	13.6%	54.5%	45.5%

BY REGION

REGION	BASE (N)	VERY FAMILIAR	SOMEWHAT FAMILIAR	HEARD OF IT BUT KNOW LITTLE	NOT AT ALL FAMILIAR	NET: FAMILIAR	NET: NOT FAMILIAR
London	291	21.6%	35.7%	24.1%	18.6%	57.4%	42.6%
South East	218	16.5%	37.2%	25.2%	21.1%	53.7%	46.3%
East of England	145	20.0%	35.2%	24.8%	20.0%	55.2%	44.8%
South West	118	17.8%	39.0%	27.1%	16.1%	56.8%	43.2%
West Midlands	126	23.0%	38.9%	20.6%	17.5%	61.9%	38.1%
East Midlands	108	24.1%	38.0%	22.2%	15.7%	62.0%	38.0%
Yorkshire & the Humber	135	13.3%	36.3%	28.9%	21.5%	49.6%	50.4%
North West	150	20.0%	30.7%	28.0%	21.3%	50.7%	49.3%
North East	53	24.5%	39.6%	26.4%	9.4%	64.2%	35.8%
Wales	51	19.6%	27.5%	31.4%	21.6%	47.1%	52.9%
Scotland	91	13.2%	42.9%	27.5%	16.5%	56.0%	44.0%
Northern Ireland	14**	28.6%	28.6%	28.6%	14.3%	57.1%	42.9%

BY ANNUAL STAFF TURNOVER

ANNUAL STAFF TURNOVER	UNDER 10%	10-24%	25-49%	50% OR MORE	DON'T KNOW
Base (n)	244	472	412	306	66
Very familiar	18.0%	19.5%	19.7%	20.6%	16.7%
Somewhat familiar	41.4%	35.4%	35.4%	34.3%	39.4%
Heard of it but know little	23.0%	25.6%	25.0%	27.8%	27.3%
Not at all familiar	17.6%	19.5%	19.9%	17.3%	16.7%
NET: Familiar	59.4%	54.9%	55.1%	54.9%	56.1%
NET: Not familiar	40.6%	45.1%	44.9%	45.1%	43.9%

A2 Which changes take effect on 1 Jan 2027

A2: "To your knowledge, which of these take effect on 1 January 2027? (select all)"

Base: all employers (n=1,500). Multi-select — respondents could pick more than one, so percentages sum to more than 100%. T = true item, F = distractor.

TOPLINE

RESPONSE	N	%
Qualifying period rises to 6 months (TRUE)	757	50.5%
Compensation cap removed (TRUE)	603	40.2%
Day-one unfair dismissal rights (FALSE)	368	24.5%
Four-day working week (FALSE)	40	2.7%
Don't know	367	24.5%
NET: Unaware of the 6-month qualifying change	743	49.5%

BY COMPANY SIZE

COMPANY SIZE	10-49	50-99	100-249	250-500
Base (n)	472	457	410	161
Qualifying period rises to 6 months (TRUE)	45.1%	48.4%	54.4%	62.1%
Compensation cap removed (TRUE)	34.3%	42.2%	42.7%	45.3%
Day-one unfair dismissal rights (FALSE)	25.0%	25.6%	24.4%	20.5%
Four-day working week (FALSE)	3.2%	2.6%	1.7%	3.7%
Don't know	29.0%	24.7%	22.2%	16.1%
NET: Unaware of the 6-month qualifying change	54.9%	51.6%	45.6%	37.9%

BY INDUSTRY

INDUSTRY	BASE (N)	QUALIFYING PERIOD RISES TO 6 MONTHS (TRUE)	COMPENSATION CAP REMOVED (TRUE)	DAY-ONE UNFAIR DISMISSAL RIGHTS (FALSE)	FOUR-DAY WORKING WEEK (FALSE)	DON'T KNOW	NET: UNAWARE OF THE 6-MONTH QUALIFYING CHANGE
Agriculture, farming & fishing	35*	45.7%	28.6%	34.3%	5.7%	28.6%	54.3%
Manufacturing, energy & utilities	120	57.5%	42.5%	20.8%	0.8%	24.2%	42.5%
Construction & skilled trades	140	52.1%	39.3%	23.6%	2.1%	24.3%	47.9%
Retail, wholesale & motor trades	154	51.9%	37.7%	22.7%	1.9%	26.0%	48.1%
Transport, logistics & warehousing	80	53.8%	43.8%	36.2%	1.2%	23.8%	46.2%
Hospitality, food & leisure	135	51.9%	34.8%	20.0%	2.2%	27.4%	48.1%
IT, software & telecoms	115	45.2%	32.2%	29.6%	2.6%	29.6%	54.8%
Financial services	80	47.5%	40.0%	23.8%	3.8%	25.0%	52.5%
Legal services	51	49.0%	45.1%	17.6%	3.9%	23.5%	51.0%
Other professional services	170	44.7%	50.0%	27.1%	2.9%	21.8%	55.3%
Recruitment & staffing	150	48.0%	40.7%	16.7%	1.3%	26.0%	52.0%
Business support services	90	54.4%	50.0%	23.3%	2.2%	18.9%	45.6%

INDUSTRY	BASE (N)	QUALIFYING PERIOD RISES TO 6 MONTHS (TRUE)	COMPENSATION CAP REMOVED (TRUE)	DAY-ONE UNFAIR DISMISSAL RIGHTS (FALSE)	FOUR- DAY WORKING WEEK (FALSE)	DON'T KNOW	NET: UNAWARE OF THE 6- MONTH QUALIFYING CHANGE
Public administration & defence	25**	40.0%	36.0%	36.0%	12.0%	20.0%	60.0%
Education	45*	53.3%	28.9%	33.3%	2.2%	22.2%	46.7%
Health & social care	110	54.5%	38.2%	26.4%	5.5%	21.8%	45.5%

BY REGION

REGION	BASE (N)	QUALIFYING PERIOD RISES TO 6 MONTHS (TRUE)	COMPENSATION CAP REMOVED (TRUE)	DAY-ONE UNFAIR DISMISSAL RIGHTS (FALSE)	FOUR- DAY WORKING WEEK (FALSE)	DON'T KNOW	NET: UNAWARE OF THE 6- MONTH QUALIFYING CHANGE
London	291	51.9%	45.4%	25.8%	2.1%	21.3%	48.1%
South East	218	50.5%	36.7%	24.3%	4.1%	26.6%	49.5%
East of England	145	49.0%	42.8%	20.7%	2.8%	26.2%	51.0%
South West	118	47.5%	35.6%	28.8%	1.7%	26.3%	52.5%
West Midlands	126	50.0%	38.1%	31.0%	2.4%	23.8%	50.0%
East Midlands	108	51.9%	40.7%	22.2%	1.9%	25.9%	48.1%
Yorkshire & the Humber	135	43.7%	34.8%	26.7%	2.2%	26.7%	56.3%
North West	150	52.0%	38.7%	23.3%	5.3%	22.0%	48.0%
North East	53	56.6%	45.3%	17.0%	0.0%	24.5%	43.4%
Wales	51	54.9%	47.1%	25.5%	2.0%	25.5%	45.1%
Scotland	91	50.5%	42.9%	19.8%	2.2%	24.2%	49.5%
Northern Ireland	14**	64.3%	21.4%	14.3%	0.0%	21.4%	35.7%

BY ANNUAL STAFF TURNOVER

ANNUAL STAFF TURNOVER	UNDER 10%	10-24%	25-49%	50% OR MORE	DON'T KNOW
Base (n)	244	472	412	306	66
Qualifying period rises to 6 months (TRUE)	50.8%	50.0%	49.0%	51.3%	57.6%
Compensation cap removed (TRUE)	40.2%	41.3%	38.6%	39.9%	43.9%
Day-one unfair dismissal rights (FALSE)	25.8%	25.6%	25.2%	20.9%	24.2%
Four-day working week (FALSE)	2.5%	3.0%	3.6%	1.0%	3.0%
Don't know	23.0%	24.4%	27.4%	23.5%	16.7%
NET: Unaware of the 6-month qualifying change	49.2%	50.0%	51.0%	48.7%	42.4%

A3 Aware July 2026 hires already covered

A3: "Before today, were you aware employees hired from July 2026 will already be covered when the rules land?"

Base: all respondents answering. Unweighted counts and column percentages.

TOPLINE

RESPONSE	N	%
Yes	187	12.5%
No	1,004	66.9%
Unsure	309	20.6%
NET: Yes	187	12.5%

BY COMPANY SIZE

COMPANY SIZE	10-49	50-99	100-249	250-500
Base (n)	472	457	410	161
Yes	13.1%	11.4%	11.5%	16.1%
No	66.9%	66.1%	69.0%	64.0%
Unsure	19.9%	22.5%	19.5%	19.9%
NET: Yes	13.1%	11.4%	11.5%	16.1%

BY INDUSTRY

INDUSTRY	BASE (N)	YES	NO	UNSURE	NET: YES
Agriculture, farming & fishing	35*	11.4%	68.6%	20.0%	11.4%
Manufacturing, energy & utilities	120	5.8%	71.7%	22.5%	5.8%
Construction & skilled trades	140	10.7%	73.6%	15.7%	10.7%
Retail, wholesale & motor trades	154	12.3%	64.3%	23.4%	12.3%
Transport, logistics & warehousing	80	16.2%	61.3%	22.5%	16.2%
Hospitality, food & leisure	135	11.9%	62.2%	25.9%	11.9%
IT, software & telecoms	115	19.1%	59.1%	21.7%	19.1%
Financial services	80	8.8%	65.0%	26.2%	8.8%
Legal services	51	5.9%	74.5%	19.6%	5.9%
Other professional services	170	11.2%	68.8%	20.0%	11.2%
Recruitment & staffing	150	14.0%	71.3%	14.7%	14.0%
Business support services	90	15.6%	65.6%	18.9%	15.6%
Public administration & defence	25**	12.0%	76.0%	12.0%	12.0%
Education	45*	15.6%	68.9%	15.6%	15.6%
Health & social care	110	15.5%	61.8%	22.7%	15.5%

BY REGION

REGION	BASE (N)	YES	NO	UNSURE	NET: YES
London	291	10.7%	66.3%	23.0%	10.7%
South East	218	17.0%	60.6%	22.5%	17.0%
East of England	145	13.8%	69.7%	16.6%	13.8%

REGION	BASE (N)	YES	NO	UNSURE	NET: YES
South West	118	10.2%	66.9%	22.9%	10.2%
West Midlands	126	6.3%	75.4%	18.3%	6.3%
East Midlands	108	18.5%	63.0%	18.5%	18.5%
Yorkshire & the Humber	135	8.9%	75.6%	15.6%	8.9%
North West	150	12.0%	67.3%	20.7%	12.0%
North East	53	17.0%	64.2%	18.9%	17.0%
Wales	51	11.8%	66.7%	21.6%	11.8%
Scotland	91	13.2%	61.5%	25.3%	13.2%
Northern Ireland	14**	14.3%	64.3%	21.4%	14.3%

BY ANNUAL STAFF TURNOVER

ANNUAL STAFF TURNOVER	UNDER 10%	10-24%	25-49%	50% OR MORE	DON'T KNOW
Base (n)	244	472	412	306	66
Yes	9.0%	13.1%	12.4%	13.4%	16.7%
No	70.9%	65.9%	68.2%	65.4%	59.1%
Unsure	20.1%	21.0%	19.4%	21.2%	24.2%
NET: Yes	9.0%	13.1%	12.4%	13.4%	16.7%

A4 Aware of the 6-month claim window, Oct 2026

A4: "Were you aware that from October 2026 employees will have six months, not three, to bring a claim?"

Base: all respondents answering. Unweighted counts and column percentages.

TOPLINE

RESPONSE	N	%
Yes	423	28.2%
No	833	55.5%
Unsure	244	16.3%
NET: Yes	423	28.2%

BY COMPANY SIZE

COMPANY SIZE	10-49	50-99	100-249	250-500
Base (n)	472	457	410	161
Yes	26.5%	31.7%	27.6%	24.8%
No	56.1%	53.6%	55.9%	58.4%
Unsure	17.4%	14.7%	16.6%	16.8%
NET: Yes	26.5%	31.7%	27.6%	24.8%

BY INDUSTRY

INDUSTRY	BASE (N)	YES	NO	UNSURE	NET: YES
Agriculture, farming & fishing	35*	20.0%	60.0%	20.0%	20.0%
Manufacturing, energy & utilities	120	25.0%	52.5%	22.5%	25.0%

INDUSTRY	BASE (N)	YES	NO	UNSURE	NET: YES
Construction & skilled trades	140	32.1%	50.7%	17.1%	32.1%
Retail, wholesale & motor trades	154	27.3%	52.6%	20.1%	27.3%
Transport, logistics & warehousing	80	30.0%	60.0%	10.0%	30.0%
Hospitality, food & leisure	135	28.1%	53.3%	18.5%	28.1%
IT, software & telecoms	115	33.9%	53.0%	13.0%	33.9%
Financial services	80	22.5%	57.5%	20.0%	22.5%
Legal services	51	31.4%	51.0%	17.6%	31.4%
Other professional services	170	27.1%	57.1%	15.9%	27.1%
Recruitment & staffing	150	26.0%	61.3%	12.7%	26.0%
Business support services	90	26.7%	60.0%	13.3%	26.7%
Public administration & defence	25**	16.0%	68.0%	16.0%	16.0%
Education	45*	33.3%	55.6%	11.1%	33.3%
Health & social care	110	32.7%	53.6%	13.6%	32.7%

BY REGION

REGION	BASE (N)	YES	NO	UNSURE	NET: YES
London	291	29.2%	54.3%	16.5%	29.2%
South East	218	26.1%	58.7%	15.1%	26.1%
East of England	145	29.0%	55.2%	15.9%	29.0%
South West	118	28.8%	50.0%	21.2%	28.8%
West Midlands	126	31.7%	54.8%	13.5%	31.7%
East Midlands	108	31.5%	58.3%	10.2%	31.5%
Yorkshire & the Humber	135	28.1%	51.9%	20.0%	28.1%
North West	150	24.7%	58.7%	16.7%	24.7%
North East	53	32.1%	49.1%	18.9%	32.1%
Wales	51	17.6%	66.7%	15.7%	17.6%
Scotland	91	28.6%	56.0%	15.4%	28.6%
Northern Ireland	14**	28.6%	50.0%	21.4%	28.6%

BY ANNUAL STAFF TURNOVER

ANNUAL STAFF TURNOVER	UNDER 10%	10-24%	25-49%	50% OR MORE	DON'T KNOW
Base (n)	244	472	412	306	66
Yes	25.4%	28.4%	28.2%	30.7%	25.8%
No	54.1%	56.4%	55.3%	56.2%	53.0%
Unsure	20.5%	15.3%	16.5%	13.1%	21.2%
NET: Yes	25.4%	28.4%	28.2%	30.7%	25.8%

B1 How performance concerns are recorded in the first 6 months

B1: "How do you record performance concerns in an employee's first 6 months? (select all)"

Base: all employers (n=1,500). Multi-select, so each % is the share ticking that item and columns sum to over 100%. Items are NOT exclusive: someone using memory/verbal may also record concerns another way. The italic line below gives the exclusive "memory/verbal ONLY" figure. Note 10 who ticked "Not recorded" also ticked a recording method.

TOPLINE

RESPONSE	N	%
Dedicated software	571	38.1%
General software (email, spreadsheets, shared files)	1,015	67.7%
Paper-based	271	18.1%
Memory / verbal (among methods used)	250	16.7%
Not recorded	149	9.9%
Other	53	3.5%
NET: No dedicated software	929	61.9%

BY COMPANY SIZE

COMPANY SIZE	10-49	50-99	100-249	250-500
Base (n)	472	457	410	161
Dedicated software	31.1%	36.5%	45.4%	44.1%
General software (email, spreadsheets, shared files)	66.5%	70.0%	68.3%	62.7%
Paper-based	16.9%	18.4%	19.0%	18.0%
Memory / verbal (among methods used)	20.3%	18.4%	12.9%	10.6%
Not recorded	9.5%	10.7%	9.0%	11.2%
Other	3.2%	5.3%	2.4%	2.5%
NET: No dedicated software	68.9%	63.5%	54.6%	55.9%

BY INDUSTRY

INDUSTRY	BASE (N)	DEDICATED SOFTWARE	GENERAL SOFTWARE (EMAIL, SPREADSHEETS, SHARED FILES)	PAPER-BASED	MEMORY / VERBAL (AMONG METHODS USED)	NOT RECORDED	OTHER	NET: NO DEDICATED SOFTWARE
Agriculture, farming & fishing	35*	42.9%	71.4%	40.0%	20.0%	5.7%	0.0%	57.1%
Manufacturing, energy & utilities	120	40.0%	66.7%	16.7%	14.2%	11.7%	6.7%	60.0%
Construction & skilled trades	140	31.4%	64.3%	29.3%	20.7%	7.1%	3.6%	68.6%
Retail, wholesale & motor trades	154	39.6%	68.8%	14.3%	9.7%	9.7%	5.8%	60.4%
Transport, logistics & warehousing	80	33.8%	60.0%	13.8%	21.2%	20.0%	2.5%	66.2%
Hospitality, food & leisure	135	28.1%	65.9%	17.8%	20.7%	12.6%	2.2%	71.9%
IT, software & telecoms	115	37.4%	72.2%	17.4%	9.6%	7.8%	1.7%	62.6%

INDUSTRY	BASE (N)	DEDICATED SOFTWARE	GENERAL SOFTWARE (EMAIL, SPREADSHEETS, SHARED FILES)	PAPER-BASED	MEMORY / VERBAL (AMONG METHODS USED)	NOT RECORDED	OTHER	NET: NO DEDICATED SOFTWARE
Financial services	80	50.0%	62.5%	16.2%	11.2%	10.0%	2.5%	50.0%
Legal services	51	45.1%	68.6%	19.6%	11.8%	7.8%	2.0%	54.9%
Other professional services	170	41.8%	69.4%	18.8%	13.5%	8.8%	2.4%	58.2%
Recruitment & staffing	150	42.0%	66.7%	11.3%	21.3%	12.0%	4.7%	58.0%
Business support services	90	26.7%	75.6%	21.1%	24.4%	5.6%	4.4%	73.3%
Public administration & defence	25**	36.0%	68.0%	8.0%	12.0%	8.0%	0.0%	64.0%
Education	45*	48.9%	71.1%	20.0%	26.7%	8.9%	2.2%	51.1%
Health & social care	110	39.1%	67.3%	15.5%	17.3%	9.1%	4.5%	60.9%

BY REGION

REGION	BASE (N)	DEDICATED SOFTWARE	GENERAL SOFTWARE (EMAIL, SPREADSHEETS, SHARED FILES)	PAPER-BASED	MEMORY / VERBAL (AMONG METHODS USED)	NOT RECORDED	OTHER	NET: NO DEDICATED SOFTWARE
London	291	37.8%	63.6%	18.9%	22.0%	9.6%	4.1%	62.2%
South East	218	43.6%	67.9%	14.7%	15.6%	10.6%	5.0%	56.4%
East of England	145	38.6%	64.8%	18.6%	9.7%	15.2%	5.5%	61.4%
South West	118	33.1%	71.2%	17.8%	16.1%	11.9%	2.5%	66.9%
West Midlands	126	36.5%	58.7%	17.5%	17.5%	11.1%	4.0%	63.5%
East Midlands	108	37.0%	71.3%	19.4%	13.0%	7.4%	4.6%	63.0%
Yorkshire & the Humber	135	37.0%	68.9%	17.8%	9.6%	9.6%	3.0%	63.0%
North West	150	40.7%	77.3%	16.0%	20.7%	4.7%	1.3%	59.3%
North East	53	32.1%	66.0%	20.8%	18.9%	13.2%	3.8%	67.9%
Wales	51	45.1%	72.5%	19.6%	25.5%	2.0%	0.0%	54.9%
Scotland	91	33.0%	68.1%	24.2%	13.2%	11.0%	1.1%	67.0%
Northern Ireland	14**	28.6%	71.4%	14.3%	28.6%	14.3%	0.0%	71.4%

BY ANNUAL STAFF TURNOVER

ANNUAL STAFF TURNOVER	UNDER 10%	10-24%	25-49%	50% OR MORE	DON'T KNOW
Base (n)	244	472	412	306	66
Dedicated software	36.1%	38.1%	38.3%	39.2%	37.9%
General software (email, spreadsheets, shared files)	66.0%	68.2%	68.7%	66.7%	68.2%
Paper-based	20.5%	20.1%	14.6%	17.3%	19.7%
Memory / verbal (among methods used)	18.4%	14.8%	18.0%	16.3%	16.7%
Not recorded	11.9%	9.7%	10.2%	8.8%	7.6%
Other	2.9%	5.1%	2.9%	2.9%	1.5%
NET: No dedicated software	63.9%	61.9%	61.7%	60.8%	62.1%

B2 Check-in cadence during first 6 months

B2: "How often do managers hold documented check-ins during probation?"

Base: all respondents answering. Unweighted counts and column percentages.

TOPLINE

RESPONSE	N	%
Weekly	171	11.4%
Monthly	515	34.3%
Ad hoc / when issues arise	356	23.7%
At end of probation only	341	22.7%
Never	117	7.8%

BY COMPANY SIZE

COMPANY SIZE	10-49	50-99	100-249	250-500
Base (n)	472	457	410	161
Weekly	10.8%	11.2%	11.7%	13.0%
Monthly	33.1%	34.6%	32.4%	42.2%
Ad hoc / when issues arise	26.1%	23.2%	22.9%	20.5%
At end of probation only	20.3%	22.5%	27.3%	18.6%
Never	9.7%	8.5%	5.6%	5.6%

BY INDUSTRY

INDUSTRY	BASE (N)	WEEKLY	MONTHLY	AD HOC / WHEN ISSUES ARISE	AT END OF PROBATION ONLY	NEVER
Agriculture, farming & fishing	35*	11.4%	20.0%	25.7%	37.1%	5.7%
Manufacturing, energy & utilities	120	9.2%	30.0%	25.0%	28.3%	7.5%
Construction & skilled trades	140	7.9%	26.4%	26.4%	34.3%	5.0%
Retail, wholesale & motor trades	154	12.3%	31.8%	27.3%	20.1%	8.4%
Transport, logistics & warehousing	80	12.5%	30.0%	21.2%	23.8%	12.5%
Hospitality, food & leisure	135	8.9%	28.1%	31.9%	21.5%	9.6%
IT, software & telecoms	115	16.5%	40.0%	20.9%	15.7%	7.0%
Financial services	80	10.0%	41.2%	23.8%	17.5%	7.5%
Legal services	51	15.7%	27.5%	19.6%	23.5%	13.7%
Other professional services	170	13.5%	42.4%	20.0%	17.6%	6.5%
Recruitment & staffing	150	13.3%	37.3%	23.3%	20.0%	6.0%
Business support services	90	6.7%	37.8%	22.2%	23.3%	10.0%
Public administration & defence	25**	8.0%	44.0%	24.0%	24.0%	0.0%
Education	45*	11.1%	44.4%	15.6%	17.8%	11.1%
Health & social care	110	11.8%	34.5%	20.9%	25.5%	7.3%

BY REGION

REGION	BASE (N)	WEEKLY	MONTHLY	AD HOC / WHEN ISSUES ARISE	AT END OF PROBATION ONLY	NEVER
London	291	12.7%	31.6%	24.4%	23.4%	7.9%
South East	218	11.0%	38.1%	25.2%	18.8%	6.9%
East of England	145	12.4%	31.0%	24.8%	20.7%	11.0%
South West	118	7.6%	33.1%	27.1%	22.9%	9.3%
West Midlands	126	7.1%	35.7%	23.8%	24.6%	8.7%
East Midlands	108	13.9%	28.7%	23.1%	29.6%	4.6%
Yorkshire & the Humber	135	8.9%	38.5%	24.4%	22.2%	5.9%
North West	150	16.0%	39.3%	16.0%	20.0%	8.7%
North East	53	7.5%	30.2%	30.2%	26.4%	5.7%
Wales	51	15.7%	39.2%	17.6%	17.6%	9.8%
Scotland	91	8.8%	31.9%	22.0%	30.8%	6.6%
Northern Ireland	14**	21.4%	28.6%	35.7%	7.1%	7.1%

BY ANNUAL STAFF TURNOVER

ANNUAL STAFF TURNOVER	UNDER 10%	10-24%	25-49%	50% OR MORE	DON'T KNOW
Base (n)	244	472	412	306	66
Weekly	13.1%	10.4%	10.2%	12.1%	16.7%
Monthly	34.8%	34.5%	37.6%	29.7%	31.8%
Ad hoc / when issues arise	23.0%	23.5%	20.6%	28.4%	25.8%
At end of probation only	20.5%	23.3%	23.8%	22.2%	22.7%
Never	8.6%	8.3%	7.8%	7.5%	3.0%

B3 Standard probation length

B3: "How long is your standard probation period?"

Base: all respondents answering. Unweighted counts and column percentages.

TOPLINE

RESPONSE	N	%
No probation period	50	3.3%
Under 3 months	122	8.1%
3-5 months	702	46.8%
6 months	546	36.4%
Longer than 6 months	80	5.3%

BY COMPANY SIZE

COMPANY SIZE	10-49	50-99	100-249	250-500
Base (n)	472	457	410	161
No probation period	4.0%	2.6%	3.4%	3.1%

COMPANY SIZE	10-49	50-99	100-249	250-500
Base (n)	472	457	410	161
Under 3 months	9.1%	8.3%	7.8%	5.6%
3-5 months	45.3%	49.5%	45.6%	46.6%
6 months	35.6%	34.6%	38.8%	37.9%
Longer than 6 months	5.9%	5.0%	4.4%	6.8%

BY INDUSTRY

INDUSTRY	BASE (N)	NO PROBATION PERIOD	UNDER 3 MONTHS	3-5 MONTHS	6 MONTHS	LONGER THAN 6 MONTHS
Agriculture, farming & fishing	35*	2.9%	14.3%	48.6%	31.4%	2.9%
Manufacturing, energy & utilities	120	2.5%	7.5%	44.2%	42.5%	3.3%
Construction & skilled trades	140	3.6%	7.9%	45.0%	37.1%	6.4%
Retail, wholesale & motor trades	154	3.2%	6.5%	48.1%	36.4%	5.8%
Transport, logistics & warehousing	80	2.5%	6.2%	50.0%	36.2%	5.0%
Hospitality, food & leisure	135	1.5%	7.4%	48.9%	39.3%	3.0%
IT, software & telecoms	115	5.2%	7.0%	48.7%	34.8%	4.3%
Financial services	80	2.5%	7.5%	32.5%	51.2%	6.2%
Legal services	51	2.0%	13.7%	45.1%	33.3%	5.9%
Other professional services	170	5.9%	7.1%	45.3%	35.9%	5.9%
Recruitment & staffing	150	6.0%	10.7%	46.0%	31.3%	6.0%
Business support services	90	1.1%	11.1%	51.1%	32.2%	4.4%
Public administration & defence	25**	0.0%	12.0%	48.0%	28.0%	12.0%
Education	45*	2.2%	6.7%	46.7%	37.8%	6.7%
Health & social care	110	1.8%	6.4%	53.6%	31.8%	6.4%

BY REGION

REGION	BASE (N)	NO PROBATION PERIOD	UNDER 3 MONTHS	3-5 MONTHS	6 MONTHS	LONGER THAN 6 MONTHS
London	291	3.8%	9.3%	46.0%	36.4%	4.5%
South East	218	4.6%	6.4%	47.2%	37.6%	4.1%
East of England	145	1.4%	10.3%	50.3%	29.0%	9.0%
South West	118	0.0%	8.5%	50.8%	35.6%	5.1%
West Midlands	126	2.4%	6.3%	50.8%	36.5%	4.0%
East Midlands	108	3.7%	4.6%	52.8%	34.3%	4.6%
Yorkshire & the Humber	135	2.2%	8.9%	46.7%	35.6%	6.7%
North West	150	4.0%	10.0%	43.3%	38.7%	4.0%
North East	53	5.7%	7.5%	50.9%	26.4%	9.4%
Wales	51	7.8%	5.9%	41.2%	43.1%	2.0%
Scotland	91	4.4%	8.8%	31.9%	47.3%	7.7%
Northern Ireland	14**	0.0%	7.1%	42.9%	42.9%	7.1%

BY ANNUAL STAFF TURNOVER

ANNUAL STAFF TURNOVER	UNDER 10%	10-24%	25-49%	50% OR MORE	DON'T KNOW
Base (n)	244	472	412	306	66
No probation period	4.1%	3.8%	2.7%	2.9%	3.0%
Under 3 months	8.2%	6.4%	8.5%	9.8%	10.6%
3-5 months	47.1%	43.6%	50.7%	47.7%	39.4%
6 months	34.8%	40.5%	33.3%	34.6%	40.9%
Longer than 6 months	5.7%	5.7%	4.9%	4.9%	6.1%

B4 Confidence in a documented record for a 9-month dismissal

B4: "If an employee dismissed at 9 months claimed tomorrow, how confident are you that you could produce a complete documented record?"

Base: all respondents answering. Unweighted counts and column percentages.

TOPLINE

RESPONSE	N	%
Very confident	340	22.7%
Fairly confident	640	42.7%
Not very confident	370	24.7%
Not at all confident	150	10.0%
NET: Confident	980	65.3%
NET: Not confident	520	34.7%

BY COMPANY SIZE

COMPANY SIZE	10-49	50-99	100-249	250-500
Base (n)	472	457	410	161
Very confident	20.1%	21.7%	27.1%	21.7%
Fairly confident	40.9%	45.1%	42.7%	41.0%
Not very confident	25.8%	24.7%	22.4%	26.7%
Not at all confident	13.1%	8.5%	7.8%	10.6%
NET: Confident	61.0%	66.7%	69.8%	62.7%
NET: Not confident	39.0%	33.3%	30.2%	37.3%

BY INDUSTRY

INDUSTRY	BASE (N)	VERY CONFIDENT	FAIRLY CONFIDENT	NOT VERY CONFIDENT	NOT AT ALL CONFIDENT	NET: CONFIDENT	NET: NOT CONFIDENT
Agriculture, farming & fishing	35*	25.7%	45.7%	22.9%	5.7%	71.4%	28.6%
Manufacturing, energy & utilities	120	20.0%	44.2%	28.3%	7.5%	64.2%	35.8%
Construction & skilled trades	140	25.0%	38.6%	24.3%	12.1%	63.6%	36.4%

INDUSTRY	BASE (N)	VERY CONFIDENT	FAIRLY CONFIDENT	NOT VERY CONFIDENT	NOT AT ALL CONFIDENT	NET: CONFIDENT	NET: NOT CONFIDENT
Retail, wholesale & motor trades	154	18.8%	43.5%	27.3%	10.4%	62.3%	37.7%
Transport, logistics & warehousing	80	25.0%	47.5%	16.2%	11.2%	72.5%	27.5%
Hospitality, food & leisure	135	18.5%	40.7%	25.2%	15.6%	59.3%	40.7%
IT, software & telecoms	115	20.0%	44.3%	27.8%	7.8%	64.3%	35.7%
Financial services	80	22.5%	40.0%	31.2%	6.2%	62.5%	37.5%
Legal services	51	29.4%	51.0%	11.8%	7.8%	80.4%	19.6%
Other professional services	170	27.1%	42.9%	24.1%	5.9%	70.0%	30.0%
Recruitment & staffing	150	17.3%	43.3%	28.0%	11.3%	60.7%	39.3%
Business support services	90	23.3%	42.2%	18.9%	15.6%	65.6%	34.4%
Public administration & defence	25**	36.0%	28.0%	28.0%	8.0%	64.0%	36.0%
Education	45*	24.4%	35.6%	33.3%	6.7%	60.0%	40.0%
Health & social care	110	26.4%	44.5%	18.2%	10.9%	70.9%	29.1%

BY REGION

REGION	BASE (N)	VERY CONFIDENT	FAIRLY CONFIDENT	NOT VERY CONFIDENT	NOT AT ALL CONFIDENT	NET: CONFIDENT	NET: NOT CONFIDENT
London	291	19.9%	40.9%	28.2%	11.0%	60.8%	39.2%
South East	218	20.2%	42.7%	27.1%	10.1%	62.8%	37.2%
East of England	145	21.4%	39.3%	29.0%	10.3%	60.7%	39.3%
South West	118	25.4%	39.8%	20.3%	14.4%	65.3%	34.7%
West Midlands	126	27.0%	42.1%	21.4%	9.5%	69.0%	31.0%
East Midlands	108	23.1%	42.6%	25.0%	9.3%	65.7%	34.3%
Yorkshire & the Humber	135	26.7%	45.2%	20.7%	7.4%	71.9%	28.1%
North West	150	21.3%	45.3%	24.0%	9.3%	66.7%	33.3%
North East	53	32.1%	30.2%	26.4%	11.3%	62.3%	37.7%
Wales	51	17.6%	47.1%	23.5%	11.8%	64.7%	35.3%
Scotland	91	23.1%	53.8%	17.6%	5.5%	76.9%	23.1%
Northern Ireland	14**	21.4%	50.0%	21.4%	7.1%	71.4%	28.6%

BY ANNUAL STAFF TURNOVER

ANNUAL STAFF TURNOVER	UNDER 10%	10-24%	25-49%	50% OR MORE	DON'T KNOW
Base (n)	244	472	412	306	66
Very confident	24.2%	21.8%	23.5%	21.2%	24.2%
Fairly confident	43.4%	43.0%	43.9%	39.9%	42.4%
Not very confident	24.2%	24.2%	25.0%	25.2%	25.8%
Not at all confident	8.2%	11.0%	7.5%	13.7%	7.6%
NET: Confident	67.6%	64.8%	67.5%	61.1%	66.7%
NET: Not confident	32.4%	35.2%	32.5%	38.9%	33.3%

B5 Manager training on documenting performance

B5: "Have your line managers had training in documenting performance issues in the last 2 years?"

Base: all respondents answering. Unweighted counts and column percentages.

TOPLINE

RESPONSE	N	%
Yes, all line managers	257	17.1%
Yes, some	628	41.9%
No	471	31.4%
Don't know	144	9.6%
NET: Any training	885	59.0%

BY COMPANY SIZE

COMPANY SIZE	10-49	50-99	100-249	250-500
Base (n)	472	457	410	161
Yes, all line managers	16.5%	15.1%	19.0%	19.9%
Yes, some	36.0%	46.8%	40.5%	48.4%
No	36.4%	28.4%	32.2%	23.0%
Don't know	11.0%	9.6%	8.3%	8.7%
NET: Any training	52.5%	61.9%	59.5%	68.3%

BY INDUSTRY

INDUSTRY	BASE (N)	YES, ALL LINE MANAGERS	YES, SOME	NO	DON'T KNOW	NET: ANY TRAINING
Agriculture, farming & fishing	35*	17.1%	45.7%	28.6%	8.6%	62.9%
Manufacturing, energy & utilities	120	19.2%	41.7%	35.0%	4.2%	60.8%
Construction & skilled trades	140	16.4%	39.3%	32.9%	11.4%	55.7%
Retail, wholesale & motor trades	154	12.3%	42.9%	33.1%	11.7%	55.2%
Transport, logistics & warehousing	80	11.2%	46.2%	30.0%	12.5%	57.5%
Hospitality, food & leisure	135	14.1%	40.0%	34.1%	11.9%	54.1%
IT, software & telecoms	115	20.0%	43.5%	27.0%	9.6%	63.5%
Financial services	80	23.8%	33.8%	32.5%	10.0%	57.5%
Legal services	51	19.6%	37.3%	31.4%	11.8%	56.9%
Other professional services	170	15.3%	47.1%	28.8%	8.8%	62.4%
Recruitment & staffing	150	19.3%	41.3%	30.0%	9.3%	60.7%
Business support services	90	14.4%	37.8%	41.1%	6.7%	52.2%
Public administration & defence	25**	44.0%	40.0%	12.0%	4.0%	84.0%
Education	45*	28.9%	26.7%	28.9%	15.6%	55.6%
Health & social care	110	12.7%	50.9%	29.1%	7.3%	63.6%

BY REGION

REGION	BASE (N)	YES, ALL LINE MANAGERS	YES, SOME	NO	DON'T KNOW	NET: ANY TRAINING
London	291	16.5%	43.3%	28.2%	12.0%	59.8%
South East	218	18.8%	43.1%	28.4%	9.6%	61.9%
East of England	145	16.6%	48.3%	25.5%	9.7%	64.8%
South West	118	19.5%	39.0%	34.7%	6.8%	58.5%
West Midlands	126	14.3%	37.3%	34.9%	13.5%	51.6%
East Midlands	108	23.1%	38.9%	31.5%	6.5%	62.0%
Yorkshire & the Humber	135	12.6%	45.2%	35.6%	6.7%	57.8%
North West	150	17.3%	38.0%	36.0%	8.7%	55.3%
North East	53	11.3%	37.7%	39.6%	11.3%	49.1%
Wales	51	13.7%	39.2%	41.2%	5.9%	52.9%
Scotland	91	17.6%	46.2%	26.4%	9.9%	63.7%
Northern Ireland	14**	42.9%	21.4%	21.4%	14.3%	64.3%

BY ANNUAL STAFF TURNOVER

ANNUAL STAFF TURNOVER	UNDER 10%	10-24%	25-49%	50% OR MORE	DON'T KNOW
Base (n)	244	472	412	306	66
Yes, all line managers	18.9%	17.4%	16.5%	16.0%	18.2%
Yes, some	38.1%	45.1%	40.8%	42.2%	37.9%
No	33.2%	30.1%	31.8%	31.4%	31.8%
Don't know	9.8%	7.4%	10.9%	10.5%	12.1%
NET: Any training	57.0%	62.5%	57.3%	58.2%	56.1%

C1 Dismissals at 6-24 months in the last 3 years

C1: "In the last 3 years, how many employees have you dismissed between 6 and 24 months' service?"

Base: all respondents answering. Unweighted counts and column percentages.

TOPLINE

RESPONSE	N	%
None	302	20.1%
1-2	787	52.5%
3-5	376	25.1%
6-10	35	2.3%
NET: Any dismissals	1,198	79.9%
NET: 3 or more	411	27.4%

BY COMPANY SIZE

COMPANY SIZE	10-49	50-99	100-249	250-500
Base (n)	472	457	410	161
None	30.9%	20.8%	12.7%	5.6%
1-2	53.4%	54.5%	52.4%	44.1%
3-5	15.5%	23.4%	31.5%	41.6%
6-10	0.2%	1.3%	3.4%	8.7%
NET: Any dismissals	69.1%	79.2%	87.3%	94.4%
NET: 3 or more	15.7%	24.7%	34.9%	50.3%

BY INDUSTRY

INDUSTRY	BASE (N)	NONE	1-2	3-5	6-10	NET: ANY DISMISSALS	NET: 3 OR MORE
Agriculture, farming & fishing	35*	31.4%	45.7%	22.9%	0.0%	68.6%	22.9%
Manufacturing, energy & utilities	120	22.5%	56.7%	20.0%	0.8%	77.5%	20.8%
Construction & skilled trades	140	17.9%	52.9%	26.4%	2.9%	82.1%	29.3%
Retail, wholesale & motor trades	154	18.2%	57.1%	23.4%	1.3%	81.8%	24.7%
Transport, logistics & warehousing	80	22.5%	53.8%	20.0%	3.8%	77.5%	23.8%
Hospitality, food & leisure	135	14.1%	56.3%	27.4%	2.2%	85.9%	29.6%
IT, software & telecoms	115	27.0%	45.2%	27.0%	0.9%	73.0%	27.8%
Financial services	80	20.0%	62.5%	16.2%	1.2%	80.0%	17.5%
Legal services	51	25.5%	56.9%	15.7%	2.0%	74.5%	17.6%
Other professional services	170	24.1%	52.9%	22.4%	0.6%	75.9%	22.9%
Recruitment & staffing	150	6.7%	46.7%	38.7%	8.0%	93.3%	46.7%
Business support services	90	25.6%	47.8%	25.6%	1.1%	74.4%	26.7%
Public administration & defence	25**	28.0%	52.0%	20.0%	0.0%	72.0%	20.0%
Education	45*	37.8%	44.4%	15.6%	2.2%	62.2%	17.8%
Health & social care	110	14.5%	50.0%	31.8%	3.6%	85.5%	35.5%

BY REGION

REGION	BASE (N)	NONE	1-2	3-5	6-10	NET: ANY DISMISSALS	NET: 3 OR MORE
London	291	19.2%	55.3%	23.0%	2.4%	80.8%	25.4%
South East	218	19.3%	52.8%	24.8%	3.2%	80.7%	28.0%
East of England	145	22.8%	51.7%	22.8%	2.8%	77.2%	25.5%
South West	118	20.3%	55.1%	22.9%	1.7%	79.7%	24.6%
West Midlands	126	23.8%	50.8%	24.6%	0.8%	76.2%	25.4%
East Midlands	108	21.3%	47.2%	29.6%	1.9%	78.7%	31.5%
Yorkshire & the Humber	135	26.7%	41.5%	28.1%	3.7%	73.3%	31.9%
North West	150	15.3%	55.3%	28.0%	1.3%	84.7%	29.3%
North East	53	26.4%	54.7%	18.9%	0.0%	73.6%	18.9%
Wales	51	11.8%	58.8%	27.5%	2.0%	88.2%	29.4%
Scotland	91	14.3%	53.8%	27.5%	4.4%	85.7%	31.9%
Northern Ireland	14**	14.3%	64.3%	21.4%	0.0%	85.7%	21.4%

BY ANNUAL STAFF TURNOVER

ANNUAL STAFF TURNOVER	UNDER 10%	10-24%	25-49%	50% OR MORE	DON'T KNOW
Base (n)	244	472	412	306	66
None	33.6%	26.3%	11.7%	11.8%	18.2%
1-2	52.9%	52.8%	53.6%	47.7%	63.6%
3-5	12.3%	19.1%	31.3%	37.6%	18.2%
6-10	1.2%	1.9%	3.4%	2.9%	0.0%
NET: Any dismissals	66.4%	73.7%	88.3%	88.2%	81.8%
NET: 3 or more	13.5%	21.0%	34.7%	40.5%	18.2%

C2 Reasons for dismissal — among those who dismissed

C2: "What were the main reasons? (select all)" — asked only of employers who dismissed someone at 6–24 months (C1 ≠ None).

Base: employers who dismissed someone at 6–24 months (C1 ≠ None). Multi-select — percentages sum to more than 100%.

TOPLINE

RESPONSE	N	%
Performance	789	65.9%
Missed targets	244	20.4%
Conduct	467	39.0%
Attendance	351	29.3%
Relationship / fit	168	14.0%
Redundancy	246	20.5%
Other	34	2.8%

BY COMPANY SIZE

COMPANY SIZE	10–49	50–99	100–249	250–500
Base (n)	326	362	358	152
Performance	63.5%	65.2%	67.9%	67.8%
Missed targets	18.4%	18.0%	22.6%	25.0%
Conduct	41.7%	40.3%	37.2%	34.2%
Attendance	31.6%	28.5%	27.9%	29.6%
Relationship / fit	13.5%	12.4%	14.8%	17.1%
Redundancy	17.2%	22.1%	22.1%	20.4%
Other	3.1%	2.2%	3.1%	3.3%

BY INDUSTRY

INDUSTRY	BASE (N)	PERFORMANCE	MISSED TARGETS	CONDUCT	ATTENDANCE	RELATIONSHIP / FIT	REDUNDANCY	OTHER
Agriculture, farming & fishing	24**	62.5%	16.7%	41.7%	12.5%	4.2%	8.3%	4.2%
Manufacturing, energy & utilities	93	64.5%	20.4%	47.3%	36.6%	16.1%	18.3%	4.3%
Construction & skilled trades	115	64.3%	15.7%	30.4%	29.6%	13.9%	18.3%	1.7%
Retail, wholesale & motor trades	126	63.5%	28.6%	48.4%	23.0%	11.1%	15.1%	4.8%
Transport, logistics & warehousing	62	71.0%	12.9%	33.9%	25.8%	17.7%	25.8%	0.0%
Hospitality, food & leisure	116	61.2%	11.2%	46.6%	33.6%	10.3%	20.7%	4.3%
IT, software & telecoms	84	64.3%	8.3%	36.9%	34.5%	20.2%	25.0%	1.2%

INDUSTRY	BASE (N)	PERFORMANCE	MISSED TARGETS	CONDUCT	ATTENDANCE	RELATIONSHIP / FIT	REDUNDANCY	OTHER
Financial services	64	68.8%	34.4%	28.1%	28.1%	23.4%	23.4%	3.1%
Legal services	38*	65.8%	26.3%	36.8%	23.7%	10.5%	23.7%	0.0%
Other professional services	129	68.2%	20.2%	43.4%	33.3%	12.4%	13.2%	3.1%
Recruitment & staffing	140	62.9%	42.9%	30.0%	25.7%	12.1%	25.0%	0.7%
Business support services	67	67.2%	9.0%	41.8%	29.9%	13.4%	26.9%	4.5%
Public administration & defence	18**	77.8%	5.6%	38.9%	27.8%	16.7%	44.4%	0.0%
Education	28**	75.0%	7.1%	35.7%	32.1%	14.3%	28.6%	0.0%
Health & social care	94	70.2%	12.8%	38.3%	28.7%	14.9%	17.0%	5.3%

BY REGION

REGION	BASE (N)	PERFORMANCE	MISSED TARGETS	CONDUCT	ATTENDANCE	RELATIONSHIP / FIT	REDUNDANCY	OTHER
London	235	64.3%	21.3%	37.0%	28.1%	13.6%	20.4%	3.4%
South East	176	66.5%	16.5%	37.5%	31.8%	12.5%	20.5%	1.7%
East of England	112	64.3%	23.2%	48.2%	29.5%	14.3%	18.8%	0.9%
South West	94	68.1%	25.5%	41.5%	26.6%	13.8%	18.1%	3.2%
West Midlands	96	72.9%	18.8%	35.4%	26.0%	10.4%	14.6%	3.1%
East Midlands	85	63.5%	17.6%	41.2%	36.5%	8.2%	23.5%	1.2%
Yorkshire & the Humber	99	71.7%	23.2%	32.3%	26.3%	12.1%	27.3%	2.0%
North West	127	58.3%	17.3%	40.2%	26.8%	20.5%	19.7%	5.5%
North East	39*	71.8%	20.5%	48.7%	28.2%	10.3%	20.5%	0.0%
Wales	45*	62.2%	24.4%	33.3%	35.6%	17.8%	33.3%	2.2%
Scotland	78	66.7%	20.5%	38.5%	32.1%	20.5%	17.9%	5.1%
Northern Ireland	12**	66.7%	16.7%	41.7%	25.0%	16.7%	8.3%	8.3%

BY ANNUAL STAFF TURNOVER

ANNUAL STAFF TURNOVER	UNDER 10%	10-24%	25-49%	50% OR MORE	DON'T KNOW
Base (n)	162	348	364	270	54
Performance	66.7%	66.7%	66.5%	64.4%	61.1%
Missed targets	23.5%	19.3%	22.5%	19.6%	7.4%
Conduct	36.4%	35.6%	42.6%	39.6%	40.7%
Attendance	30.2%	29.9%	28.6%	28.5%	31.5%
Relationship / fit	13.0%	17.5%	12.9%	13.7%	3.7%
Redundancy	24.7%	20.4%	18.7%	21.5%	16.7%

ANNUAL STAFF TURNOVER	UNDER 10%	10-24%	25-49%	50% OR MORE	DON'T KNOW
Base (n)	162	348	364	270	54
Other	4.9%	2.6%	2.5%	2.2%	3.7%

C3 Faced a tribunal claim in the last 3 years

C3: "Has your organisation faced an unfair dismissal claim in the last 3 years?"

Base: all respondents answering. Unweighted counts and column percentages.

TOPLINE

RESPONSE	N	%
Yes	263	17.5%
No	1,237	82.5%

BY COMPANY SIZE

COMPANY SIZE	10-49	50-99	100-249	250-500
Base (n)	472	457	410	161
Yes	11.7%	17.1%	20.2%	29.2%
No	88.3%	82.9%	79.8%	70.8%

BY INDUSTRY

INDUSTRY	BASE (N)	YES	NO
Agriculture, farming & fishing	35*	14.3%	85.7%
Manufacturing, energy & utilities	120	18.3%	81.7%
Construction & skilled trades	140	19.3%	80.7%
Retail, wholesale & motor trades	154	18.2%	81.8%
Transport, logistics & warehousing	80	17.5%	82.5%
Hospitality, food & leisure	135	18.5%	81.5%
IT, software & telecoms	115	14.8%	85.2%
Financial services	80	18.8%	81.2%
Legal services	51	13.7%	86.3%
Other professional services	170	12.4%	87.6%
Recruitment & staffing	150	20.7%	79.3%
Business support services	90	17.8%	82.2%
Public administration & defence	25**	16.0%	84.0%
Education	45*	15.6%	84.4%
Health & social care	110	21.8%	78.2%

BY REGION

REGION	BASE (N)	YES	NO
London	291	15.8%	84.2%
South East	218	16.5%	83.5%
East of England	145	19.3%	80.7%

REGION	BASE (N)	YES	NO
South West	118	20.3%	79.7%
West Midlands	126	12.7%	87.3%
East Midlands	108	17.6%	82.4%
Yorkshire & the Humber	135	17.8%	82.2%
North West	150	23.3%	76.7%
North East	53	11.3%	88.7%
Wales	51	23.5%	76.5%
Scotland	91	18.7%	81.3%
Northern Ireland	14**	0.0%	100.0%

BY ANNUAL STAFF TURNOVER

ANNUAL STAFF TURNOVER	UNDER 10%	10-24%	25-49%	50% OR MORE	DON'T KNOW
Base (n)	244	472	412	306	66
Yes	17.2%	17.6%	17.7%	17.3%	18.2%
No	82.8%	82.4%	82.3%	82.7%	81.8%

C3a Total cost of claim — among those who faced one

C3a: "If yes, what was the total cost (settlement, legal fees, time)?" — asked only of employers who faced a claim (C3 = Yes).

Base: employers who faced a claim in the last 3 years (C3 = Yes). Unweighted.

TOPLINE

RESPONSE	N	%
Yes, at under £10,000	75	28.5%
Yes, at £10,000-£24,999	88	33.5%
Yes, at £25,000-£49,999	53	20.2%
Yes, at £50,000 or more	27	10.3%
Prefer not to say	20	7.6%
NET: £25,000 or more	80	30.4%

BY COMPANY SIZE

COMPANY SIZE	10-49	50-99	100-249	250-500
Base (n)	55	78	83	47*
Yes, at under £10,000	50.9%	21.8%	24.1%	21.3%
Yes, at £10,000-£24,999	32.7%	33.3%	34.9%	31.9%
Yes, at £25,000-£49,999	5.5%	23.1%	24.1%	25.5%
Yes, at £50,000 or more	5.5%	11.5%	12.0%	10.6%
Prefer not to say	5.5%	10.3%	4.8%	10.6%
NET: £25,000 or more	10.9%	34.6%	36.1%	36.2%

BY INDUSTRY

INDUSTRY	BASE (N)	YES, AT UNDER £10,000	YES, AT £10,000-£24,999	YES, AT £25,000-£49,999	YES, AT £50,000 OR MORE	PREFER NOT TO SAY	NET: £25,000 OR MORE
Agriculture, farming & fishing	5**	20.0%	40.0%	20.0%	20.0%	0.0%	40.0%
Manufacturing, energy & utilities	22**	18.2%	36.4%	22.7%	22.7%	0.0%	45.5%
Construction & skilled trades	27**	37.0%	22.2%	25.9%	7.4%	7.4%	33.3%
Retail, wholesale & motor trades	28**	21.4%	42.9%	14.3%	7.1%	14.3%	21.4%
Transport, logistics & warehousing	14**	50.0%	21.4%	14.3%	7.1%	7.1%	21.4%
Hospitality, food & leisure	25**	36.0%	36.0%	8.0%	16.0%	4.0%	24.0%
IT, software & telecoms	17**	41.2%	41.2%	5.9%	5.9%	5.9%	11.8%
Financial services	15**	20.0%	46.7%	0.0%	13.3%	20.0%	13.3%
Legal services	7**	28.6%	42.9%	28.6%	0.0%	0.0%	28.6%
Other professional services	21**	28.6%	14.3%	28.6%	14.3%	14.3%	42.9%
Recruitment & staffing	31*	19.4%	35.5%	45.2%	0.0%	0.0%	45.2%
Business support services	16**	18.8%	43.8%	25.0%	6.2%	6.2%	31.2%
Public administration & defence	4**	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%
Education	7**	0.0%	42.9%	28.6%	28.6%	0.0%	57.1%
Health & social care	24**	37.5%	20.8%	12.5%	12.5%	16.7%	25.0%

BY REGION

REGION	BASE (N)	YES, AT UNDER £10,000	YES, AT £10,000-£24,999	YES, AT £25,000-£49,999	YES, AT £50,000 OR MORE	PREFER NOT TO SAY	NET: £25,000 OR MORE
London	46*	26.1%	34.8%	19.6%	10.9%	8.7%	30.4%
South East	36*	25.0%	36.1%	25.0%	8.3%	5.6%	33.3%
East of England	28**	35.7%	35.7%	17.9%	7.1%	3.6%	25.0%
South West	24**	20.8%	41.7%	12.5%	12.5%	12.5%	25.0%
West Midlands	16**	31.2%	25.0%	18.8%	12.5%	12.5%	31.2%
East Midlands	19**	36.8%	26.3%	31.6%	5.3%	0.0%	36.8%
Yorkshire & the Humber	24**	37.5%	20.8%	20.8%	12.5%	8.3%	33.3%
North West	35*	17.1%	37.1%	20.0%	20.0%	5.7%	40.0%
North East	6**	33.3%	16.7%	33.3%	16.7%	0.0%	50.0%
Wales	12**	25.0%	33.3%	25.0%	0.0%	16.7%	25.0%
Scotland	17**	41.2%	41.2%	5.9%	0.0%	11.8%	5.9%
Northern Ireland	0**	-	-	-	-	-	-

BY ANNUAL STAFF TURNOVER

ANNUAL STAFF TURNOVER	UNDER 10%	10-24%	25-49%	50% OR MORE	DON'T KNOW
Base (n)	42*	83	73	53	12**
Yes, at under £10,000	28.6%	25.3%	27.4%	34.0%	33.3%
Yes, at £10,000-£24,999	23.8%	36.1%	35.6%	35.8%	25.0%
Yes, at £25,000-£49,999	16.7%	19.3%	23.3%	18.9%	25.0%
Yes, at £50,000 or more	16.7%	15.7%	5.5%	3.8%	8.3%
Prefer not to say	14.3%	3.6%	8.2%	7.5%	8.3%

ANNUAL STAFF TURNOVER	UNDER 10%	10-24%	25-49%	50% OR MORE	DON'T KNOW
Base (n)	42*	83	73	53	12**
NET: £25,000 or more	33.3%	34.9%	28.8%	22.6%	33.3%

C4 Concern about the impact of a single claim

C4: "How concerned are you that a single claim under the new rules could materially damage the business?"

Base: all respondents answering. Unweighted counts and column percentages.

TOPLINE

RESPONSE	N	%
Extremely concerned	308	20.5%
Somewhat concerned	638	42.5%
Not very concerned	373	24.9%
Not at all concerned	181	12.1%
NET: Concerned	946	63.1%
NET: Not concerned	554	36.9%

BY COMPANY SIZE

COMPANY SIZE	10-49	50-99	100-249	250-500
Base (n)	472	457	410	161
Extremely concerned	20.1%	20.1%	22.9%	16.8%
Somewhat concerned	43.2%	43.8%	43.7%	34.2%
Not very concerned	23.7%	24.5%	24.1%	31.1%
Not at all concerned	12.9%	11.6%	9.3%	18.0%
NET: Concerned	63.3%	63.9%	66.6%	50.9%
NET: Not concerned	36.7%	36.1%	33.4%	49.1%

BY INDUSTRY

INDUSTRY	BASE (N)	EXTREMELY CONCERNED	SOMEWHAT CONCERNED	NOT VERY CONCERNED	NOT AT ALL CONCERNED	NET: CONCERNED	NET: NOT CONCERNED
Agriculture, farming & fishing	35*	25.7%	57.1%	11.4%	5.7%	82.9%	17.1%
Manufacturing, energy & utilities	120	17.5%	41.7%	22.5%	18.3%	59.2%	40.8%
Construction & skilled trades	140	21.4%	40.7%	27.9%	10.0%	62.1%	37.9%
Retail, wholesale & motor trades	154	24.7%	37.0%	29.9%	8.4%	61.7%	38.3%
Transport, logistics & warehousing	80	21.2%	45.0%	21.2%	12.5%	66.2%	33.8%
Hospitality, food & leisure	135	19.3%	48.9%	21.5%	10.4%	68.1%	31.9%
IT, software & telecoms	115	17.4%	45.2%	28.7%	8.7%	62.6%	37.4%

INDUSTRY	BASE (N)	EXTREMELY CONCERNED	SOMEWHAT CONCERNED	NOT VERY CONCERNED	NOT AT ALL CONCERNED	NET: CONCERNED	NET: NOT CONCERNED
Financial services	80	25.0%	42.5%	16.2%	16.2%	67.5%	32.5%
Legal services	51	15.7%	45.1%	27.5%	11.8%	60.8%	39.2%
Other professional services	170	21.8%	44.1%	22.9%	11.2%	65.9%	34.1%
Recruitment & staffing	150	20.0%	43.3%	24.7%	12.0%	63.3%	36.7%
Business support services	90	20.0%	40.0%	26.7%	13.3%	60.0%	40.0%
Public administration & defence	25**	12.0%	36.0%	32.0%	20.0%	48.0%	52.0%
Education	45*	24.4%	46.7%	15.6%	13.3%	71.1%	28.9%
Health & social care	110	18.2%	33.6%	32.7%	15.5%	51.8%	48.2%

BY REGION

REGION	BASE (N)	EXTREMELY CONCERNED	SOMEWHAT CONCERNED	NOT VERY CONCERNED	NOT AT ALL CONCERNED	NET: CONCERNED	NET: NOT CONCERNED
London	291	20.6%	40.9%	26.1%	12.4%	61.5%	38.5%
South East	218	26.6%	33.0%	24.3%	16.1%	59.6%	40.4%
East of England	145	17.2%	47.6%	24.1%	11.0%	64.8%	35.2%
South West	118	20.3%	40.7%	24.6%	14.4%	61.0%	39.0%
West Midlands	126	15.9%	46.8%	26.2%	11.1%	62.7%	37.3%
East Midlands	108	14.8%	44.4%	26.9%	13.9%	59.3%	40.7%
Yorkshire & the Humber	135	26.7%	41.5%	21.5%	10.4%	68.1%	31.9%
North West	150	18.0%	50.0%	23.3%	8.7%	68.0%	32.0%
North East	53	13.2%	49.1%	24.5%	13.2%	62.3%	37.7%
Wales	51	29.4%	47.1%	15.7%	7.8%	76.5%	23.5%
Scotland	91	18.7%	37.4%	36.3%	7.7%	56.0%	44.0%
Northern Ireland	14**	21.4%	57.1%	0.0%	21.4%	78.6%	21.4%

BY ANNUAL STAFF TURNOVER

ANNUAL STAFF TURNOVER	UNDER 10%	10-24%	25-49%	50% OR MORE	DON'T KNOW
Base (n)	244	472	412	306	66
Extremely concerned	18.9%	20.6%	22.1%	19.6%	21.2%
Somewhat concerned	43.9%	42.6%	40.3%	45.1%	39.4%
Not very concerned	26.2%	22.9%	26.2%	25.2%	24.2%
Not at all concerned	11.1%	14.0%	11.4%	10.1%	15.2%
NET: Concerned	62.7%	63.1%	62.4%	64.7%	60.6%
NET: Not concerned	37.3%	36.9%	37.6%	35.3%	39.4%

D1 Intended response to the changes

D1: "What will your organisation do differently because of the changes? (select all)"

Base: all employers (n=1,500). Multi-select — percentages sum to more than 100%. "Nothing" was an exclusive option.

TOPLINE

RESPONSE	N	%
Dismiss earlier / before 6 months	822	54.8%
Use more fixed-term contracts	497	33.1%
Tougher recruitment screening	637	42.5%
Formalise probation reviews	629	41.9%
Improve documentation	541	36.1%
Nothing (exclusive)	193	12.9%
Other	34	2.3%

BY COMPANY SIZE

COMPANY SIZE	10-49	50-99	100-249	250-500
Base (n)	472	457	410	161
Dismiss earlier / before 6 months	53.4%	55.4%	52.9%	62.1%
Use more fixed-term contracts	32.6%	32.4%	33.9%	34.8%
Tougher recruitment screening	40.0%	42.5%	43.4%	47.2%
Formalise probation reviews	43.0%	42.5%	40.7%	40.4%
Improve documentation	36.9%	37.0%	34.9%	34.2%
Nothing (exclusive)	13.1%	13.3%	12.9%	10.6%
Other	2.3%	2.2%	2.4%	1.9%

BY INDUSTRY

INDUSTRY	BASE (N)	DISMISS EARLIER / BEFORE 6 MONTHS	USE MORE FIXED-TERM CONTRACTS	TOUGHER RECRUITMENT SCREENING	FORMALISE PROBATION REVIEWS	IMPROVE DOCUMENTATION	NOTHING (EXCLUSIVE)	OTHER
Agriculture, farming & fishing	35*	68.6%	28.6%	42.9%	54.3%	34.3%	8.6%	0.0%
Manufacturing, energy & utilities	120	49.2%	37.5%	47.5%	40.8%	31.7%	10.8%	0.8%
Construction & skilled trades	140	53.6%	29.3%	42.1%	45.7%	30.0%	14.3%	0.7%
Retail, wholesale & motor trades	154	52.6%	35.1%	39.6%	41.6%	39.6%	13.6%	3.2%
Transport, logistics & warehousing	80	56.2%	33.8%	45.0%	41.2%	27.5%	12.5%	1.2%
Hospitality, food & leisure	135	53.3%	33.3%	43.7%	43.7%	28.9%	11.9%	3.0%

INDUSTRY	BASE (N)	DISMISS EARLIER / BEFORE 6 MONTHS	USE MORE FIXED- TERM CONTRACTS	TOUGHER RECRUITMENT SCREENING	FORMALISE PROBATION REVIEWS	IMPROVE DOCUMENTATION	NOTHING (EXCLUSIVE)	OTHER
IT, software & telecoms	115	56.5%	31.3%	42.6%	37.4%	40.9%	13.9%	2.6%
Financial services	80	51.2%	33.8%	35.0%	30.0%	41.2%	20.0%	0.0%
Legal services	51	58.8%	31.4%	49.0%	45.1%	33.3%	11.8%	2.0%
Other professional services	170	57.1%	30.0%	38.2%	38.8%	36.5%	12.4%	3.5%
Recruitment & staffing	150	56.7%	32.0%	40.0%	47.3%	38.0%	14.7%	4.0%
Business support services	90	57.8%	27.8%	41.1%	44.4%	40.0%	12.2%	2.2%
Public administration & defence	25**	44.0%	40.0%	64.0%	32.0%	36.0%	4.0%	8.0%
Education	45*	57.8%	46.7%	35.6%	35.6%	35.6%	15.6%	0.0%
Health & social care	110	53.6%	37.3%	49.1%	45.5%	45.5%	9.1%	1.8%

BY REGION

REGION	BASE (N)	DISMISS EARLIER / BEFORE 6 MONTHS	USE MORE FIXED- TERM CONTRACTS	TOUGHER RECRUITMENT SCREENING	FORMALISE PROBATION REVIEWS	IMPROVE DOCUMENTATION	NOTHING (EXCLUSIVE)	OTHER
London	291	53.6%	31.3%	43.0%	40.2%	31.3%	15.1%	2.1%
South East	218	59.2%	36.2%	42.7%	41.7%	32.1%	14.2%	3.7%
East of England	145	49.7%	41.4%	48.3%	37.9%	43.4%	11.0%	1.4%
South West	118	54.2%	29.7%	37.3%	45.8%	39.0%	11.9%	2.5%
West Midlands	126	53.2%	32.5%	42.1%	49.2%	42.9%	11.9%	2.4%
East Midlands	108	55.6%	33.3%	43.5%	36.1%	34.3%	12.0%	1.9%
Yorkshire & the Humber	135	54.1%	32.6%	40.7%	41.5%	37.8%	11.1%	0.7%
North West	150	52.0%	31.3%	39.3%	40.7%	37.3%	14.7%	2.0%
North East	53	58.5%	30.2%	35.8%	45.3%	34.0%	9.4%	0.0%
Wales	51	56.9%	35.3%	54.9%	47.1%	31.4%	11.8%	3.9%
Scotland	91	59.3%	27.5%	41.8%	46.2%	38.5%	13.2%	3.3%
Northern Ireland	14**	64.3%	35.7%	42.9%	28.6%	28.6%	0.0%	7.1%

BY ANNUAL STAFF TURNOVER

ANNUAL STAFF TURNOVER	UNDER 10%	10-24%	25-49%	50% OR MORE	DON'T KNOW
Base (n)	244	472	412	306	66
Dismiss earlier / before 6 months	52.0%	55.9%	54.4%	54.9%	59.1%
Use more fixed-term contracts	33.2%	36.2%	31.6%	33.3%	19.7%
Tougher recruitment screening	41.4%	40.0%	45.6%	41.5%	48.5%
Formalise probation reviews	36.5%	42.8%	42.7%	43.8%	42.4%
Improve documentation	35.7%	36.0%	36.7%	36.3%	33.3%
Nothing (exclusive)	16.0%	10.8%	13.6%	12.4%	13.6%
Other	2.0%	1.5%	3.2%	2.6%	1.5%

D2 Software investment intent

D2: "Are you planning to invest in HR or performance management software before January 2027?"

Base: all respondents answering. Unweighted counts and column percentages.

TOPLINE

RESPONSE	N	%
Yes, budget agreed	173	11.5%
Considering it	347	23.1%
No plans	426	28.4%
Already have suitable software	554	36.9%
NET: Budget agreed or considering	520	34.7%

BY COMPANY SIZE

COMPANY SIZE	10-49	50-99	100-249	250-500
Base (n)	472	457	410	161
Yes, budget agreed	11.7%	12.0%	12.7%	6.8%
Considering it	24.2%	22.3%	21.7%	26.1%
No plans	31.6%	30.6%	24.6%	22.4%
Already have suitable software	32.6%	35.0%	41.0%	44.7%
NET: Budget agreed or considering	35.8%	34.4%	34.4%	32.9%

BY INDUSTRY

INDUSTRY	BASE (N)	YES, BUDGET AGREED	CONSIDERING IT	NO PLANS	ALREADY HAVE SUITABLE SOFTWARE	NET: BUDGET AGREED OR CONSIDERING
Agriculture, farming & fishing	35*	11.4%	31.4%	28.6%	28.6%	42.9%
Manufacturing, energy & utilities	120	8.3%	24.2%	29.2%	38.3%	32.5%
Construction & skilled trades	140	7.1%	25.7%	32.9%	34.3%	32.9%
Retail, wholesale & motor trades	154	11.7%	23.4%	26.0%	39.0%	35.1%
Transport, logistics & warehousing	80	15.0%	22.5%	32.5%	30.0%	37.5%

INDUSTRY	BASE (N)	YES, BUDGET AGREED	CONSIDERING IT	NO PLANS	ALREADY HAVE SUITABLE SOFTWARE	NET: BUDGET AGREED OR CONSIDERING
Hospitality, food & leisure	135	11.9%	26.7%	30.4%	31.1%	38.5%
IT, software & telecoms	115	12.2%	24.3%	26.1%	37.4%	36.5%
Financial services	80	13.8%	15.0%	20.0%	51.2%	28.7%
Legal services	51	11.8%	23.5%	19.6%	45.1%	35.3%
Other professional services	170	12.9%	21.2%	27.1%	38.8%	34.1%
Recruitment & staffing	150	14.7%	19.3%	28.7%	37.3%	34.0%
Business support services	90	8.9%	32.2%	35.6%	23.3%	41.1%
Public administration & defence	25**	16.0%	12.0%	32.0%	40.0%	28.0%
Education	45*	15.6%	15.6%	28.9%	40.0%	31.1%
Health & social care	110	8.2%	22.7%	27.3%	41.8%	30.9%

BY REGION

REGION	BASE (N)	YES, BUDGET AGREED	CONSIDERING IT	NO PLANS	ALREADY HAVE SUITABLE SOFTWARE	NET: BUDGET AGREED OR CONSIDERING
London	291	11.7%	22.3%	26.8%	39.2%	34.0%
South East	218	9.6%	17.0%	33.5%	39.9%	26.6%
East of England	145	10.3%	20.7%	31.7%	37.2%	31.0%
South West	118	8.5%	31.4%	30.5%	29.7%	39.8%
West Midlands	126	11.1%	21.4%	29.4%	38.1%	32.5%
East Midlands	108	12.0%	26.9%	27.8%	33.3%	38.9%
Yorkshire & the Humber	135	15.6%	26.7%	24.4%	33.3%	42.2%
North West	150	8.0%	24.7%	24.0%	43.3%	32.7%
North East	53	20.8%	28.3%	28.3%	22.6%	49.1%
Wales	51	7.8%	19.6%	23.5%	49.0%	27.5%
Scotland	91	15.4%	23.1%	29.7%	31.9%	38.5%
Northern Ireland	14**	28.6%	21.4%	21.4%	28.6%	50.0%

BY ANNUAL STAFF TURNOVER

ANNUAL STAFF TURNOVER	UNDER 10%	10-24%	25-49%	50% OR MORE	DON'T KNOW
Base (n)	244	472	412	306	66
Yes, budget agreed	9.8%	13.8%	11.9%	8.2%	15.2%
Considering it	23.4%	20.3%	22.8%	26.8%	27.3%
No plans	29.5%	28.8%	29.1%	27.1%	22.7%
Already have suitable software	37.3%	37.1%	36.2%	37.9%	34.8%
NET: Budget agreed or considering	33.2%	34.1%	34.7%	35.0%	42.4%

D3 Who owns dismissal readiness

D3: "Who owns 2027 readiness in your organisation?"

Base: all respondents answering. Unweighted counts and column percentages.

TOPLINE

RESPONSE	N	%
HR team	598	39.9%
MD / owner	478	31.9%
Legal / external advisers	162	10.8%
No one yet	228	15.2%
Other	34	2.3%

BY COMPANY SIZE

COMPANY SIZE	10-49	50-99	100-249	250-500
Base (n)	472	457	410	161
HR team	18.4%	39.2%	56.3%	62.7%
MD / owner	46.2%	33.5%	20.2%	14.9%
Legal / external advisers	10.0%	11.2%	9.8%	14.9%
No one yet	21.6%	14.9%	12.0%	5.6%
Other	3.8%	1.3%	1.7%	1.9%

BY INDUSTRY

INDUSTRY	BASE (N)	HR TEAM	MD / OWNER	LEGAL / EXTERNAL ADVISERS	NO ONE YET	OTHER
Agriculture, farming & fishing	35*	20.0%	31.4%	25.7%	17.1%	5.7%
Manufacturing, energy & utilities	120	36.7%	38.3%	10.0%	14.2%	0.8%
Construction & skilled trades	140	45.7%	23.6%	12.1%	12.9%	5.7%
Retail, wholesale & motor trades	154	35.1%	31.2%	10.4%	21.4%	1.9%
Transport, logistics & warehousing	80	32.5%	42.5%	7.5%	16.2%	1.2%
Hospitality, food & leisure	135	42.2%	30.4%	11.1%	14.8%	1.5%
IT, software & telecoms	115	39.1%	35.7%	10.4%	13.0%	1.7%
Financial services	80	28.7%	38.8%	7.5%	22.5%	2.5%
Legal services	51	54.9%	23.5%	7.8%	11.8%	2.0%
Other professional services	170	43.5%	35.9%	10.0%	10.0%	0.6%
Recruitment & staffing	150	45.3%	26.7%	9.3%	14.7%	4.0%
Business support services	90	36.7%	25.6%	20.0%	16.7%	1.1%
Public administration & defence	25**	28.0%	40.0%	12.0%	20.0%	0.0%
Education	45*	37.8%	33.3%	8.9%	17.8%	2.2%
Health & social care	110	46.4%	29.1%	8.2%	13.6%	2.7%

BY REGION

REGION	BASE (N)	HR TEAM	MD / OWNER	LEGAL / EXTERNAL ADVISERS	NO ONE YET	OTHER
London	291	45.0%	32.3%	7.6%	11.3%	3.8%
South East	218	35.8%	32.6%	13.8%	16.5%	1.4%
East of England	145	40.7%	34.5%	10.3%	13.8%	0.7%
South West	118	43.2%	24.6%	11.0%	18.6%	2.5%
West Midlands	126	34.9%	40.5%	7.9%	15.1%	1.6%
East Midlands	108	37.0%	23.1%	17.6%	20.4%	1.9%
Yorkshire & the Humber	135	39.3%	30.4%	11.9%	14.8%	3.7%
North West	150	40.0%	35.3%	12.0%	11.3%	1.3%
North East	53	39.6%	30.2%	13.2%	13.2%	3.8%
Wales	51	35.3%	31.4%	7.8%	21.6%	3.9%
Scotland	91	42.9%	30.8%	5.5%	19.8%	1.1%
Northern Ireland	14**	28.6%	28.6%	21.4%	21.4%	0.0%

BY ANNUAL STAFF TURNOVER

ANNUAL STAFF TURNOVER	UNDER 10%	10-24%	25-49%	50% OR MORE	DON'T KNOW
Base (n)	244	472	412	306	66
HR team	44.7%	38.3%	40.5%	38.9%	33.3%
MD / owner	27.9%	34.3%	32.0%	32.4%	25.8%
Legal / external advisers	9.4%	11.2%	12.4%	8.8%	12.1%
No one yet	16.8%	12.7%	13.3%	18.3%	24.2%
Other	1.2%	3.4%	1.7%	1.6%	4.5%

D4 Confidence defending a tribunal claim

D4: "How confident are you that your current dismissal process would hold up at tribunal?"

Base: all respondents answering. Unweighted counts and column percentages.

TOPLINE

RESPONSE	N	%
Very confident	346	23.1%
Fairly confident	604	40.3%
Not very confident	329	21.9%
Not at all confident	112	7.5%
We don't have a dismissal process	109	7.3%
NET: Confident	950	63.3%
NET: Not confident	441	29.4%

BY COMPANY SIZE

COMPANY SIZE	10-49	50-99	100-249	250-500
Base (n)	472	457	410	161
Very confident	23.3%	22.5%	24.1%	21.1%
Fairly confident	35.6%	40.5%	44.9%	41.6%
Not very confident	20.1%	21.9%	21.7%	28.0%
Not at all confident	9.1%	6.6%	6.6%	7.5%
We don't have a dismissal process	11.9%	8.5%	2.7%	1.9%
NET: Confident	58.9%	63.0%	69.0%	62.7%
NET: Not confident	29.2%	28.4%	28.3%	35.4%

BY INDUSTRY

INDUSTRY	BASE (N)	VERY CONFIDENT	FAIRLY CONFIDENT	NOT VERY CONFIDENT	NOT AT ALL CONFIDENT	WE DON'T HAVE A DISMISSAL PROCESS	NET: CONFIDENT	NET: NOT CONFIDENT
Agriculture, farming & fishing	35*	20.0%	42.9%	22.9%	5.7%	8.6%	62.9%	28.6%
Manufacturing, energy & utilities	120	22.5%	42.5%	16.7%	3.3%	15.0%	65.0%	20.0%
Construction & skilled trades	140	20.7%	42.9%	20.7%	10.7%	5.0%	63.6%	31.4%
Retail, wholesale & motor trades	154	20.1%	40.9%	18.8%	10.4%	9.7%	61.0%	29.2%
Transport, logistics & warehousing	80	30.0%	32.5%	22.5%	7.5%	7.5%	62.5%	30.0%
Hospitality, food & leisure	135	18.5%	44.4%	20.7%	7.4%	8.9%	63.0%	28.1%

INDUSTRY	BASE (N)	VERY CONFIDENT	FAIRLY CONFIDENT	NOT VERY CONFIDENT	NOT AT ALL CONFIDENT	WE DON'T HAVE A DISMISSAL PROCESS	NET: CONFIDENT	NET: NOT CONFIDENT
IT, software & telecoms	115	26.1%	41.7%	20.0%	5.2%	7.0%	67.8%	25.2%
Financial services	80	22.5%	47.5%	15.0%	12.5%	2.5%	70.0%	27.5%
Legal services	51	17.6%	43.1%	23.5%	5.9%	9.8%	60.8%	29.4%
Other professional services	170	28.8%	40.6%	22.9%	4.1%	3.5%	69.4%	27.1%
Recruitment & staffing	150	26.0%	30.7%	27.3%	6.7%	9.3%	56.7%	34.0%
Business support services	90	14.4%	43.3%	30.0%	8.9%	3.3%	57.8%	38.9%
Public administration & defence	25**	16.0%	48.0%	32.0%	0.0%	4.0%	64.0%	32.0%
Education	45*	33.3%	37.8%	11.1%	11.1%	6.7%	71.1%	22.2%
Health & social care	110	23.6%	34.5%	27.3%	9.1%	5.5%	58.2%	36.4%

BY REGION

REGION	BASE (N)	VERY CONFIDENT	FAIRLY CONFIDENT	NOT VERY CONFIDENT	NOT AT ALL CONFIDENT	WE DON'T HAVE A DISMISSAL PROCESS	NET: CONFIDENT	NET: NOT CONFIDENT
London	291	20.6%	43.6%	19.9%	8.6%	7.2%	64.3%	28.5%
South East	218	22.9%	40.4%	24.8%	6.9%	5.0%	63.3%	31.7%
East of England	145	22.1%	49.0%	17.2%	5.5%	6.2%	71.0%	22.8%
South West	118	21.2%	36.4%	28.8%	8.5%	5.1%	57.6%	37.3%
West Midlands	126	19.0%	38.1%	23.8%	8.7%	10.3%	57.1%	32.5%
East Midlands	108	23.1%	38.9%	19.4%	10.2%	8.3%	62.0%	29.6%
Yorkshire & the Humber	135	23.0%	37.8%	25.2%	5.9%	8.1%	60.7%	31.1%
North West	150	29.3%	36.0%	23.3%	6.7%	4.7%	65.3%	30.0%
North East	53	24.5%	34.0%	15.1%	13.2%	13.2%	58.5%	28.3%
Wales	51	29.4%	33.3%	21.6%	5.9%	9.8%	62.7%	27.5%
Scotland	91	26.4%	41.8%	19.8%	3.3%	8.8%	68.1%	23.1%
Northern Ireland	14**	21.4%	50.0%	7.1%	7.1%	14.3%	71.4%	14.3%

BY ANNUAL STAFF TURNOVER

ANNUAL STAFF TURNOVER	UNDER 10%	10-24%	25-49%	50% OR MORE	DON'T KNOW
Base (n)	244	472	412	306	66
Very confident	21.3%	25.0%	23.3%	21.2%	22.7%
Fairly confident	40.6%	37.9%	42.5%	41.8%	34.8%
Not very confident	24.6%	20.6%	20.1%	23.9%	24.2%

ANNUAL STAFF TURNOVER	UNDER 10%	10-24%	25-49%	50% OR MORE	DON'T KNOW
Base (n)	244	472	412	306	66
Not at all confident	8.6%	7.8%	5.3%	7.8%	12.1%
We don't have a dismissal process	4.9%	8.7%	8.7%	5.2%	6.1%
NET: Confident	61.9%	62.9%	65.8%	63.1%	57.6%
NET: Not confident	33.2%	28.4%	25.5%	31.7%	36.4%

SECTION THREE

Employee questions

Base: 500 employees of those firms.

E1 Dismissal / redundancy experience and perceived fairness

E1: "Have you ever been dismissed or made redundant between 6 and 24 months in a role, and did you consider it fair?"

Base: all respondents answering. Unweighted counts and column percentages.

TOPLINE

RESPONSE	N	%
Yes, and it felt unfair or unjustified	62	12.4%
Yes, and it felt fair	24	4.8%
No	414	82.8%
NET: Any dismissal/redundancy	86	17.2%
NET: Felt unfair	62	12.4%

BY INDUSTRY

INDUSTRY	BASE (N)	YES, AND IT FELT UNFAIR OR UNJUSTIFIED	YES, AND IT FELT FAIR	NO	NET: ANY DISMISSAL/REDUNDANCY	NET: FELT UNFAIR
Agriculture, farming & fishing	6**	33.3%	0.0%	66.7%	33.3%	33.3%
Manufacturing, energy & utilities	53	9.4%	9.4%	81.1%	18.9%	9.4%
Construction & skilled trades	31*	19.4%	3.2%	77.4%	22.6%	19.4%
Retail, wholesale & motor trades	68	14.7%	5.9%	79.4%	20.6%	14.7%
Transport, logistics & warehousing	32*	15.6%	3.1%	81.2%	18.8%	15.6%
Hospitality, food & leisure	55	7.3%	1.8%	90.9%	9.1%	7.3%
IT, software & telecoms	34*	8.8%	0.0%	91.2%	8.8%	8.8%
Financial services	16**	18.8%	12.5%	68.8%	31.2%	18.8%
Legal services	9**	22.2%	0.0%	77.8%	22.2%	22.2%
Other professional services	63	12.7%	1.6%	85.7%	14.3%	12.7%
Recruitment & staffing	25**	0.0%	0.0%	100.0%	0.0%	0.0%
Business support services	25**	16.0%	12.0%	72.0%	28.0%	16.0%
Public administration & defence	16**	12.5%	6.2%	81.2%	18.8%	12.5%
Education	21**	4.8%	9.5%	85.7%	14.3%	4.8%
Health & social care	46*	15.2%	6.5%	78.3%	21.7%	15.2%

BY EMPLOYER SIZE

EMPLOYER SIZE	10-49	50-99	100-249	250-500
Base (n)	190	130	118	62
Yes, and it felt unfair or unjustified	11.1%	9.2%	16.9%	14.5%
Yes, and it felt fair	2.6%	6.9%	5.9%	4.8%
No	86.3%	83.8%	77.1%	80.6%
NET: Any dismissal/redundancy	13.7%	16.2%	22.9%	19.4%
NET: Felt unfair	11.1%	9.2%	16.9%	14.5%

BY REGION

REGION	BASE (N)	YES, AND IT FELT UNFAIR OR UNJUSTIFIED	YES, AND IT FELT FAIR	NO	NET: ANY DISMISSAL/REDUNDANCY	NET: FELT UNFAIR
London	87	9.2%	3.4%	87.4%	12.6%	9.2%
South East	77	10.4%	7.8%	81.8%	18.2%	10.4%
East of England	44*	9.1%	4.5%	86.4%	13.6%	9.1%
South West	52	17.3%	1.9%	80.8%	19.2%	17.3%
West Midlands	45*	11.1%	6.7%	82.2%	17.8%	11.1%
East Midlands	30*	10.0%	0.0%	90.0%	10.0%	10.0%
Yorkshire & the Humber	32*	18.8%	3.1%	78.1%	21.9%	18.8%
North West	58	19.0%	6.9%	74.1%	25.9%	19.0%
North East	24**	12.5%	0.0%	87.5%	12.5%	12.5%
Wales	20**	5.0%	5.0%	90.0%	10.0%	5.0%
Scotland	29**	13.8%	10.3%	75.9%	24.1%	13.8%
Northern Ireland	2**	0.0%	0.0%	100.0%	0.0%	0.0%

BY AGE BAND

AGE BAND	18-24	25-34	35-44	45-54	55+
Base (n)	64	135	120	117	64
Yes, and it felt unfair or unjustified	9.4%	17.8%	7.5%	16.2%	6.2%
Yes, and it felt fair	4.7%	5.2%	5.0%	2.6%	7.8%
No	85.9%	77.0%	87.5%	81.2%	85.9%
NET: Any dismissal/redundancy	14.1%	23.0%	12.5%	18.8%	14.1%
NET: Felt unfair	9.4%	17.8%	7.5%	16.2%	6.2%

BY TENURE IN CURRENT ROLE

TENURE IN CURRENT ROLE	UNDER 6 MONTHS	6-24 MONTHS	2-5 YEARS	MORE THAN 5 YEARS
Base (n)	46*	117	166	171
Yes, and it felt unfair or unjustified	8.7%	12.8%	12.7%	12.9%
Yes, and it felt fair	0.0%	4.3%	6.0%	5.3%
No	91.3%	82.9%	81.3%	81.9%
NET: Any dismissal/redundancy	8.7%	17.1%	18.7%	18.1%
NET: Felt unfair	8.7%	12.8%	12.7%	12.9%

E2 Awareness of the 6-month rule

E2: "Are you aware that from January 2027 you could claim unfair dismissal after 6 months rather than 2 years?"

Base: all respondents answering. Unweighted counts and column percentages.

TOPLINE

RESPONSE	N	%
Yes	193	38.6%
No	307	61.4%

BY INDUSTRY

INDUSTRY	BASE (N)	YES	NO
Agriculture, farming & fishing	6**	16.7%	83.3%
Manufacturing, energy & utilities	53	34.0%	66.0%
Construction & skilled trades	31*	19.4%	80.6%
Retail, wholesale & motor trades	68	36.8%	63.2%
Transport, logistics & warehousing	32*	43.8%	56.2%
Hospitality, food & leisure	55	43.6%	56.4%
IT, software & telecoms	34*	52.9%	47.1%
Financial services	16**	25.0%	75.0%
Legal services	9**	77.8%	22.2%
Other professional services	63	36.5%	63.5%
Recruitment & staffing	25**	32.0%	68.0%
Business support services	25**	36.0%	64.0%
Public administration & defence	16**	37.5%	62.5%
Education	21**	52.4%	47.6%
Health & social care	46*	41.3%	58.7%

BY EMPLOYER SIZE

EMPLOYER SIZE	10-49	50-99	100-249	250-500
Base (n)	190	130	118	62
Yes	32.6%	42.3%	38.1%	50.0%
No	67.4%	57.7%	61.9%	50.0%

BY REGION

REGION	BASE (N)	YES	NO
London	87	36.8%	63.2%
South East	77	44.2%	55.8%
East of England	44*	45.5%	54.5%
South West	52	42.3%	57.7%
West Midlands	45*	33.3%	66.7%
East Midlands	30*	40.0%	60.0%
Yorkshire & the Humber	32*	40.6%	59.4%

REGION	BASE (N)	YES	NO
North West	58	32.8%	67.2%
North East	24**	41.7%	58.3%
Wales	20**	35.0%	65.0%
Scotland	29**	31.0%	69.0%
Northern Ireland	2**	0.0%	100.0%

BY AGE BAND

AGE BAND	18-24	25-34	35-44	45-54	55+
Base (n)	64	135	120	117	64
Yes	39.1%	37.0%	42.5%	35.9%	39.1%
No	60.9%	63.0%	57.5%	64.1%	60.9%

BY TENURE IN CURRENT ROLE

TENURE IN CURRENT ROLE	UNDER 6 MONTHS	6-24 MONTHS	2-5 YEARS	MORE THAN 5 YEARS
Base (n)	46*	117	166	171
Yes	41.3%	39.3%	34.9%	40.9%
No	58.7%	60.7%	65.1%	59.1%

E3 Likelihood to challenge a dismissal under the new rules

E3: "Under the new rules, how likely would you be to challenge a dismissal you felt was unfair?"

Base: all respondents answering. Unweighted counts and column percentages.

TOPLINE

RESPONSE	N	%
Very likely	130	26.0%
Fairly likely	157	31.4%
Unlikely	136	27.2%
Not likely at all	77	15.4%
NET: Likely	287	57.4%
NET: Not likely	213	42.6%

BY INDUSTRY

INDUSTRY	BASE (N)	VERY LIKELY	FAIRLY LIKELY	UNLIKELY	NOT LIKELY AT ALL	NET: LIKELY	NET: NOT LIKELY
Agriculture, farming & fishing	6**	50.0%	16.7%	16.7%	16.7%	66.7%	33.3%
Manufacturing, energy & utilities	53	24.5%	32.1%	30.2%	13.2%	56.6%	43.4%
Construction & skilled trades	31*	19.4%	32.3%	41.9%	6.5%	51.6%	48.4%
Retail, wholesale & motor trades	68	26.5%	38.2%	23.5%	11.8%	64.7%	35.3%
Transport, logistics & warehousing	32*	28.1%	31.2%	28.1%	12.5%	59.4%	40.6%
Hospitality, food & leisure	55	29.1%	32.7%	21.8%	16.4%	61.8%	38.2%

INDUSTRY	BASE (N)	VERY LIKELY	FAIRLY LIKELY	UNLIKELY	NOT LIKELY AT ALL	NET: LIKELY	NET: NOT LIKELY
IT, software & telecoms	34*	26.5%	26.5%	26.5%	20.6%	52.9%	47.1%
Financial services	16**	18.8%	25.0%	43.8%	12.5%	43.8%	56.2%
Legal services	9**	22.2%	22.2%	44.4%	11.1%	44.4%	55.6%
Other professional services	63	22.2%	30.2%	25.4%	22.2%	52.4%	47.6%
Recruitment & staffing	25**	16.0%	40.0%	28.0%	16.0%	56.0%	44.0%
Business support services	25**	44.0%	20.0%	24.0%	12.0%	64.0%	36.0%
Public administration & defence	16**	12.5%	18.8%	43.8%	25.0%	31.2%	68.8%
Education	21**	23.8%	28.6%	23.8%	23.8%	52.4%	47.6%
Health & social care	46*	32.6%	37.0%	17.4%	13.0%	69.6%	30.4%

BY EMPLOYER SIZE

EMPLOYER SIZE	10-49	50-99	100-249	250-500
Base (n)	190	130	118	62
Very likely	26.3%	23.8%	28.8%	24.2%
Fairly likely	28.4%	33.1%	28.8%	41.9%
Unlikely	27.4%	26.9%	27.1%	27.4%
Not likely at all	17.9%	16.2%	15.3%	6.5%
NET: Likely	54.7%	56.9%	57.6%	66.1%
NET: Not likely	45.3%	43.1%	42.4%	33.9%

BY REGION

REGION	BASE (N)	VERY LIKELY	FAIRLY LIKELY	UNLIKELY	NOT LIKELY AT ALL	NET: LIKELY	NET: NOT LIKELY
London	87	28.7%	36.8%	27.6%	6.9%	65.5%	34.5%
South East	77	23.4%	35.1%	20.8%	20.8%	58.4%	41.6%
East of England	44*	34.1%	25.0%	25.0%	15.9%	59.1%	40.9%
South West	52	25.0%	34.6%	26.9%	13.5%	59.6%	40.4%
West Midlands	45*	20.0%	31.1%	31.1%	17.8%	51.1%	48.9%
East Midlands	30*	20.0%	30.0%	33.3%	16.7%	50.0%	50.0%
Yorkshire & the Humber	32*	25.0%	31.2%	25.0%	18.8%	56.2%	43.8%
North West	58	25.9%	27.6%	32.8%	13.8%	53.4%	46.6%
North East	24**	25.0%	25.0%	29.2%	20.8%	50.0%	50.0%
Wales	20**	40.0%	35.0%	10.0%	15.0%	75.0%	25.0%
Scotland	29**	24.1%	20.7%	34.5%	20.7%	44.8%	55.2%
Northern Ireland	2**	0.0%	50.0%	50.0%	0.0%	50.0%	50.0%

BY AGE BAND

AGE BAND	18-24	25-34	35-44	45-54	55+
Base (n)	64	135	120	117	64
Very likely	31.2%	34.8%	20.0%	23.9%	17.2%
Fairly likely	28.1%	25.2%	34.2%	36.8%	32.8%
Unlikely	25.0%	26.7%	25.8%	27.4%	32.8%

AGE BAND	18-24	25-34	35-44	45-54	55+
Base (n)	64	135	120	117	64
Not likely at all	15.6%	13.3%	20.0%	12.0%	17.2%
NET: Likely	59.4%	60.0%	54.2%	60.7%	50.0%
NET: Not likely	40.6%	40.0%	45.8%	39.3%	50.0%

BY TENURE IN CURRENT ROLE

TENURE IN CURRENT ROLE	UNDER 6 MONTHS	6-24 MONTHS	2-5 YEARS	MORE THAN 5 YEARS
Base (n)	46*	117	166	171
Very likely	26.1%	25.6%	27.1%	25.1%
Fairly likely	28.3%	29.9%	30.7%	33.9%
Unlikely	30.4%	28.2%	27.7%	25.1%
Not likely at all	15.2%	16.2%	14.5%	15.8%
NET: Likely	54.3%	55.6%	57.8%	59.1%
NET: Not likely	45.7%	44.4%	42.2%	40.9%

E4 Effect of documented records on likelihood to challenge

E4: "Would knowing your employer kept detailed performance records change whether you'd challenge?"

Base: all respondents answering. Unweighted counts and column percentages.

TOPLINE

RESPONSE	N	%
More likely to challenge	56	11.2%
No difference	175	35.0%
Less likely to challenge	269	53.8%

BY INDUSTRY

INDUSTRY	BASE (N)	MORE LIKELY TO CHALLENGE	NO DIFFERENCE	LESS LIKELY TO CHALLENGE
Agriculture, farming & fishing	6**	0.0%	50.0%	50.0%
Manufacturing, energy & utilities	53	5.7%	43.4%	50.9%
Construction & skilled trades	31*	6.5%	25.8%	67.7%
Retail, wholesale & motor trades	68	11.8%	25.0%	63.2%
Transport, logistics & warehousing	32*	9.4%	31.2%	59.4%
Hospitality, food & leisure	55	16.4%	36.4%	47.3%
IT, software & telecoms	34*	2.9%	38.2%	58.8%
Financial services	16**	6.2%	43.8%	50.0%
Legal services	9**	0.0%	22.2%	77.8%
Other professional services	63	12.7%	46.0%	41.3%
Recruitment & staffing	25**	12.0%	52.0%	36.0%
Business support services	25**	20.0%	40.0%	40.0%
Public administration & defence	16**	18.8%	25.0%	56.2%

INDUSTRY	BASE (N)	MORE LIKELY TO CHALLENGE	NO DIFFERENCE	LESS LIKELY TO CHALLENGE
Education	21**	9.5%	14.3%	76.2%
Health & social care	46*	17.4%	28.3%	54.3%

BY EMPLOYER SIZE

EMPLOYER SIZE	10-49	50-99	100-249	250-500
Base (n)	190	130	118	62
More likely to challenge	12.1%	11.5%	8.5%	12.9%
No difference	34.7%	39.2%	33.9%	29.0%
Less likely to challenge	53.2%	49.2%	57.6%	58.1%

BY REGION

REGION	BASE (N)	MORE LIKELY TO CHALLENGE	NO DIFFERENCE	LESS LIKELY TO CHALLENGE
London	87	11.5%	32.2%	56.3%
South East	77	13.0%	37.7%	49.4%
East of England	44*	2.3%	45.5%	52.3%
South West	52	21.2%	28.8%	50.0%
West Midlands	45*	2.2%	35.6%	62.2%
East Midlands	30*	20.0%	33.3%	46.7%
Yorkshire & the Humber	32*	12.5%	31.2%	56.2%
North West	58	10.3%	36.2%	53.4%
North East	24**	12.5%	37.5%	50.0%
Wales	20**	5.0%	30.0%	65.0%
Scotland	29**	6.9%	37.9%	55.2%
Northern Ireland	2**	50.0%	0.0%	50.0%

BY AGE BAND

AGE BAND	18-24	25-34	35-44	45-54	55+
Base (n)	64	135	120	117	64
More likely to challenge	10.9%	8.1%	11.7%	16.2%	7.8%
No difference	28.1%	38.5%	27.5%	37.6%	43.8%
Less likely to challenge	60.9%	53.3%	60.8%	46.2%	48.4%

BY TENURE IN CURRENT ROLE

TENURE IN CURRENT ROLE	UNDER 6 MONTHS	6-24 MONTHS	2-5 YEARS	MORE THAN 5 YEARS
Base (n)	46*	117	166	171
More likely to challenge	17.4%	6.8%	11.4%	12.3%
No difference	32.6%	37.6%	36.7%	32.2%
Less likely to challenge	50.0%	55.6%	51.8%	55.6%

Derived measures and calculations

The working behind every derived figure in the report: the knowledge score, the Exposure Index and its components, the population estimates, the personas and the cost calculation. Reproduced from the analysis workbook so each can be checked without it.

Knowledge score (derived from A2)

Derived from A2: "To your knowledge, which of these take effect on 1 January 2027? (select all)"

Score: one point for each correct reading of A2 (6-month qualifying selected; cap removed selected; day-one rights NOT selected; four-day week NOT selected). Respondents who ticked only Don't know (A2_5) are excluded from the score and reported as their own class. Bands: Informed 3-4, Partial 2, Uninformed 0-1. Unweighted.

TOPLINE

SCORE	N	%
Base (n)	1,500	
Score 4	267	17.8%
Score 3	558	37.2%
Score 2	171	11.4%
Score 1	134	8.9%
Score 0	3	0.2%
NET: Informed (score 3-4)	825	55.0%
NET: Partial (score 2)	171	11.4%
NET: Uninformed (score 0-1)	137	9.1%
Don't know (excluded from score)	367	24.5%

BY SIZE (S2)

How to verify: from the EmpData sheet, keep only the rows where 'S2 Size' equals the column heading. Base (n) = that count. For each percentage: within those rows, count the rows in each knowledge band using the derived 'KnowBand' column (one point each for ticking 'A2_1 Qualifying 6mths (T)', ticking 'A2_2 Cap removed (T)', NOT ticking 'A2_3 Day-one rights (F)', NOT ticking 'A2_4 Four-day week (F)'; Informed = 3-4 points, Partial = 2, Uninformed = 0-1; rows ticking only 'A2_5 Don't know' form the Don't know class), then divide by Base (n). Every cell is a live formula carrying exactly these criteria.

RESPONSE (% WITHIN COLUMN)	10-49	50-99	100-249	250-500
Base (n)	472	457	410	161
NET: Informed (score 3-4)	48.7%	54.5%	58.8%	65.2%
NET: Partial (score 2)	11.0%	12.7%	10.5%	11.2%
NET: Uninformed (score 0-1)	11.2%	8.1%	8.5%	7.5%
Don't know (excluded from score)	29.0%	24.7%	22.2%	16.1%

BY INDUSTRY (S3)

How to verify: from the EmpData sheet, keep only the rows where 'S3 Industry' equals the column heading. Base (n) = that count. For each percentage: within those rows, count the rows in each knowledge band using the derived 'KnowBand' column (one point each for ticking 'A2_1 Qualifying 6mths (T)', ticking 'A2_2 Cap removed (T)', NOT ticking 'A2_3 Day-one rights (F)', NOT ticking 'A2_4 Four-day week (F)'; Informed = 3-4 points, Partial = 2, Uninformed = 0-1; rows ticking only 'A2_5 Don't know' form the Don't know class), then divide by Base (n). Every cell is a live formula carrying exactly these criteria.

COLUMNS 1-8 OF 15

Response (% within column)	Agriculture, farming & fishing	Manufacturing, energy & utilities	Construction & skilled trades	Retail, wholesale & motor trades	Transport, logistics & warehousing	Hospitality, food & leisure	IT, software & telecoms	Financial services
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Base (n)	35	120	140	154	80	135	115	80
NET: Informed (score 3-4)	37.1%	60.0%	55.7%	58.4%	48.8%	54.8%	42.6%	50.0%
NET: Partial (score 2)	17.1%	9.2%	10.0%	5.8%	20.0%	10.4%	18.3%	13.8%
NET: Uninformed (score 0-1)	17.1%	6.7%	10.0%	9.7%	7.5%	7.4%	9.6%	11.2%
Don't know (excluded from score)	28.6%	24.2%	24.3%	26.0%	23.8%	27.4%	29.6%	25.0%

COLUMNS 9-15 OF 15 CONTINUED

Response (% within column)	Legal services	Other professional services	Recruitment & staffing	Business support services	Public administration & defence	Education	Health & social care
Base (n)	51	170	150	90	25	45	110
NET: Informed (score 3-4)	58.8%	55.9%	60.0%	65.6%	44.0%	51.1%	56.4%
NET: Partial (score 2)	15.7%	12.9%	5.3%	8.9%	12.0%	8.9%	14.5%
NET: Uninformed (score 0-1)	2.0%	9.4%	8.7%	6.7%	24.0%	17.8%	7.3%
Don't know (excluded from score)	23.5%	21.8%	26.0%	18.9%	20.0%	22.2%	21.8%

BY REGION (S4)

How to verify: from the EmpData sheet, keep only the rows where 'S4 Region' equals the column heading. Base (n) = that count. For each percentage: within those rows, count the rows in each knowledge band using the derived 'KnowBand' column (one point each for ticking 'A2_1 Qualifying 6mths (T)', ticking 'A2_2 Cap removed (T)', NOT ticking 'A2_3 Day-one rights (F)', NOT ticking 'A2_4 Four-day week (F)'; Informed = 3-4 points, Partial = 2, Uninformed = 0-1; rows ticking only 'A2_5 Don't know' form the Don't know class), then divide by Base (n). Every cell is a live formula carrying exactly these criteria.

COLUMNS 1-8 OF 12

Response (% within column)	London	South East	East of England	South West	West Midlands	East Midlands	Yorkshire & the Humber	North West
Base (n)	291	218	145	118	126	108	135	150
NET: Informed (score 3-4)	59.8%	50.9%	57.2%	50.0%	50.8%	56.5%	50.4%	53.3%
NET: Partial (score 2)	9.6%	14.7%	10.3%	11.9%	11.1%	12.0%	11.1%	12.7%
NET: Uninformed (score 0-1)	9.3%	7.8%	6.2%	11.9%	14.3%	5.6%	11.9%	12.0%
Don't know (excluded from score)	21.3%	26.6%	26.2%	26.3%	23.8%	25.9%	26.7%	22.0%

COLUMNS 9-12 OF 12 CONTINUED

RESPONSE (% WITHIN COLUMN)	NORTH EAST	WALES	SCOTLAND	NORTHERN IRELAND
Base (n)	53	51	91	14
NET: Informed (score 3-4)	64.2%	56.9%	58.2%	64.3%
NET: Partial (score 2)	7.5%	9.8%	11.0%	14.3%
NET: Uninformed (score 0-1)	3.8%	7.8%	6.6%	0
Don't know (excluded from score)	24.5%	25.5%	24.2%	21.4%

BY TURNOVER (S5)

How to verify: from the EmpData sheet, keep only the rows where 'S5 Turnover' equals the column heading. Base (n) = that count. For each percentage: within those rows, count the rows in each knowledge band using the derived 'KnowBand' column (one point each for ticking 'A2_1 Qualifying 6mths (T)', ticking 'A2_2 Cap removed (T)', NOT ticking 'A2_3 Day-one rights (F)', NOT ticking 'A2_4 Four-day week (F)'; Informed = 3-4 points, Partial = 2, Uninformed = 0-1; rows ticking only 'A2_5 Don't know' form the Don't know class), then divide by Base (n). Every cell is a live formula carrying exactly these criteria.

RESPONSE (% WITHIN COLUMN)	UNDER 10%	10-24%	25-49%	50% OR MORE	DON'T KNOW
Base (n)	244	472	412	306	66
NET: Informed (score 3-4)	55.3%	54.2%	51.7%	58.8%	62.1%

NET: Partial (score 2)	12.3%	12.3%	11.2%	8.8%	15.2%
NET: Uninformed (score 0-1)	9.4%	9.1%	9.7%	8.8%	6.1%
Don't know (excluded from score)	23.0%	24.4%	27.4%	23.5%	16.7%

AWARENESS OF THE THREE CHANGES (DERIVED FROM A2 AND A4)

Derived from A2 ("To your knowledge, which of these take effect on 1 January 2027?" — the six-month qualifying period and the removal of the compensation cap) and A4 ("Are you aware the window for bringing a claim doubles from three to six months in October 2026?"). Counted on all 1,500 employers. Not knowing includes selecting "don't know" and not selecting the item.

How to verify: every figure below is a live formula over the EmpData sheet. Filter EmpData on columns L, M and R to reproduce any cell.

TOPLINE

RESPONSE	N	%
Base (n)	1,500	
Knows qualifying period drops to six months (A2)	757	50.5%
Knows compensation cap is removed (A2)	603	40.2%
Knows claim window doubles in October (A4)	423	28.2%
NET: knows all three changes	101	6.7%
NET: does not know all three changes	1,399	93.3%

BY SIZE (S2)

RESPONSE (% WITHIN COLUMN)	10-49	50-99	100-249	250-500
Base (n)	472	457	410	161
Knows qualifying period drops to six months (A2)	45.1%	48.4%	54.4%	62.1%
Knows compensation cap is removed (A2)	34.3%	42.2%	42.7%	45.3%
Knows claim window doubles in October (A4)	26.5%	31.7%	27.6%	24.8%
NET: knows all three changes	4.7%	7.7%	6.1%	11.8%
NET: does not know all three changes	95.3%	92.3%	93.9%	88.2%

BY INDUSTRY (S3)

COLUMNS 1-8 OF 15

Response (% within column)	Agriculture, farming & fishing	Manufacturing, energy & utilities	Construction & skilled trades	Retail, wholesale & motor trades	Transport, logistics & warehousing	Hospitality, food & leisure	IT, software & telecoms	Financial services
Base (n)	35	120	140	154	80	135	115	80
Knows qualifying period drops to six months (A2)	45.7%	57.5%	52.1%	51.9%	53.8%	51.9%	45.2%	47.5%
Knows compensation cap is removed (A2)	28.6%	42.5%	39.3%	37.7%	43.8%	34.8%	32.2%	40.0%
Knows claim window doubles in October (A4)	20.0%	25.0%	32.1%	27.3%	30.0%	28.1%	33.9%	22.5%
NET: knows all three changes	0	6.7%	10.0%	8.4%	8.8%	6.7%	5.2%	6.2%
NET: does not know all three changes	1	93.3%	90.0%	91.6%	91.2%	93.3%	94.8%	93.8%

COLUMNS 9-15 OF 15 CONTINUED

Response (% within column)	Legal services	Other professional services	Recruitment & staffing	Business support services	Public administration & defence	Education	Health & social care
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Base (n)	51	170	150	90	25	45	110
Knows qualifying period drops to six months (A2)	49.0%	44.7%	48.0%	54.4%	40.0%	53.3%	54.5%
Knows compensation cap is removed (A2)	45.1%	50.0%	40.7%	50.0%	36.0%	28.9%	38.2%
Knows claim window doubles in October (A4)	31.4%	27.1%	26.0%	26.7%	16.0%	33.3%	32.7%
NET: knows all three changes	2.0%	7.1%	2.7%	8.9%	8.0%	8.9%	7.3%
NET: does not know all three changes	98.0%	92.9%	97.3%	91.1%	92.0%	91.1%	92.7%

BY REGION (S4)

COLUMNS 1-8 OF 12

Response (% within column)	London	South East	East of England	South West	West Midlands	East Midlands	Yorkshire & the Humber	North West
Base (n)	291	218	145	118	126	108	135	150
Knows qualifying period drops to six months (A2)	51.9%	50.5%	49.0%	47.5%	50.0%	51.9%	43.7%	52.0%
Knows compensation cap is removed (A2)	45.4%	36.7%	42.8%	35.6%	38.1%	40.7%	34.8%	38.7%
Knows claim window doubles in October (A4)	29.2%	26.1%	29.0%	28.8%	31.7%	31.5%	28.1%	24.7%
NET: knows all three changes	7.9%	4.1%	9.0%	9.3%	7.9%	8.3%	3.7%	7.3%
NET: does not know all three changes	92.1%	95.9%	91.0%	90.7%	92.1%	91.7%	96.3%	92.7%

COLUMNS 9-12 OF 12 CONTINUED

RESPONSE (% WITHIN COLUMN)	NORTH EAST	WALES	SCOTLAND	NORTHERN IRELAND
Base (n)	53	51	91	14
Knows qualifying period drops to six months (A2)	56.6%	54.9%	50.5%	64.3%
Knows compensation cap is removed (A2)	45.3%	47.1%	42.9%	21.4%
Knows claim window doubles in October (A4)	32.1%	17.6%	28.6%	28.6%
NET: knows all three changes	5.7%	5.9%	4.4%	0
NET: does not know all three changes	94.3%	94.1%	95.6%	1

BY TURNOVER (S5)

RESPONSE (% WITHIN COLUMN)	UNDER 10%	10-24%	25-49%	50% OR MORE	DON'T KNOW
Base (n)	244	472	412	306	66
Knows qualifying period drops to six months (A2)	50.8%	50.0%	49.0%	51.3%	57.6%
Knows compensation cap is removed (A2)	40.2%	41.3%	38.6%	39.9%	43.9%
Knows claim window doubles in October (A4)	25.4%	28.4%	28.2%	30.7%	25.8%
NET: knows all three changes	5.7%	6.6%	7.8%	6.2%	7.6%
NET: does not know all three changes	94.3%	93.4%	92.2%	93.8%	92.4%

Exposure Index: sector league table

Source questions — S3: “Which industry best describes your organisation?” | C1: “In the last 3 years, how many employees have you dismissed between 6 and 24 months’ service?” | B1: “How do you record performance concerns in an employee’s first 6 months? (select all)”

SECTOR	BASE (N)	% DISMISSED 6-24M	% 3+ DISMISSALS	% NO DEDICATED SYSTEM	COMPOSITE	RANK
Manufacturing, energy & utilities	120	77.5%	20.8%	60.0%	52.8%	9
Construction & skilled trades	140	82.1%	29.3%	68.6%	60.0%	4
Retail, wholesale & motor trades	154	81.8%	24.7%	60.4%	55.6%	7
Transport, logistics & warehousing	80	77.5%	23.8%	66.2%	55.8%	6
Hospitality, food & leisure	135	85.9%	29.6%	71.9%	62.5%	2
IT, software & telecoms	115	73.0%	27.8%	62.6%	54.5%	8
Financial services	80	80.0%	17.5%	50.0%	49.2%	11
Legal services	51	74.5%	17.6%	54.9%	49.0%	12
Other professional services	170	75.9%	22.9%	58.2%	52.4%	10
Recruitment & staffing	150	93.3%	46.7%	58.0%	66.0%	1
Business support services	90	74.4%	26.7%	73.3%	58.1%	5
Health & social care	110	85.5%	35.5%	60.9%	60.6%	3
Agriculture, farming & fishing (not ranked, n<50)	35	68.6%	22.9%	57.1%	49.5%	not ranked
Public administration & defence (not ranked, n<50)	25	72.0%	20.0%	64.0%	52.0%	not ranked
Education (not ranked, n<50)	45	62.2%	17.8%	51.1%	43.7%	not ranked

BY SIZE (S2): SAME MEASURES

SIZE BAND	BASE (N)	% DISMISSED 6-24M	% 3+ DISMISSALS	% NO DEDICATED SYSTEM	COMPOSITE
10-49	472	69.1%	15.7%	68.9%	51.2%
50-99	457	79.2%	24.7%	63.5%	55.8%
100-249	410	87.3%	34.9%	54.6%	58.9%
250-500	161	94.4%	50.3%	55.9%	66.9%

BY REGION (S4): same measures. Regions under n=50 (Northern Ireland) not ranked. Rank 1 = most exposed. For local press use: the spread is narrow, so lead with the sector table nationally.

REGION	BASE (N)	% DISMISSED 6-24M	% 3+ DISMISSALS	% NO DEDICATED SYSTEM	COMPOSITE	RANK
London	291	80.8%	25.4%	62.2%	56.1%	6
South East	218	80.7%	28.0%	56.4%	55.0%	8
East of England	145	77.2%	25.5%	61.4%	54.7%	10
South West	118	79.7%	24.6%	66.9%	57.1%	5
West Midlands	126	76.2%	25.4%	63.5%	55.0%	9
East Midlands	108	78.7%	31.5%	63.0%	57.7%	3
Yorkshire & the Humber	135	73.3%	31.9%	63.0%	56.0%	7
North West	150	84.7%	29.3%	59.3%	57.8%	2
North East	53	73.6%	18.9%	67.9%	53.5%	11
Wales	51	88.2%	29.4%	54.9%	57.5%	4
Scotland	91	85.7%	31.9%	67.0%	61.5%	1
Northern Ireland (not ranked, n<50)	14	85.7%	21.4%	71.4%	59.5%	not ranked

Composite = average of three measures: % dismissing at 6-24 months, % making 3+ such dismissals, % with no dedicated record system. Reproduces the ranking basis of the R3 league tables. Sectors under n=50 (agriculture, public administration, education) are excluded from ranking. Ranked sectors under n=100 (legal services, financial services, business support) rest on smaller bases: caveat in use. Rank 1 = most exposed. Sort by Composite descending for the league view. Unweighted. How to verify: from the EmpData sheet, keep only the rows where 'S3 Industry' equals the sector; Base (n) = that count. % dismissed = share of those rows where 'C1 Dismissals 6-24m (3yrs)' is not 'None'. % 3+ = share where it is '3-5', '6-10' or '11+'. % no dedicated system = share where 'B1_1 Dedicated software' = 0. Composite = the simple average of the three percentages. Rank = the sector's position among the 12 ranked sectors when sorted by Composite, highest first. Every cell is a live formula carrying these criteria.

Staff turnover by sector (S5 x S3)

Source questions — S5: “Roughly what % of your workforce leaves and is replaced in a typical year?” by S3: “Which industry best describes your organisation?”

Evidences the 'highest-churn sector' claim. Column percentages: within each sector, the share in each annual turnover band. Unweighted. How to verify: from the EmpData sheet, keep only the rows where 'S3 Industry' equals the column heading ('All' keeps every row); Base (n) = that count. Each percentage = within those rows, the share where 'S5 Turnover' equals the row label (the NET row combines '25–49%' and '50% or more'). Every cell is a live formula.

COLUMNS 1-8 OF 16

Turnover band (% within column)	All	Agriculture, farming & fishing	Manufacturing, energy & utilities	Construction & skilled trades	Retail, wholesale & motor trades	Transport, logistics & warehousing	Hospitality, food & leisure	IT, software & telecoms
Base (n)	1,500	35	120	140	154	80	135	115
Under 10%	16.3%	17.1%	20.8%	21.4%	6.5%	18.8%	10.4%	12.2%
10–24%	31.5%	45.7%	35.8%	37.1%	26.6%	41.2%	22.2%	38.3%
25–49%	27.5%	31.4%	25.8%	25.7%	29.2%	22.5%	31.9%	25.2%
50% or more	20.4%	5.7%	12.5%	10.0%	33.1%	11.2%	31.1%	17.4%
Don't know	4.4%	0	5.0%	5.7%	4.5%	6.2%	4.4%	7.0%
NET: 25% or more	47.9%	37.1%	38.3%	35.7%	62.3%	33.8%	63.0%	42.6%

COLUMNS 9-16 OF 16 CONTINUED

Turnover band (% within column)	Financial services	Legal services	Other professional services	Recruitment & staffing	Business support services	Public administration & defence	Education	Health & social care
Base (n)	80	51	170	150	90	25	45	110
Under 10%	31.2%	25.5%	29.4%	6.7%	7.8%	16.0%	28.9%	7.3%
10–24%	42.5%	37.3%	36.5%	16.7%	20.0%	60.0%	42.2%	19.1%
25–49%	12.5%	23.5%	23.5%	29.3%	40.0%	20.0%	15.6%	40.9%
50% or more	11.2%	11.8%	5.9%	43.3%	28.9%	4.0%	4.4%	30.9%
Don't know	2.5%	2.0%	4.7%	4.0%	3.3%	0	8.9%	1.8%
NET: 25% or more	23.8%	35.3%	29.4%	72.7%	68.9%	24.0%	20.0%	71.8%

Complacency matrix: knowledge x concern (A2 knowledge bands x C4)

Source questions — A2: “To your knowledge, which of these take effect on 1 January 2027? (select all)” | C4: “How concerned are you that a single claim under the new rules could materially damage the business?”

Row percentages: within each knowledge band, the share at each level of concern about a single claim. Quadrant summary beneath. Unweighted. How to verify: from the EmpData sheet, keep only the rows where the derived 'KnowBand' column equals the row label (one point each for ticking 'A2_1 Qualifying 6mths (T)', ticking 'A2_2 Cap removed (T)', NOT ticking 'A2_3 Day-one rights (F)', NOT ticking 'A2_4 Four-day week (F)'; Informed = 3-4 points, Partial = 2, Uninformed = 0-1; rows ticking only 'A2_5 Don't know' form the Don't know band). Base (n) = that count. Each percentage = within those rows, the share where 'C4 Concern single claim' equals the column heading (NET: Concerned = 'Extremely concerned' plus 'Somewhat concerned'). Quadrants divide the same combined counts by all 1,500 employers. Every cell is a live formula.

KNOWLEDGE BAND	BASE (N)	EXTREMELY CONCERNED	SOMEWHAT CONCERNED	NOT VERY CONCERNED	NOT AT ALL CONCERNED	NET: CONCERNED
Informed	825	23.3%	45.0%	21.3%	10.4%	68.2%
Partial	171	28.7%	40.4%	22.8%	8.2%	69.0%
Uninformed	137	13.1%	37.2%	35.0%	14.6%	50.4%
Don't know	367	13.4%	40.1%	30.0%	16.6%	53.4%

QUADRANTS (% OF ALL EMPLOYERS)

Informed and concerned	563	37.5%
Informed and relaxed	262	17.5%
Not informed (incl. don't know) and concerned	383	25.5%
Not informed (incl. don't know) and relaxed	292	19.5%

Perception gap: employer confidence vs employee claim intent

Source questions — employers, B4: “If an employee dismissed at 9 months claimed tomorrow, how confident are you that you could produce a complete documented record?”, D4: “How confident are you that your current dismissal process would hold up at tribunal?”, B1: “How do you record performance concerns in an employee’s first 6 months? (select all)” | employees, E3: “Under the new rules, how likely would you be to challenge a dismissal you felt was unfair?”

Employer measures from the n=1,500 employer sample; employee measures from the n=500 employee sample. The two samples are independent: read columns as sector profiles, not matched pairs. Employee sector bases are small (many under 30, shown in red): directional only. Unweighted. How to verify: employer rows work from the EmpData sheet, employee rows from the EmpeeData sheet. For each column, keep only the rows where 'S3 Industry' (EmpData) or 'Industry' (EmpeeData) equals the column heading ('All' keeps every row). Each percentage = the share of that column's rows meeting the row label's condition, using the question column named in the label (NET rows combine 'Very' and 'Fairly'; 'no dedicated record system' means 'B1_1 Dedicated software' = 0). Every cell is a live formula.

COLUMNS 1-8 OF 16

Measure	All	Agriculture, farming & fishing	Manufacturing, energy & utilities	Construction & skilled trades	Retail, wholesale & motor trades	Transport, logistics & warehousing	Hospitality, food & leisure	IT, software & telecoms
Employer base (n)	1,500	35	120	140	154	80	135	115
B4: NET Confident of a documented record	65.3%	71.4%	64.2%	63.6%	62.3%	72.5%	59.3%	64.3%
D4: NET Confident at tribunal	63.3%	62.9%	65.0%	63.6%	61.0%	62.5%	63.0%	67.8%
D4: No dismissal process at all	7.3%	8.6%	15.0%	5.0%	9.7%	7.5%	8.9%	7.0%
B1: No dedicated record system	61.9%	57.1%	60.0%	68.6%	60.4%	66.2%	71.9%	62.6%
Employee base (n)	500	6	53	31	68	32	55	34
E3: NET Likely to challenge unfair dismissal	57.4%	66.7%	56.6%	51.6%	64.7%	59.4%	61.8%	52.9%
E2: Aware of the 6-month rule	38.6%	16.7%	34.0%	19.4%	36.8%	43.8%	43.6%	52.9%
E4: Records make challenge less likely	53.8%	50.0%	50.9%	67.7%	63.2%	59.4%	47.3%	58.8%

COLUMNS 9-16 OF 16 CONTINUED

Measure	Financial services	Legal services	Other professional services	Recruitment & staffing	Business support services	Public administration & defence	Education	Health & social care
Employer base (n)	80	51	170	150	90	25	45	110
B4: NET Confident of a documented record	62.5%	80.4%	70.0%	60.7%	65.6%	64.0%	60.0%	70.9%
D4: NET Confident at tribunal	70.0%	60.8%	69.4%	56.7%	57.8%	64.0%	71.1%	58.2%
D4: No dismissal process at all	2.5%	9.8%	3.5%	9.3%	3.3%	4.0%	6.7%	5.5%
B1: No dedicated record system	50.0%	54.9%	58.2%	58.0%	73.3%	64.0%	51.1%	60.9%
Employee base (n)	16	9	63	25	25	16	21	46
E3: NET Likely to challenge unfair dismissal	43.8%	44.4%	52.4%	56.0%	64.0%	31.2%	52.4%	69.6%
E2: Aware of the 6-month rule	25.0%	77.8%	36.5%	32.0%	36.0%	37.5%	52.4%	41.3%
E4: Records make challenge less likely	50.0%	77.8%	41.3%	36.0%	40.0%	56.2%	76.2%	54.3%

The founder gap: readiness by respondent role (S1)

Source question — S1: “Which best describes your role in HR and people decisions?”, crossed with key measures from across the questionnaire.

Key measures across the questionnaire cut by who answered: owner/MDs against HR professionals. Unweighted column percentages. How to verify: from the EmpData sheet, keep only the rows where 'S1 Role' equals the column heading ('All' keeps every row); Base (n) = that count. Each percentage = within that column's rows, the share meeting the row label's condition, using the question column named in the row label (NET rows combine the values named; tick-box rows count 1s in the item's own column). Every cell is a live formula. Second table: within each size band, the share of respondents in each role, from columns 'S2 Size' and 'S1 Role'.

MEASURE	ALL	OWNER / MANAGING DIRECTOR	HR DIRECTOR / HR MANAGER	SENIOR LEADER WITH HR RESPONSIBILITY
Base (n)	1,500	556	668	276
A1: NET Familiar with the Act	55.7%	49.1%	59.0%	61.2%
A2: Knows the 6-month qualifying change (A2_1)	50.5%	46.8%	51.0%	56.5%
A2: NET Unaware of the qualifying change (A2_1 = 0)	49.5%	53.2%	49.0%	43.5%
A3: Aware July 2026 hires already covered (Yes)	12.5%	10.1%	12.9%	16.3%
A4: Aware of the 6-month claim window (Yes)	28.2%	27.2%	28.4%	29.7%
B1: Dedicated software (B1_1)	38.1%	34.0%	40.3%	40.9%
B1: NET No dedicated software (B1_1 = 0)	61.9%	66.0%	59.7%	59.1%
B4: NET Confident of a documented record	65.3%	62.4%	68.1%	64.5%
B5: NET Any manager training	59.0%	55.8%	60.0%	63.0%
C1: NET Any dismissals at 6-24m	79.9%	75.7%	83.2%	80.1%
C1: NET 3 or more	27.4%	23.6%	29.3%	30.4%
C3: Faced a claim (Yes)	17.5%	15.8%	19.5%	16.3%
C4: NET Concerned	63.1%	63.3%	61.8%	65.6%
D1: Will dismiss earlier (D1_1)	54.8%	53.1%	54.6%	58.7%
D1: Will do nothing (D1_6)	12.9%	13.5%	13.8%	9.4%
D2: NET Budget agreed or considering	34.7%	34.0%	35.9%	33.0%
D3: No one owns readiness yet	15.2%	18.0%	13.8%	13.0%
D4: NET Confident at tribunal	63.3%	62.1%	64.4%	63.4%
D4: No dismissal process at all	7.3%	9.4%	6.1%	5.8%

WHO ANSWERS FOR HR, BY COMPANY SIZE (ROW PERCENTAGES)

SIZE BAND	OWNER / MANAGING DIRECTOR	HR DIRECTOR / HR MANAGER	SENIOR LEADER WITH HR RESPONSIBILITY	BASE (N)
10-49	57.6%	24.2%	18.2%	472
50-99	39.4%	43.3%	17.3%	457
100-249	21.2%	60.0%	18.8%	410
250-500	10.6%	68.3%	21.1%	161

Exposure personas: composite risk groups

Source questions — D1: “What will your organisation do differently because of the changes? (select all)” | B1: “How do you record performance concerns in an employee’s first 6 months? (select all)” | B5: “Have your line managers had training in documenting performance issues in the last 2 years?” | B4: “If an employee dismissed at 9 months claimed tomorrow, how confident are you that you could produce a complete documented record?” | C1: “In the last 3 years, how many employees have you dismissed between 6 and 24 months’ service?” | C3: “Has your organisation faced an unfair dismissal claim in the last 3 years?”

Named groups combining answers across questions, for quotable single stats. Unweighted. How to verify: from the EmpData sheet, count the rows meeting ALL of the conditions listed in each row label, then divide by all 1,500 employers (or by the stated sub-base where the label says so). 'No dedicated system' = 'B1_1 Dedicated software' = 0. 'Will dismiss earlier' = 'D1_1 Dismiss earlier' = 1. 'No manager training' = 'B5 Manager training' = 'No' (strict) or 'No' / 'Don't know' (loose). 'Confident' = 'B4 Record confidence (9mth test)' is Very or Fairly confident. Dismissers = 'C1 Dismissals 6–24m (3yrs)' not 'None'; heavy dismissers = '3–5', '6–10' or '11+'. Claim-free = 'C3 Faced claim (3yrs)' = 'No'. Every cell is a live formula. The BY INDUSTRY table repeats each persona within each sector (column percentages of the sector base).

PERSONA	N	%
Triple-exposed (strict): will dismiss earlier + no dedicated system + no manager training	157	10.5%
Triple-exposed (loose): as above but training answer 'No' or 'Don't know'	208	13.9%
Confident but undocumented and accelerating: confident + no dedicated system + will dismiss earlier	311	20.7%
Lucky escapes: dismissed at 6–24m, never faced a claim (% of all employers)	980	65.3%
Lucky escapes as % of all dismissers	980	81.8%
Heavy lucky escapes: 3+ dismissals, never faced a claim (% of all employers)	317	21.1%
Heavy lucky escapes as % of heavy dismissers	317	77.1%

BY INDUSTRY (S3): PERSONAS WITHIN EACH SECTOR (% OF SECTOR BASE)

COLUMNS 1-8 OF 15

Persona (% within sector)	Agriculture, farming & fishing	Manufacturing, energy & utilities	Construction & skilled trades	Retail, wholesale & motor trades	Transport, logistics & warehousing	Hospitality, food & leisure	IT, software & telecoms	Financial services
Base (n)	35	120	140	154	80	135	115	80
Triple-exposed (strict)	11.4%	6.7%	9.3%	11.7%	13.8%	10.4%	10.4%	5.0%
Triple-exposed (loose)	17.1%	7.5%	12.9%	15.6%	17.5%	15.6%	14.8%	7.5%
Confident but undocumented and accelerating	25.7%	17.5%	19.3%	23.4%	26.2%	20.0%	21.7%	7.5%
Lucky escapes	60.0%	63.3%	65.7%	65.6%	65.0%	68.1%	59.1%	67.5%
Heavy lucky escapes	17.1%	15.0%	23.6%	18.8%	18.8%	20.0%	20.9%	13.8%

COLUMNS 9-15 OF 15 **CONTINUED**

Persona (% within sector)	Legal services	Other professional services	Recruitment & staffing	Business support services	Public administration & defence	Education	Health & social care
Base (n)	51	170	150	90	25	45	110
Triple-exposed (strict)	9.8%	8.8%	12.0%	20.0%	0	8.9%	11.8%
Triple-exposed (loose)	15.7%	10.0%	16.0%	23.3%	0	15.6%	14.5%
Confident but undocumented and accelerating	25.5%	20.0%	23.3%	26.7%	12.0%	17.8%	20.0%
Lucky escapes	66.7%	67.1%	73.3%	58.9%	56.0%	53.3%	68.2%
Heavy lucky escapes	13.7%	21.8%	36.0%	17.8%	12.0%	13.3%	28.2%

Cost per claim: calculator inputs (midpoint method)

Source question — C3: “Has your organisation faced an unfair dismissal claim in the last 3 years? If yes, what was the total cost (settlement, legal fees, time)?”, by S2 size and S3 industry.

Not for press use: press materials quote band shares only (see C3a). Average uses band midpoints £5,000 / £17,500 / £37,500, with £50,000 or more counted at £62,500. Prefer not to say excluded. Base: employers who faced a claim and gave a cost. Unweighted. How to verify: from the EmpData sheet, keep only the rows in the segment (and for sector or size rows, where 'S3 Industry' or 'S2 Size' equals the label). Count the rows in each 'C3a Claim cost' band, ignoring 'Prefer not to say'. Claims with cost given = the sum of those four counts. Average = (count under £10,000 x £5,000 + count £10,000-£24,999 x £17,500 + count £25,000-£49,999 x £37,500 + count £50,000 or more x £62,500) divided by claims with cost given. Every cell is a live formula carrying this exact arithmetic.

SEGMENT	CLAIMS WITH COST GIVEN (N)	AVERAGE COST (MIDPOINT METHOD)
All employers	243	23,004
Agriculture, farming & fishing	5	28,000
Manufacturing, energy & utilities	22	30,000
Construction & skilled trades	25	21,700
Retail, wholesale & motor trades	24	21,458
Transport, logistics & warehousing	13	17,308
Hospitality, food & leisure	24	21,979
IT, software & telecoms	16	16,094
Financial services	12	21,875
Legal services	7	19,643
Other professional services	18	27,500
Recruitment & staffing	31	24,113
Business support services	15	23,333
Public administration & defence	4	11,250
Education	7	36,071
Health & social care	20	21,625
10-49	52	14,519
50-99	70	25,393
100-249	79	25,095
250-500	42	25,595

Population estimates: the first covered cohort and the stock, flow, sector and region blocks

Source question — the employee tenure screener (“Tenure in current role”), multiplied by an external DBT BPE employment figure. Screener wording is not recorded in the report plan.

Estimates how many SME employees are in their first six months of service, the rolling cohort covered from day one when the rules land on 1 January 2027. Survey input: the share of the n=500 employee sample with 'Tenure in current role' = 'Under 6 months'. This share is a steady-state proxy: at any date, including 1 January 2027, roughly this share of the SME workforce is within six months of joining. Multiplier: total UK SME employment, an EXTERNAL input from DBT/ONS Business Population Estimates. Verify the multiplier against the latest BPE release at issue; edit the yellow cell to update the estimate. How to verify the survey share: from the EmpeeData sheet, count the rows where 'Tenure in current role' equals 'Under 6 months' and divide by all 500 rows. Estimate = share x multiplier. Every non-input cell is a live formula.

Employees with under 6 months' tenure (n)	46
Share of employee sample	9.2%

UK SME employment multiplier (EXTERNAL INPUT, DBT BPE)	16,882,000
Estimated first covered cohort (rolling)	1,553,144

POPULATION ESTIMATES: the people and dismissals newly covered from 1 January 2027

Four blocks. Survey inputs are live formulas on the EmpeeData / EmpData sheets; every figure marked EXTERNAL is an amber input from a published official source, to re-verify at issue (listed in the separate release checklist). Sources used here: DBT Business Population Estimates 2025 (published 2 October 2025; Table C for totals and employer counts, Table 5 for employment by sector and size band, Table 6 for divisions 69 and 78, Tables 11-23 for regions; BPE 2026 is due around October 2026 and should replace these before the January releases) and Moj Tribunal Statistics Quarterly (published 11 June 2026). BPE 'employment' counts everyone working in a business including owners and partners; for firms with 10 or more staff the owner share is small. The 10-499 employee size range is the closest BPE match to the survey population (firms with 10-500 staff). Sources: BPE 2025 publication and detailed tables at <https://www.gov.uk/government/statistics/business-population-estimates-2025> (statistical release at <https://www.gov.uk/government/statistics/business-population-estimates-2025/business-population-estimates-for-the-uk-and-regions-2025-statistical-release>); Moj Tribunal Statistics Quarterly at <https://www.gov.uk/government/statistics/tribunals-statistics-quarterly-january-to-march-2026>.

1. NEWLY PROTECTED EMPLOYEES AT 1 JANUARY 2027 (STOCK)

Employees with 6-24 months' tenure (n)	117
Share of employee sample (how to verify: on the EmpeeData sheet, count rows where 'Tenure in current role' is '6-24 months', divide by all 500 rows)	23.4%
UK SME employment, 0-249 employees (EXTERNAL, BPE 2025 Table C)	16,882,000
Employment in UK businesses with 10-249 employees (EXTERNAL, BPE 2025 Table 5, bands 10-19 to 200-249 summed)	8,062,000
Employment in UK businesses with 10-499 employees (EXTERNAL, BPE 2025 Table 5, bands 10-19 to 250-499 summed; closest match to the survey population)	9,553,000
Estimate A, broad SME basis (upper bound: includes owner-proprietors and staff of micro firms outside the survey population)	3,950,388
Estimate B, firms with 10-499 employees (USE THIS ONE in the report and releases)	2,235,402
Estimate C, firms with 10-249 employees (strict SME employer definition)	1,886,508

How to verify: each estimate = the survey share in B14 x the external employment figure named on its row. Caveat for any published use: the estimates apply the survey's national tenure mix to the whole population (steady-state assumption, same logic as the R4 cohort estimate above).

2. NEWLY CLAIMABLE DISMISSALS PER YEAR (FLOW)

Firms dismissing 1-2 staff at 6-24 months' service, last 3 years (n)	787		
Firms dismissing 3-5 (n)	376		
Firms dismissing 6-10 (n)	35		
Band midpoints used (analyst assumption, editable): 1-2, 3-5, 6-10	1.5	4	8
Average dismissals per firm over three years (how to verify: $(B24 \times 1.5 + B25 \times 4 + B26 \times 8) / 1,500$)	1.976		
Average per firm per year	65.9%		
UK employers with 10-499 employees (EXTERNAL, BPE 2025 Table C: 220,085 + 38,435 + 4,290)	262,810		
Estimated dismissals per year at 6-24 months' service, UK firms of 10-499 staff	173,133		

Employment tribunal single claim receipts, all jurisdictions, year 2025/26 (EXTERNAL, MoJ Tribunal Statistics Quarterly)

50,000

Unfair dismissal share of jurisdictional complaint receipts, Q4 2025/26 (EXTERNAL, same source)

23%

Newly claimable dismissals as a multiple of the tribunals' entire annual single-claim intake (B31 / B32, rounded to 1 decimal)

3.5

3. NEWLY PROTECTED EMPLOYEES BY SECTOR (BPE 2025 APPORTIONMENT)

Estimate per sector = BPE 2025 employment in that sector's firms with 10-499 employees x the survey share in B14 (uniform tenure-mix assumption; sector tenure differences from the survey are indicative only, employee sector bases are small). Sector mapping from BPE SIC sections (Table 5) to the survey categories: Manufacturing, energy & utilities = C plus B, D and E; Hospitality, food & leisure = I plus R (arts, entertainment and recreation); Legal services = division 69 (Table 6; includes accounting, so it overstates legal alone); Other professional services = M minus division 69; Recruitment & staffing = division 78 (employment activities); Business support services = N minus division 78; all others map one-to-one. How to verify a row: open BPE 2025 Table 5 (or Table 6 for the divisions), sum the employment column for bands 10-19, 20-49, 50-99, 100-199, 200-249 and 250-499 for the named section(s), then multiply by B14.

SECTOR (SURVEY CATEGORY)	BPE 2025 EMPLOYMENT, FIRMS 10-499 (THOUSANDS, EXTERNAL)	ESTIMATED NEWLY PROTECTED, JAN 2027 (THOUSANDS)
Agriculture, farming & fishing	139	32.53
Manufacturing, energy & utilities	1,382	323.4
Construction & skilled trades	578	135.3
Retail, wholesale & motor trades	1,395	326.4
Transport, logistics & warehousing	368	86.11
Hospitality, food & leisure	1,326	310.3
IT, software & telecoms	584	136.7
Financial services	235	54.99
Legal services	287	67.16
Other professional services	755	176.7
Business support services	659	154.2
Recruitment & staffing	356	83.3
Education	193	45.16
Health & social care	992	232.1
PUBLIC ADMINISTRATION & DEFENCE	N/A	BPE COVERS THE PRIVATE SECTOR ONLY
Total, mapped sectors	9,249	2,164

Reconciliation: UK employment in firms with 10-499 employees is 9,553 thousand (BPE 2025). The mapped total above is lower because two BPE sections have no matching survey sector and are excluded: L real estate (169 thousand) and S other services (135 thousand).

4. Newly protected employees by region and nation (BPE 2025 apportionment)

REGION / NATION	BPE 2025 EMPLOYMENT, FIRMS 10-499 (THOUSANDS, EXTERNAL)	ESTIMATED NEWLY PROTECTED, JAN 2027 (THOUSANDS)
North East	285	66.69
North West	1,004	234.9
Yorkshire & the Humber	725	169.7
East Midlands	657	153.7
West Midlands	769	179.9
East of England	872	204
London	1,867	436.9
South East	1,352	316.4
South West	778	182.1
Wales	347	81.2
Scotland	644	150.7
Northern Ireland	256	59.9
Total, all regions	9,556	2,236

How to verify a row: BPE 2025 Tables 11 to 23 (one per region), 'All Industries' block, sum the employment column for bands 10-19 through 250-499, multiply by B14. The regional total (9,556 thousand) differs from the UK figure (9,553 thousand) only through BPE rounding. The survey's own Northern Ireland base is tiny (n=14 employers / n=2 employees) but does not affect this table: the only survey input is the national tenure share.

Exposure engine: does readiness improve as churn and dismissal volume rise? (S5 / S2 x C1 x B1)

Source questions — S5: “Roughly what % of your workforce leaves and is replaced in a typical year?” | C1: “In the last 3 years, how many employees have you dismissed between 6 and 24 months’ service?” | B1: “How do you record performance concerns in an employee’s first 6 months? (select all)”

Evidence for one finding: as staff turnover rises, dismissals in the 6-24 month window rise sharply, while record-keeping does not improve. Not used by the Exposure Index or the calculator, both of which use the ExposureIndex method (average of % dismissing, % dismissing 3+, % with no dedicated system). The lookup below applies that same method to turnover and size bands, which the industry-only league table does not cover. Unweighted. How to verify: from EmpData keep only rows where S5 Turnover (or S2 Size) equals the band named above the table; Base (n) = that count; every figure is a live formula carrying exactly those criteria.

TURNOVER: UNDER 10%

DISMISSALS AT 6-24M	N	% OF BAND	% OF GROUP WITH NO DEDICATED SYSTEM
Base (n)	244		
None	82	33.6%	67.1%
1-2	129	52.9%	61.2%
3-5	30	12.3%	66.7%
6-10	3	1.2%	66.7%
NET: Any dismissals	162	66.4%	62.3%
NET: 3 or more	33	13.5%	66.7%

TURNOVER: 10-24%

DISMISSALS AT 6-24M	N	% OF BAND	% OF GROUP WITH NO DEDICATED SYSTEM
Base (n)	472		
None	124	26.3%	71.8%
1-2	249	52.8%	57.8%
3-5	90	19.1%	61.1%
6-10	9	1.9%	44.4%
NET: Any dismissals	348	73.7%	58.3%
NET: 3 or more	99	21.0%	59.6%

TURNOVER: 25-49%

DISMISSALS AT 6-24M	N	% OF BAND	% OF GROUP WITH NO DEDICATED SYSTEM
Base (n)	412		
None	48	11.7%	52.1%
1-2	221	53.6%	63.8%
3-5	129	31.3%	61.2%
6-10	14	3.4%	64.3%
NET: Any dismissals	364	88.3%	62.9%
NET: 3 or more	143	34.7%	61.5%

TURNOVER: 50% OR MORE

DISMISSALS AT 6-24M	N	% OF BAND	% OF GROUP WITH NO DEDICATED SYSTEM
Base (n)	306		
None	36	11.8%	58.3%
1-2	146	47.7%	67.1%
3-5	115	37.6%	53.9%
6-10	9	2.9%	55.6%
NET: Any dismissals	270	88.2%	61.1%
NET: 3 or more	124	40.5%	54.0%

TURNOVER: DON'T KNOW

DISMISSALS AT 6-24M	N	% OF BAND	% OF GROUP WITH NO DEDICATED SYSTEM
Base (n)	66		
None	12	18.2%	41.7%
1-2	42	63.6%	64.3%
3-5	12	18.2%	75.0%
6-10	0	0	
NET: Any dismissals	54	81.8%	66.7%
NET: 3 or more	12	18.2%	75.0%

SIZE: 10-49

DISMISSALS AT 6-24M	N	% OF BAND	% OF GROUP WITH NO DEDICATED SYSTEM
Base (n)	472		
None	146	30.9%	67.1%
1-2	252	53.4%	69.8%
3-5	73	15.5%	69.9%
6-10	1	0.2%	0
NET: Any dismissals	326	69.1%	69.6%
NET: 3 or more	74	15.7%	68.9%

SIZE: 50-99

DISMISSALS AT 6-24M	N	% OF BAND	% OF GROUP WITH NO DEDICATED SYSTEM
Base (n)	457		
None	95	20.8%	65.3%
1-2	249	54.5%	62.7%
3-5	107	23.4%	62.6%
6-10	6	1.3%	83.3%
NET: Any dismissals	362	79.2%	63.0%
NET: 3 or more	113	24.7%	63.7%

SIZE: 100-249

DISMISSALS AT 6-24M	N	% OF BAND	% OF GROUP WITH NO DEDICATED SYSTEM
Base (n)	410		
None	52	12.7%	57.7%
1-2	215	52.4%	54.9%
3-5	129	31.5%	51.9%
6-10	14	3.4%	64.3%
NET: Any dismissals	358	87.3%	54.2%
NET: 3 or more	143	34.9%	53.1%

SIZE: 250-500

DISMISSALS AT 6-24M	N	% OF BAND	% OF GROUP WITH NO DEDICATED SYSTEM
Base (n)	161		
None	9	5.6%	55.6%
1-2	71	44.1%	54.9%
3-5	67	41.6%	59.7%
6-10	14	8.7%	42.9%
NET: Any dismissals	152	94.4%	55.9%
NET: 3 or more	81	50.3%	56.8%

EXPOSURE INDEX METHOD APPLIED TO TURNOVER AND SIZE BANDS

BAND	BASE (N)	% DISMISSED 6-24M	% 3+ DISMISSALS	% NO DEDICATED SYSTEM	COMPOSITE
Turnover: Under 10%	244	66.4%	13.5%	63.9%	48.0%
Turnover: 10-24%	472	73.7%	21.0%	61.9%	52.2%
Turnover: 25-49%	412	88.3%	34.7%	61.7%	61.6%

Turnover: 50% or more	306	88.2%	40.5%	60.8%	63.2%
Turnover: Don't know	66	81.8%	18.2%	62.1%	54.0%
Size: 10-49	472	69.1%	15.7%	68.9%	51.2%
Size: 50-99	457	79.2%	24.7%	63.5%	55.8%
Size: 100-249	410	87.3%	34.9%	54.6%	58.9%
Size: 250-500	161	94.4%	50.3%	55.9%	66.9%

THE PLATFORM BEHIND THE RESEARCH

About HRLocker

HRLocker builds the systems that make defensible record-keeping routine



Core HR provides one central location to store, manage and organise all employee data.



Recruit streamlines hiring. Everything you need to attract, manage and hire the right people, all in one place.



Onboard delivers a smooth start for new hires. Make every new hire feel ready, welcomed and connected before day one.



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