

acas working
for everyone

Advisory, Conciliation and Arbitration Service (Acas)

Annual Report and Accounts 2024–25

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Annual Report and Accounts 2024–25

Presented to Parliament pursuant to Section
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(Consolidation) Act 1992.

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Foreword from the Chair of Acas



Clare Chapman Chair

Acas experienced another year of strong performance in 2024–25. The organisation has met or exceeded all its annual key performance indicators. This is a notable achievement given a significant increase in demand, in particular, for our early conciliation services and the inevitable transition challenges following a general election and the government's commitment to deliver a major package of new employment rights.

Acas is also on target substantially to deliver against the 4 transformational ambitions set in our 2021–25 strategy. This progress has included sustainable improvement to the speed and effectiveness of dispute resolution and significantly increased reach to small businesses.

Operating success has resulted from strengthening both the performance and health of Acas over the last 4 years. We've simplified our operating model and – more importantly – designed it around delivering to our customers in our 3 core services. This has involved setting clear annual and strategic direction and equipping

our teams with the data and skills, and increasingly the mindset, to be able to innovate when faced with operational challenges. We've also made other important strategic investments in our people, processes and systems with the help of our sponsorship team in the Department for Business and Trade. Supporting effective delivery of the Employment Rights Bill over the coming spending review period will require further investment, but this will build on very solid foundations.

This was the penultimate year of our 2021–25 strategy and the team has delivered on many of its stretching medium-term ambitions. Across the economy in that time, we've increased the rate of employment tribunal claim avoidance from 58% to 72%. That means that just 5% of employment tribunal notifications are now heard by a judge, saving time, money and further stress for all parties. We've also increased awareness of Acas support among small and medium-sized businesses from 83% to 90% and among individuals from 56% to 77%. This is important given our strong belief that disputes are always ideally solved within workplaces, without further escalation.

Acas continues to be a unique national asset and it's an important time to be performing well. The annual cost of workplace conflict in Great Britain remains around £28.5 billion, and the challenging current financial landscape for employers and employees can create tensions for both. Acas services are therefore efficiently meeting a very real need. An independent economic assessment highlighted

that Acas produces £12 of benefit for every £1 invested in it, which represents an important contribution to national productivity. Happily, Acas is increasingly able to demonstrate that it can effectively deliver both strategic transformation and its core services in the industrial relations landscape.

In the reporting year, our collective conciliation team facilitated confidential talks in over 522 disputes, resolving or supporting progress towards settlement in 93% of cases. Significant progress was also made in engaging and responding to sectors of the labour market where challenges are prevalent, and where often representation is low. We also dealt with over 117,000 early conciliation cases, the highest number since the covid pandemic and 13,000 cases up on last year. Despite such a significant increase in workload, our individual conciliators have achieved a settlement or other positive outcome well above their target. In any workplace, just one such resolution can save huge cost and stress for both an employer and employee.

Our business solutions team has worked very hard too. With a quarter of a million interactions, a 78% increase on 2023-24, this has helped us exceed our strategic ambitions to reach tens of thousands more small businesses. Customer satisfaction was at the heart of these interactions: 94% of workplace training customers reported their course met its intended objective and 83% of open access customers reported that the training met their learning needs.

Finally, a special thank you goes to everyone who has contributed to Acas's achievements in the last year. Our accomplished Chief Executive, Susan Clews, retired in September following more than 30 years' service with Acas and was succeeded internally by Dan Ellis as Interim CEO. I want to thank both Susan and Dan for their very significant contributions to the organisational success outlined in this report.

We've welcomed our new CEO, Niall Mackenzie, and look forward to working with him. We've done much to strengthen still further the Acas executive and governance teams. My personal priority in partnership with Ministers has and continues to be retaining a very strong Council, fully representative of the social partnership required deftly to navigate the trade-offs that are a critical part of managing conflict in the workplace. During the year we were delighted to welcome Daniel Mortimer from NHS Employers to the Council and to thank Neil Carberry for his 10 years of service during which his wide-ranging influence and impact was much valued. I extend my appreciation to all our other Council members for their very special insight, support, expert work and commitment.

I'm similarly grateful to our sponsors at the Department for Business and Trade for their continued support in challenging times. Also our partners across business and employee representative groups for all their efforts to help raise awareness of our services and their firm advocacy of our work.

Above all, I'm hugely grateful to every one of our staff. High-quality delivery is only possible due to the consistent commitment and expertise of our 1,000-plus employees. Feedback from our stakeholders confirms that Acas is delivering real value to them – in times of great change – in the development of productive and healthy workplaces. It's our people who make that possible.

We know we face a challenging year ahead as we support the delivery of new employment rights legislation and continue to deliver our conflict resolution services to those who rely on us. Our results over recent years mean that we're looking forward with confidence. We're also using insight gained from the delivery of our 2021–25 strategy to determine the next phase of transformation ambitions. These will be published later this year and will be aimed at delivering more sustainable improvement to industrial relations capability in the years ahead.

I, the Acas Council, the Executive team and all members of our staff will continue to work with the department to bring our purpose to life and make working life better for everyone in Great Britain.

Clare Chapman
Chair, Acas

CEO Summary



Dan Ellis Interim Chief Executive

I am pleased to present the Acas 2024–25 Annual Report and Accounts, having served as Interim CEO since July 2024. This year, Acas has not only met but exceeded many of our key performance indicators (KPIs), which are designed to measure the positive impact of our work on employers, employees and the wider economy. These achievements are testament to Acas’s enduring value and above all the dedication, professionalism and resilience of our people, and to the continued relevance of our purpose: to make working life better for everyone in Great Britain. As we celebrate Acas’s 50th anniversary in its current form, having a history of more than 125 years, this report will highlight what we have achieved in 2024–25.

In a year marked by ongoing economic uncertainty and evolving workplace dynamics, Acas has remained a trusted, impartial source of guidance and support for millions. Whether through our helpline, training, online tools, or our expert conciliation and dispute resolution services, we continued to help individuals and

organisations navigate complex workplace issues with clarity and confidence.

As acknowledged by our Chair, Clare Chapman, demand for our services has been greater than predicted: seeing us handle more individual disputes (117,000), have more customer interactions (252,000) through our advice and business solutions service, and have more than 20 million visits to our website.

Once again, our teams have shown great resolve in meeting these needs. Delivering all 7 of our KPIs this year, as detailed in our Highlights for 2024–25, underscores the strength of our service delivery and the value of our partnerships across government, business, trade unions and the communities which we serve. The team have achieved this level of performance through greater workforce planning of our helpline and by continually reviewing our processes in individual dispute resolution (IDR) to include the creation of sectoral teams, which are delivering an increased level of operational efficiency and positive signs of increased engagement with conciliation from parties.

Good workplace relations and being able to manage conflict well are essential to healthy organisations and good business. Not all workplace conflict is harmful to businesses or workers. When diverse perspectives come together with mutual respect, the result can be innovation, collaboration and positive relationships.

For most employers and workers, Great Britain continues to be a great place to work and grow a business. Over the last decade the number of disputes has generally declined with historically low working days lost to strike action. The context, however, remains complex – economic turbulence, weak growth and the rising cost of living, increasing concerns around mental health and wellbeing, and the growth of workplace inactivity are straining collaboration. That is why I'm particularly proud of our work this year. This year's report demonstrates how Acas is contributing to building positive workplaces, which offer good work with high levels of trust, that are more likely to contribute to economic growth.

I'm particularly proud of our work on neurodiversity. In February 2025, we ran a campaign targeted at small and medium-sized enterprises, but with advice and resources available to organisations of all sizes, as well as our own colleagues. This campaign led to an 84% increase in visits to our neurodiversity guidance, with 8,300 sessions in March alone. I'd like to thank the Department for Work and Pensions (DWP) and Chartered Institute of Personnel and Development (CIPD) for their collaboration and support of this campaign, and the positive contributions and endorsements from **Sir Stephen Timms** (Minister for Social Security and Disability), **Alison McGovern** (Minister for Employment) and **Prof Amanda Kirby** (Chair of the Neurodiversity Academic Panel).

Looking ahead, we will continue to evolve, innovate and transform the way we deliver our services to be more effective and efficient, guided by evidence, experience and the needs of those we serve. Our focus remains firmly on fairness, inclusion and collaboration to bring about a reduction in workplace conflict – the principles that underpin everything we do.

The time for change could not be more opportune: a shared desire for productive, high-quality, well-paid jobs to grow a modern economy, and the government's ambition to reset industrial relations and secure sustainable, inclusive economic growth require the steady platform of healthy employment and industrial relations to be realised, which is what Acas delivers year on year.

On behalf of the Acas Board and leadership team, I would like to thank Susan Clews, my predecessor, for leaving Acas in such a strong position for us to build upon. I would also like to thank the Acas Chair and Council for the support and guidance they have afforded me and the Executive team. And of course, the amazing team of Acas colleagues and partners who made this another standout year.

Finally, like our Chair, I welcome our new CEO Niall Mackenzie and know the team at Acas look forward to working with him to build better workplaces, every day, to 'Make Work Pay' for Great Britain.

One of Niall's priorities is to ensure Acas services are ready for the Employment Rights Bill and the opportunity it provides Acas as we advise both employers and workers on the significant changes in workers' rights being introduced as part of the government's Make Work Pay plan.

Dan Ellis

Interim Chief Executive

Performance Report

Performance Overview

Who we are

The Advisory, Conciliation and Arbitration Service (Acas) was established under the Employment Protection Act 1975 in our current form and continues to be in existence under the Trade Union and Labour Relations (Consolidation) Act 1992 (TULRA) Section 209.1.

We have a general duty, set out in TULRA (209, 247–265) to promote the improvement of industrial relations. We fulfil this role through the powers and duties set out in that Act.

Acas is a non-departmental public body of the Department for Business and Trade (DBT) providing expert and impartial services for businesses and employees, to prevent and resolve disputes, responding to the needs of our customers. Our public funding is provided by the DBT, and we generate additional income from fee-earned services.

We are governed by an independent Council of experts and influencers in employment relations. The Council has employer, worker and independent members appointed by the Secretary of State for Business and Trade. The Council is central to establishing new standards for workplace practices, founded on social partnership. They

shape our strategic direction, policies and priorities, and oversee how we work effectively to meet our objectives and targets.

Our purpose

At Acas, we exist to make working life better for everyone in Great Britain.

Healthy working relationships are critical, not just to the success of workplaces and the economy, but also because they allow people to flourish and find meaning, purpose, and fulfilment at work.

Where there are problems in working life, relationships suffer and there is a cost. In part, this is financial, paid for by businesses, workers, and the wider economy. But there are personal and emotional costs too, for everyone involved.

At Acas, we help people resolve these problems. We do so by thinking first about the people involved, helping them to have the open, honest conversations that are so often the solution. Whenever we can, we prevent disputes before they happen, through training and advice.

But where they cannot be avoided, we do all we can to resolve them, fulfilling our legal responsibility.

Employers often come to us in their most difficult moments and employees at their lowest ebb. Both are looking for someone they can trust. To be worthy of that trust, we are:

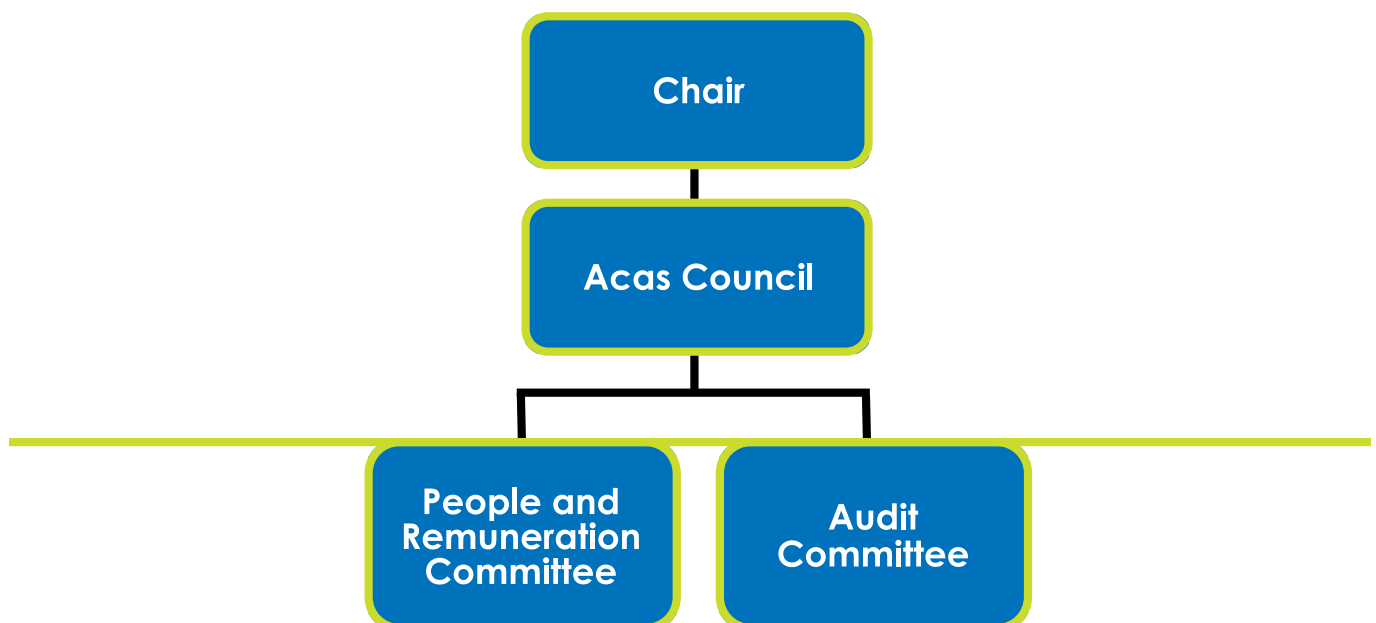
- **Expert.** We have been providing advice and conciliation to Great Britain's workplaces for over a century. While work has changed beyond recognition, our insight and experience ensure we give the most up-to-date advice. We tackle new issues with authority.
- **Impartial.** We work with all sides to help resolve conflict, treating each side equally. We can always be relied upon to give confidential advice and to be frank and honest.
- **Independent.** We are publicly funded and have been independent since 1974. We act only to promote a better future at work.
- **Fair.** A good workplace is a fair one. At Acas, inclusion is central to all we do – we respect and value difference and aim to follow the highest standards. What we ask of others, we ask of ourselves too.

At Acas, we lead the way in promoting good work and reducing disputes. Our success relies on our people working in partnership with employees and employers, academics and policymakers, trade union and business leaders.

Together, we make working life better for everyone in Great Britain.

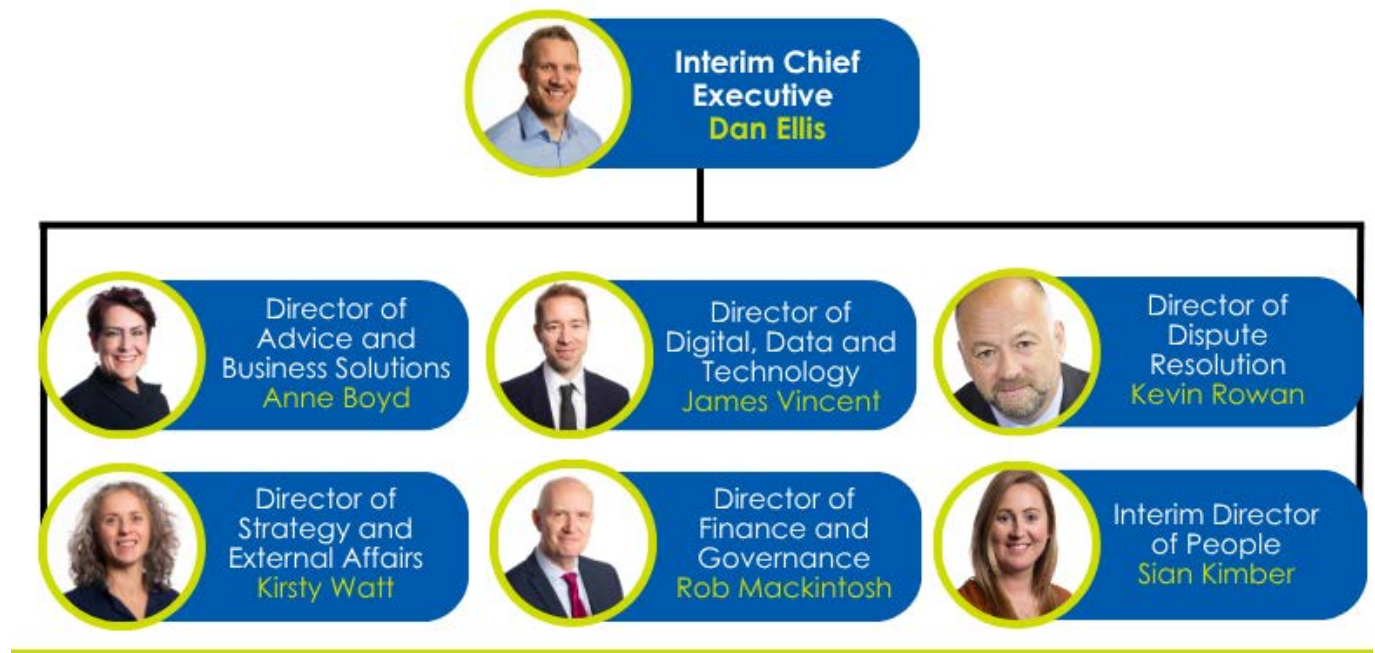
Our structure

The overall responsibility for the governance of Acas rests with the Acas Council, a statutory body that was established for this purpose. The Council is set up in accordance with the terms of TULRA and reflects the social partnership of sound employment relations. Acas Council is wholly non-executive and consists of members drawn equally from employer and worker representative groups and from a third group of independent experts. Quoracy of Council is determined by Council under the terms of the Act. It is the responsibility of the DBT to ensure the timely supply of Council members, so that quoracy can be maintained and that the Chair is assisted in their determination of membership succession planning and viability of the Council.



Council Governance Model

The Acas Executive Board is responsible for the day-to-day and operational management of Acas and works with the Council to inform the overall strategic direction of Acas. It oversees organisation performance and delivery of the strategic and business plans, resources and capability, and risk management.



Operating Structure

The Acas Council

Clare Chapman



Acas Council Chair from 27 July 2020

Chair, Acas

Clare is a Non-Executive Director and Remuneration Chair at M&G and is Co-Chair of The Purposeful Company. Clare's executive experience was at Quaker Oats, Tesco, PepsiCo and BT where she had roles in the UK, USA and mainland Europe. She also served as Director General of Workforce at the Department of Health and has had other non-executive roles in the UK and USA. Clare was a Commissioner on the Low Pay Commission before joining Acas as Chair.

Ben Summerskill



Acas Council since March 2017

Ben was Chief Executive of Stonewall from 2003 to 2014, and then Director of the Criminal Justice Alliance. Prior to this, Ben was Assistant Editor and Chief Leader Writer at *The Observer*. He is a member of the King's Award for Voluntary Service and the Sussex Police Ethics Committee and a trustee of Switchback.

Christina McAnea



Acas Council since March 2017

General Secretary, UNISON

Christina was elected General Secretary of UNISON in January 2021. She has held senior positions across the union, negotiating on behalf of public service staff working in local government, police forces, schools, universities and colleges, private and voluntary sectors and the NHS.

Danny Mortimer



Acas Council since November 2024

Chief Executive, NHS Employers

Danny Mortimer has been Chief Executive of NHS Employers since November 2014. Danny has worked in the NHS since 1989, first as a porter in an acute hospital and then as a CSV care assistant for clients with learning disabilities. He became a management trainee in Stoke-on-Trent in 1993 and continued his work in the NHS in Bath and Brighton. He took up his first director post in West Sussex in 2001, and then worked in executive roles in hospitals in Hertfordshire and Nottingham before joining NHS Employers.

Ijeoma Omambala KC



Acas Council since January 2022

Barrister

Ijeoma is an experienced barrister and member of Gray's Inn and Old Square Chambers. She specialises in employment law and has been involved in many important discrimination and equal pay cases and has a particular interest in pension cases. Ijeoma also has detailed understanding of healthcare law and is a member of the Equality and Human Rights Commission preferred counsel panel.

Jayne Haines MBE



Acas Council since April 2018

A human resources professional with over 2 decades' experience, Jayne began her career at the European Commission in equal opportunities before moving to Royal Mail, completing her post-graduate degree in the Economics and the Psychology of the Labour Market at the London School of Economics and joining GlaxoSmithKline (GSK) in 1999 and latterly working for Rio Tinto.

Martin McTague



Acas Council since Sept 2023

Chair, Federation of Small Businesses (FSB)

Prior to becoming National Chair in 2022, Martin served as National Vice Chair, Policy & Advocacy, and has been a volunteer with the FSB for more than 20 years. As National Chair, Martin works closely with government and opposition leaders, working to ensure that the views of all UK small businesses are represented at the most senior levels.

Matthew Percival



Acas Council since August 2021

Future of Work & Skills Director, Confederation of British Industry (CBI)

Matthew is responsible for the CBI's policy development and campaigns on the interactions between employers and their workforce. It includes campaigns on education and training, employee engagement, immigration, diversity and inclusion, employee health and wellbeing, pay and pensions, and domestic and international labour law.

Mike Clancy



Acas Council since May 2016

General Secretary, Prospect

Mike is the General Secretary of the Prospect trade union. Mike was appointed as an Employment Appeal Tribunal member in 2002 and is a former member of the Employment Tribunal and Central Arbitration Committee. He has held various other board positions. In December 2024 he was appointed as a Non-Executive Board member of the Department for Business and Trade. He is also a member of the Trades Union Congress (TUC) Executive Committee and the General Council.

Roy Rickhuss CBE



Acas Council since August 2021

General Secretary – Community

Roy represents Community on the TUC General Council and sits on the Executive Committees of IndustriALL Global Trade Union and IndustriALL Europe. He was invited to join the government's Industrial Strategy Advisory Council in 2024.

In the 2019 New Year Honours he was awarded a CBE for services to the steel industry.

Simon Lewis



Acas Council since January 2022

Barrister

Simon practises as a barrister, specialising in employment and in other complementary areas of law, and sits as a part-time judge. He also brings experience from board roles within healthcare, regulation, higher education, sports governance, and the charity sector, and from independent regulatory roles across various sectors.

Performance Analysis

Our year in numbers 2024/25



Over
124,000
early conciliation
notifications received



Over
43,000
employment tribunal
cases received

522
collective
conciliations
handled



Over
594,000
helpline calls
answered

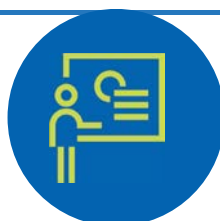


20.5m
web visits



13.7m
digital advice
sessions

Over
1,900
training sessions
delivered



£64,093 m
expenditure



£11.50
cost of a
helpline enquiry



£176
cost of processing
an individual
conciliation case

£1,793
cost of a collective
conciliation case



£1,918.65
cost of an
arbitration
hearing case



Acas: 2024–25 key performance indicators (KPIs)

These are the key service metrics that Acas agreed with the Department for Business and Trade (DBT), which we track and measure throughout the operational year. They are also a key driver of our strategic ambitions to assure ourselves, the DBT and our stakeholders of the progress we have made against our 2021–25 strategy.

Service	Key performance indicator	2024–25 KPI Out-turn	KPI target
Collective conciliation	% promotion of a settlement or progress towards a settlement in disputes in which Acas is involved.	93%	89%
Individual conciliation	% of early conciliation notifications which result in a conciliated settlement between parties or another positive outcome.	38%	36%
	% of employment tribunal cases which are positively resolved following Acas conciliation.	79%	77%
Helpline	% of users able to take clear action following their call.	85%	85%
Training services	% of workplace training customers reporting the course met its intended objective.	94%	90%
	% of open access customers reporting that the training met their learning needs.	83%	82%
Website and digital advice	% of positive engagement of users from the website (* where an individual stays longer than 10 seconds on an advice page)	91%	90%

- 2024–25 has been another strong performance year for Acas with colleagues having **met or exceeded all annual KPIs**. This is a real achievement given a double-digit percentage increase in demand for early conciliation services and the transition challenges following a general election and a government commitment to deliver a new employment rights bill.

- **Collective conciliation:** In 2024–25, we handled 514 disputes between trade unions and employers, and in 93% of cases we supported the parties to reach an agreement or make good progress towards one.
- **Early conciliation:** In 2024–25, 9 out of 10 potential claims notified to Acas were resolved without requiring a hearing in the employment tribunal. This is a strong outcome, achieved at a time of rising and more complex demand. This year there have been growing numbers of claims about discrimination in the workplace, and overall numbers of notifications increased by 12% compared with last year. Despite those pressures, we have met or exceeded our KPIs across the service.
- **Helpline:** The service recovered its KPI and saw service levels improve by 69%, abandonment rate by 22% and average speed of answer by 29% when compared to 2023–24. This recovery has been supported by improved workforce planning of the service.
- **Our advice and business solutions:** Our training services reached more customers and generated more income than we thought possible at the start of the operational year. Customer interactions saw growth of 78% when compared to 2023–24. This has also resulted in us exceeding (by 26%) our 2021-25 strategy target of doubling our interactions from 100,000 to 200,000. The largest area of growth has

been Acas webinars – allowing customers to access free up-to-date advice.

- **The Acas website** remains a popular resource for employers and employees looking for advice and guidance on employment rights. There were **20 million sessions in 2024–25** compared to 18 million in 2023–24, an 11% increase.

Highlights of 2024–25

1. Collective disputes leading to industrial action are frequently high profile. Resolving these disputes is central to the reputation of Acas, and our achievements this year are testament to that. We handled 522 disputes between trade unions and employers, and in 93% of cases we supported the parties to reach an agreement or make good progress towards one. The demand for our collective dispute resolution services eased this year, pulling back from the peak of the previous 2 years, as pressures on pay lessened with the fall in inflation. Our service evaluation confirmed that parties in disputes tend to seek help later and take up more fixed positions ahead of Acas intervention. Our strong outcomes are even more credible against this backdrop.
2. Our individual conciliation teams have again delivered a strong performance, making a difference to individuals and employers across the economy. In 2024–25, 9 out of 10 potential claims

notified to Acas were resolved without requiring a hearing in the employment tribunal. This is a strong outcome that has been achieved in the face of rising and more complex demand. This year we have seen growing numbers of claims related to discrimination in the workplace, and we have seen overall numbers of notifications increase by 12% compared with 2023–24. Despite those pressures, we have met or exceeded our key performance indicators across the service.

3. Acas is an advocate of individual mediation i.e. resolving difficulties between people in work before they take root. This takes skill and time, and it's a service which we offer to employers so that problems are ironed out and potential claims to the employment tribunal averted. In 2024–25 we have supported the workplace mediation industry by promoting the value of the profession. We have also strengthened our own capability in this area, and have handled 230 individual workplace mediations this year, making a real difference to working lives. This is a small part of what Acas does, and we are proud to do it well and to support others to do the same.
4. We received a clean bill of health from our accrediting body, NCFE on our Certificate in Internal Workplace Mediation, recognising the quality of our delivery and administration of this flagship product. This year alone we accredited just under 300

mediators to help provide a different way of resolving issues in workplaces across Great Britain.

5. Our research team published 12 research reports, which cements our position as the authority on workplace relations.
6. Our advice and business solutions colleagues launched our first commercial partnership with the University of Westminster, focusing on early and effective conflict resolution.
7. The Acas website remains a popular resource for employers and employees looking for advice and guidance on employment rights. There were more than 20 million sessions in 2024–25, compared to 18 million in 2023–24, resulting in an 11% increase.
8. We trained over 41,000 people through our open access training and workplace training courses, of which 94% of delegates reported the course met its intended objectives and 83% fed back that the training met their learning needs, both of which are 1% higher than 2023–24.
9. We continue to increase customer interactions, reaching over 252,000 in 2024–25. This included our webinars reaching over 90,000 users, which is a 105% more than 2023–24.
10. Our e-learning services were accessed by more than 57,000 users. This is over 13,000 more than 2023–24.

Delivery of our 2021–25 strategic objectives

This section details the organisation's performance against its 4 strategic ambitions through the 2021–25 strategy period. In 2021 we set ourselves some challenging ambitions to inspire improvement by 2025. In doing so, we have substantially delivered on the 4 strategic ambitions.

Ambition 1: Growing our reach and access

This ambition has exceeded all its success measures.

We aim to reach twice as many small and medium-sized businesses, and twice as many employees. In doing so, we will have prioritised sectors where issues are more prevalent and union representation is low, and we will have reached customers all over the country.

From the ambition start point in 2021, the aim was to:	By 2025 we have:
1. Increase the number of web sessions each year from 9 million.	1. Significantly increased the number of web sessions recorded on the Acas website to over 20 million.
2. Increase the number of customer interactions from 100,000 through the reach of our good practice advice and training services.	2. More than doubled the reach of our good practice advice and training services, increasing interactions to over 252,000.
3. Increase awareness of Acas among small and medium-sized businesses from 83% and among individuals from 56%.	3. Increased awareness of Acas among small and medium-sized businesses to 90% and among individuals to 77%.

Ambition 2: Resolving disputes more quickly and effectively**This ambition has substantially met its success measures.**

By 2025, we will be resolving 3 out of every 4 disputes before they reach a costly employment tribunal, as a result of earlier and more effective conciliation and a fuller understanding of all the possible paths to resolution.

From the ambition start point in 2021, the aim was to:	By 2025 we have:
1. Increase the proportion of disputes we resolve at an early stage, before an employment tribunal application is made, from 58%.	1. Increased to 72%* the proportion of disputes we resolve at an early stage, before an employment tribunal application is made, so that fewer businesses and fewer people enter the formal legal process.
2. Increase the proportion of disputes we resolve after an employment tribunal (ET) application is made to 75%.	2. Increased to 79% the proportion of disputes we resolve after an employment tribunal application is made, so that formal legal processes are shortened and the need for a hearing is avoided.
3. Maintain our resolution rate for collective disputes to at least 85%.	3. Increased our resolution rate for collective disputes to 93%.

*A detailed summary can be found on page 21 of the report

Ambition 3: Forging consensus on the future of work**This ambition has met its success measures.**

By 2025, we will have new approaches to predict and respond to challenges in the world of work, working with partners to shape a better future. We will share our knowledge, data and insight to help us to build healthy work and prosperity for people, places and society.

From the ambition start point in 2021, the goal was to:	By 2025 we have:
1. Create a plan to implement our data strategy and grow our data and insights capability.	1. Established ourselves as an authoritative source of insights on workplace relations through strengthening our service intelligence, robust and consistent data reporting, and expanding our highly respected research programme. Our bulletins on early conciliation and helpline are now definitive 'barometers' on the health of workplaces and trends in conflict and dispute.
2. Convene our external partners to develop policies and anticipate new trends in the workplace.	2. Have been unique in bringing together employer and employee organisations to find solutions to workplace issues – those who support employees, such as the Trades Union Congress, Citizens Advice and third-sector bodies, and employer representative groups, such as the Confederation of British Industry and Federation of Small Businesses.

Ambition 3: Forging consensus on the future of work

This ambition has met its success measures.

<p>3. Launch new evidence on the cost of conflict to employers, engaging others in the importance of improving the management of conflict.</p>	<p>3. Coordinated a series of conferences, roundtables and discussion forums to share our developing, maturing evidence. Together with the high-profile speakers and influencers joining these sessions, we are leading a shift in attitude towards engaging in earlier, less formal dispute resolution wherever this is possible and appropriate.</p>
<p>4. Contribute to government policy agendas so they benefit from Acas's real-world insight and expertise.</p>	<p>4. Used our in-depth expertise to provide practical advice to those shaping the employment relations system during a period of significant labour market shifts, pressures and regulatory reform. Today we are positioned at the heart of a 'once in a generation' programme of reforms to employment law, supporting partners on all sides to find practical solutions that respond impartially to the needs of employers and employees.</p>

Ambition 4: Embracing difference, increasing inclusion and creating fairness**This ambition has met its success measures.**

By 2025, creating fair and inclusive workplaces will be at the heart of everything we do. Our services will be inclusive and accessible to all. We will be promoting diversity and inclusion in Britain's workplaces and our own will reflect the values and diversity of modern Britain.

From the ambition start point in 2021, the aim was to:	By 2025 we have:
1. Establish partnerships nationally and regionally which support levelling up and allow us to influence equality, diversity and inclusion in the workplace, developing a plan of work to become a lead body in promoting the best practical solutions to creating truly inclusive workplaces and working practices.	1. Undertaken external work on equality, diversity, inclusion and wellbeing that has given employers and employees comprehensive insight, advice and guidance. As part of our aim, we undertook a deep dive into the challenging issues of workplace relations today to create a new and more focused Inclusive Workplaces Policy plan, identifying disability, gender and race as our priority areas.
2. Improve the accessibility of our biggest channel, our website, so that as many people as possible can access our information and advice online.	2. Carried out an accessibility framework review through the Disability Business Forum and received an overall score of 74% against the standard (which is considered excellent). We performed particularly strongly in the areas of procurement and workplace adjustments. We created an action plan to fill gaps identified, with a focus on customer accessibility and disability awareness. The action plan was rolled out and all milestones completed.
3. We will forge ahead with implementation of our internal people strategy, focusing on our race action plan, declaration rates and positive action to make sure that we grow the diversity and harness the potential of staff across Acas.	3. Used targeted recruitment methods to attract diverse candidates with the right skills and raise our profile as an inclusive employer. We continue to develop guidance for panels, to increase unconscious bias awareness and hiring manager capability, and are exploring broader training on best recruitment practices. This has resulted in an increase in applications from ethnic minorities and an increase in the conversion of ethnic minority candidates from sift to interview.

Ambition 1: Growing our reach and access

This ambition has exceeded all its success measures.

We aimed to reach twice as many small and medium-sized businesses, and twice as many employees. In doing so, we have prioritised sectors where issues were more prevalent and union representation was low, reaching customers all over the country.

We said we would:

Reach twice as many people, with the number of web sessions recorded on the Acas website doubling from 9 to 18 million.

We have:

Increased the number of web sessions – particularly driven by Google search traffic – to 20.5 million sessions between April 2024 and March 2025 – 2.5 million more sessions than our target of 18 million sessions by March 2025.

We have achieved this by:

- publishing advice that answers people's top questions and concerns;
- making our advice easy to use and understand; and
- making sure our website is accessible to everyone, regardless of ability.

We've seen demand for Acas advice and templates grow in Google search, with clicks from Google to the Acas website increasing by 30% over the last 3 years (9.8 million clicks from Google search in 2021–22 compared to 12.8 million clicks in 2024–25).

We said we would:

Double the reach of our good practice advice and training services, increasing interactions from 100,000 to 200,000.

We have:

- launched a new type of webinar, focusing on a 'hot topic', the first of which focused on the Employment Rights Bill. The webinar was a success, receiving 8,000 views in 2 weeks. In addition to our innovative and responsive approach to content creation, we have utilised additional new platforms to host our webinars. This has really driven engagement, reached new audiences and continued to foster stronger connections with our customers.
- continued to provide a variety of training and support both face-to-face and virtually, which has allowed customers to engage with our services in a way which is cost effective and convenient to them and their business. This can be seen from the significant increase in e-learning active users (31% increase), conferences (204% increase) and webinars (110% increase).

- continued to partner with key stakeholders as in previous years, such as His Majesty's Revenue and Customs (HMRC) for a joint webinar, looking at key topics such as holiday pay. Partner webinars have been incredibly powerful in enabling employers to get the basics right, which in turn helps avoid fractured employment relations and disputes.

We said we would:

Increase awareness of Acas among small and medium-sized businesses from 83% now to 90% by 2025, and among individuals from 56% to 60% by 2025.

We have:

- continued to grow Acas's reputation since 2020: external benchmarking puts us in the 'strong' category, outperforming the public sector average, and our Trustpilot rating has increased from 1* (poor) to 4* (great).
- significantly exceeded our targets of reaching employers and employees via media activity, through YouGov polls, national, regional and trade media coverage, and media interviews using our staff and customers to share their expertise and tell their stories.
- focused on small and medium-sized organisations which has been a significant success, increasing awareness of Acas among small and medium-sized businesses from 83% to 90% and among individuals

from 56% to 77%. We have embraced new ways to reach new audiences, and our social media reach has grown significantly: we have had around 13,000 new followers each year on LinkedIn, along with almost 90,000 engagements in the last year alone.

Ambition 2: Resolving disputes more quickly and effectively

This ambition has substantially met its success measures.

We aimed to resolve 3 out of every 4 disputes before they reached a costly employment tribunal, through earlier and more effective conciliation and a fuller understanding of all the possible paths to resolution.

We said we would:

Increase to 75% the proportion of disputes we resolve at an early stage, before an employment tribunal application is made, so that fewer businesses and fewer people enter the formal legal process.

We have:

- ensured the early conciliation service is in place to help parties resolve their dispute quickly and, where possible, avoid the need for a claim to proceed to the employment tribunal. All potential claims come to Acas and we make conciliation available in every case where we believe we can help to resolve the matter.
- set ourselves a highly ambitious target to increase our ‘avoidance rate’, the proportion of all notifications that do not proceed to the employment tribunal, from around 58% to 75%. We wanted to make sure that fewer than 1 in 4 cases that come to us go on to become tribunal claims.

We have achieved this by:

- making a significant improvement in this area over the strategy period. We have estimated that 72% of the potential claims we handled in 2024–25 will not go on to become tribunal claims. We are proud of that success.

So why didn't we achieve the 75% that we had aimed for?

There are 3 reasons:

- Firstly, over the period our caseload has changed. The cases we now receive are more complex and more frequently relate to matters like discrimination which some parties find much harder to resolve quickly. This makes it harder to help parties resolve their differences within a short window of time.
- Secondly, early in 2023 we introduced an improved notification form for potential claimants to access conciliation. We saw a slight reduction in claims as a result, and we believe these cases were among the least likely to proceed to the employment tribunal (ET) due to the inherent weakness of their position or the potential for them to be settled more easily. We have calculated this to have impacted our ability to achieve this measure by 3%, which explains the adjusted figure above. This was an improvement for our customers and our workloads, though it did impact our ability to achieve this ambition.

- Thirdly, the volume of cases we receive now is significantly higher than it was, and our team of individual conciliators have limited capacity.

Despite these factors, we have made improvements against each track.

ET avoidance by year	2022–23 %	2023–24 %	2024–25 (Q1+Q2) %	% point increase since 2022
Case track				
Fast	76	76	79	3pt
Standard	65	66	70	5pt
Open	57	59	65	8pt

We said we would:

Increase to 75% the proportion of disputes we resolve after an employment tribunal application is made, so that formal legal processes are shortened and the need for a hearing is avoided.

We have:

- increased our target for the resolution of employment tribunal disputes from 70% to 75%. Individual dispute resolution has exceeded this target, with an out-turn of 79%. This means that when we look at the probability of a case notified to Acas as an early conciliation case, fewer than 1 in 10 of these require a final hearing with a judge.

We have achieved this by:

- the team, having undertaken a trial during the last year, focusing on improving outcomes for a sub-set of

cases about issues such as wage deductions, holiday pay or breach of contract. These disputes are often more straightforward, and it can be argued they should not require a hearing with a judge.

- the success of the trial – Acas has been able to demonstrate that it can increase its resolution rate with these cases and, crucially, can bring the resolution forward to an earlier point during the lifespan of the case. This is particularly important for these cases as, while the amounts of money in dispute are often smaller, the impact on the parties can nonetheless be among the most significant. Acas is now reviewing options for the best approach to utilising the learning from this trial.

We said we would:

Maintain our resolution rate for collective disputes to at least 85% and be more responsive in sectors where issues are prevalent and representation is low.

We have:

- increased our target for dispute resolution from 85% to 89% over the last 2 operational years and exceeded that target for both 2023–24 and 2024–25. While we have no control over the level of requests for this service, we can evidence the influence that our collective dispute resolution offering has in helping parties to achieve positive outcomes and, as a result, we are increasing our KPI for the next operational

year to 90%. This is a milestone that reflects the growth in our ambition to be able to help as many parties as possible to find positive and pragmatic solutions to their most challenging issues, and we hope this will give greater confidence to parties to seek our support at the earliest possible opportunity when facing those challenges.

Ambition 3: Forging consensus on the future of work

This ambition has met its success measures.

We said we would:

Be an established and authoritative source of information and insight into work and the labour market, providing trusted information from Acas and others that influence the debate, and inform understanding and practice.

This will ensure Acas's place as an evidential authority on work and workplace relations and as a source of knowledge and insight into what works.

We have:

- established ourselves as an authoritative source of insights on workplace relations through strengthening service intelligence, robust and consistent data, and an expanding, highly respected research programme.
- published bulletins on early conciliation that are now definitive 'barometers' on the health of workplaces and trends in conflict and dispute.

We have achieved this by:

- regularly sharing our insight and we are now in high demand as the experts on key topics. These range from workplace equality, diversity and inclusion issues such as menopause, disability, mental health and wellbeing, and occupational health, to post-Brexit

retained EU employment law, and key questions for labour market enforcement and industrial strategy.

- significantly raising the profile of Acas in the last year of our strategy through our blog series, which reached over 32,000 people; a podcast which reached nearly 10,000 listeners; and a programme of speaking engagements on partner platforms, due to reach nearly 8,000 delegates in 2025–26 alone.
- conducting research exploring the evolving world of work in breadth and depth – ranging from discussion papers to explore emerging issues and build consensus, to randomised controlled trials to deliver deep evidence-led practice insights.

We said we would:

Be a leading source of fresh thinking, new approaches and good practice on conflict at work.

We have:

- opened 2021 with a landmark report on the costs of conflict, estimating conflict at work to cost the UK around £28.5 billion per year – an average of around £1,000 for every UK worker. The findings made a persuasive case for investment in effective and early resolution. That paved the way for further fresh insights on the experiences of individual-level conflict among employers in small and medium-sized organisations (Resolving workplace disputes in SMEs, 2022).

- also shone a light on an NHS trust's systemic work on early conflict resolution (Mediation and early resolution in East Lancashire Hospitals NHS Trust, 2023). This was followed up with in-depth case studies (Managing conflict at work, 2024), and an examination of the changing actors, issues and channels in collective workplace conflict in Britain (2024).

We have achieved this by:

- our Skilled Managers Productive Workplaces programme coming to fruition this year with new conflict management approaches developed from a randomised controlled trial and research with small and micro-organisations on handling of workplace conflict. The findings demonstrated that targeted managerial training could lead to more effective conflict resolution, higher employee engagement and healthier workplace environments. This work, in partnership with the University of Westminster, underscores our commitment to advancing understanding and practices in conflict management through evidence-based interventions.
- coordinating a series of conferences, roundtables and discussion forums to share this developing, maturing evidence. Together with the high-profile speakers and influencers joining these sessions, we are leading to a shift in attitude towards earlier, less formal dispute resolution.

We said we would:

Be the convening place that brings together partners to develop creative solutions to the biggest work challenges and raises standards for a better world of work.

We have:

- been unique in bringing together employer and employee organisations to find solutions to workplace issues – those who support employees, such as the Trades Union Congress, Citizens Advice and third-sector bodies, and employer representative groups, such as the Confederation of British Industry and Federation of Small Businesses.
- led a network of partners since 2023 to build understanding about ‘good work’. This has informed a flourishing network of national and regional collaboration through Good Work Charters, led by regional mayoral authorities, and programmes like the Good Business Charter run by Julian Richer.
- nationally, worked with the Chartered Institute of Personnel and Development (CIPD), the Royal Society of Arts (RSA), Ipsos Strategy3, and a range of investors and standards-setters to establish a new model for social responsibility and sustainability. Developed with CIPD, the RSA and Ipsos Strategy3, ‘Resilient Growth and Social Responsibility: An Emerging Model’ opens a new conversation about standards of business responsibility.

We have achieved this by:

- bringing together partners to set new standards on some of the key new opportunities, most recently on flexible working. Our 2021 discussion paper *Beyond Hybrid* explored emerging trends and tensions in flexible working arrangements post-pandemic, laying the foundations for *Organisational Case Studies on Flexible Working* (2024), which gave sector insights on implementing and sustaining flexible models in practice.
- our research, together with deep partner engagement, informed a new Acas Code that reflects a new and positive approach to flexible working.

We said we would:

Be the leading authority on shaping and informing government policy agendas so they benefit from Acas's real-world insight and expertise.

We have:

- used our in-depth expertise to provide practical advice to those shaping the system during a period of significant labour market shifts, pressures and regulatory reform. Our activity included working with government and other partners to rapidly provide good practice guidance for employers and workers on Covid-19.

- also worked with the NHS and the Department of Health and Social Care on vaccinations, and the Equality and Human Rights Commission (EHRC) and the Federation of Small Businesses (FSB) on long Covid. That work demonstrated our ability to bring parties together and find solutions at critical moments of need.

We have achieved this by:

- impartially influencing policy development to support economic growth and promote productivity and wellbeing over the longer term..
- our fact-finding work on dismissal and re-engagement ('fire and rehire') practices informing debates in Parliament and advising the government on its drafting of a statutory code on a key issue driving ongoing workplace tension.
- today being positioned at the heart of 'once in a generation' reforms to employment law, supporting partners to find practical solutions that respond impartially to the needs of employers and employees.

Ambition 4: Embracing difference, increasing inclusion and creating fairness

This ambition has met its success measures.

We said we would:

Influence the state of equality, diversity and inclusion in the workplace, through our services and in partnership with organisations across Great Britain.

Our external work on equality, diversity, inclusion and wellbeing has given employers and employees comprehensive insight, advice and guidance and taken a deep dive into the challenging issues of workplace relations today. Over the years we have grown our partnerships: our new partnership with the Department for Work and Pensions (DWP) enables us to influence policy and support delivery of Keep Britain Working to address health-related economic inactivity. We also partnered with the EHRC to explain the new protections from sexual harassment: a defining issue of our times.

We have:

- completed a definitive, comprehensive series of guidance on protected characteristics – giving employers and employees comprehensive and accessible guidance on key discrimination issues which can often drive disputes.

- published Disability Discrimination in the Workplace, in 2024, taking a deeper dive into the issues that employers can find most complex to resolve.

We have achieved this by:

- mental health becoming a focus as employers and employees sought to find better ways to work in what's been described as a post-pandemic epidemic.
- publishing The Road to Enlightenment: Work and Mental Health in the Pandemic, in 2021, laying the ground for case studies on reasonable adjustments for mental health (2023) illustrating how employers can help staff find ways to work using reasonable adjustments. The campaign saw almost 12,000 views of the webpage in the first month alone.
- ending this year with Neurodiversity at Work (2025). This demonstrated Acas's commitment to an evidence-informed approach to advancing equality, diversity and inclusion, providing employers with practical insights to create fairer, more supportive workplaces for all. The campaign, our most successful ever, drove an increase of over 150% in website traffic, 460,000 views of our videos and sold-out training events.

We said we would:

Provide services that are accessible and effective for those who need to use them, irrespective of place, sector and individual circumstances.

And be an organisation that fully reflects the diversity of the communities that we serve.

We have:

- delivered on all workstream activity under ambition 4 and will continue to invest in our approach to inclusion, seeking to be an organisation that fully reflects the diversity of the communities that we serve.

We have achieved this by:

- using targeted recruitment methods over the last 12 months to attract diverse candidates with the right skills to raise our profile as an inclusive employer. We have run virtual events for all large recruitment campaigns, allowing people to gain an understanding of the role, Acas, and how a Civil Service interview works. We continue to develop guidance for panels, to increase unconscious bias awareness and hiring manager capability, and are exploring broader training on best recruitment practices. This has resulted in an increase in applications from ethnic minorities and an increase in the conversion of ethnic minority candidates from sift to interview.

- supporting staff experiencing inappropriate behaviours and raising awareness of how to be an active bystander. We re-trained and re-launched our Fair Treatment Contacts, with representation in all directorates, to ensure employees know where to go for help, support and signposting.
- continuing to raise awareness of diversity, inclusion and accessibility good practice and share lived experience through our National Inclusion Weeks and supported by our 4 networks – the Women’s Network, Race Network, LGBTI+ and Allies Network, and the Disability and You Network. National Inclusion Week was attended by 283 people over 3 weeks; 34 staff (including those in our networks) helped plan, facilitate or deliver sessions focusing on neurodiversity, accessibility, inclusion and mental health.

Performance of our Services

Dispute resolution

Dispute resolution in numbers 2024/25



early conciliation
Outcome **38%** against a target of 36%

over **124,000**
early conciliation
notifications received



over **43,000**
employment tribunal
cases received

Positive resolution of employment
tribunal cases **79%** against a target
of 77%



collective conciliation
522
disputes in which Acas was involved

Dispute resolution service

Acas has a statutory duty to conciliate when things go wrong between employers and employees. We help resolve workplace disputes.

The purpose of Acas dispute resolution services is to resolve disputes at the earliest opportunity, ending the pain and cost of conflict, avoiding industrial action and reducing employment tribunal hearings.

The dispute landscape has changed in 2024–25. The surge in collective conflict of the previous 2 years has eased although parties are contacting Acas later and with more entrenched positions. Conversely, we have seen strong growth and increasing complexity in individual workplace disputes presenting to Acas.

Acas dispute resolution services have responded to demand and have delivered outstanding success for parties in conflict.

Our expert collective conciliation team ensured that 93% of disputes that they handled progressed towards a solution or were fully resolved.

Our individual conciliators have handled the highest number of cases since 2019–20 and for every 100 claims presented fewer than 10 progressed to an employment tribunal hearing.

In 2021 our research indicated the economic cost of workplace conflict was over £28 billion in Great Britain, and our work drives early intervention and resolution,

to reduce the cost of conflict and save money and time and promote better wellbeing.

Collective dispute resolution (CDR)

service purpose

Acas has a strong reputation for its intervention in disputes between employers and trade unions, often where industrial action is planned or threatened. However, we also know through evaluation that there is a correlation between Acas intervention earlier in a dispute and the likelihood of a swifter resolution. Using our skill and experience, we can facilitate discussions, helping parties reach a mutually positive outcome. Collective conciliation has been at the core of Acas since its inception and it continues to deliver high value to the economy, employers, trade unions and individuals in the workplace.

That's not the whole picture though. At Acas we know that a collective workplace dispute doesn't end the relationship. Employer and trade unions must continue to work together.

That's why our collective dispute resolution work extends to supporting parties before the worst has happened, as well as helping them to move on together after a dispute is over.

Trends in disputes

Pay continues to be the focus of collective disputes this year, accounting for over 65% of the disputes we have seen. But the proportion of disputes about trade union

recognition has fallen this year. The government plans to change the legal requirements for statutory recognition and our insights suggest that some trade unions may be adopting a ‘wait and see’ approach in this area. Our evaluation data continues to show that parties in dispute aren’t as confident in Acas as they’d like to be. It means parties don’t seek help as early as they could, which makes the challenge of resolution greater.

Nevertheless, where Acas expertise has been used, our collective dispute resolution has delivered exceptional results against the target, with 93% of all disputes handled progressing towards or reaching a resolution.

	2024–25			2023–24			2022–23	
	Target	Outturn	Target	Outturn	Target	Outturn	Target	Outturn
Conciliation in collective disputes:								
The promotion of a settlement in disputes in which Acas was involved	89%	93%	88%	94%	85%	91%		
	Profile	Actual	Profile	Actual	Profile	Actual		
Collective dispute volumes:								
Number of collective requests received	640	522	550	618	520	621		

Service demand

The overall trend towards fewer disputes in the last year led to a slight decrease in demand for collective conciliation across Scotland, England and Wales.

However, it is clear that disputes have become more complex and challenging due to ongoing financial pressures in the economy, and a level of uncertainty about the potential impacts of the Employment Rights Bill.

Requests for support with trade union recognition decreased in the last year, and our insight is that many trade unions were delaying their applications pending clarification of the changes announced under the Make Work Pay plan. As more information about the detail of the planned changes emerged, we started to see a gradual increase towards the end of the year.

Reviewing our collective dispute resolution service over the last 5 years has shown that where Acas is invited into a dispute early there is a greater chance of a swifter resolution. However, our stakeholder engagement points towards a degree of uncertainty by parties as to our role in the process. This has provided a focus point for our strategy for the next 5 years to increase public awareness and confidence in our service to enable the earliest possible intervention and positive outcomes for all.

Our performance in resolving collective disputes

Demand for our collective dispute resolution service fluctuates throughout the year, requiring an agile and adaptable approach. This can cause periods of high demand and pressure. Yet despite this, performance in resolving collective disputes remains consistently strong, exceeding our KPI at 93%. We have embedded different ways of working to enhance our capability to meet the challenges of unpredictable demand levels across the whole of Great Britain, enabling us to continue to deliver

a high-quality service regardless of dispute, sector or location.

Our focus on helping equip parties to build better working relations in the post-dispute phase continues, and while there is no compulsion on parties to engage in this process, we have supported over 65 organisations in this way during the last year.

Mediation

Acas offers workplace mediation to help resolve issues before they become formalised legal disputes. Often these centre on broken relationships, which can become so damaging to workplaces and lead to larger, more problematic disputes if not nipped in the bud.

This year Acas deployed experienced staff from our individual dispute resolution teams to this work. Our people were trained and joined the mediation team, delivering 230 mediations and generating £225,970 in income over the period.

As well as expanding our reach as a mediation provider, this work supports our programme to develop dispute resolution capability, and we hope that some of our mediators will become the collective conciliators of the future.

Individual dispute resolution (IDR) service purpose

Acas has a duty in law to provide a service to employers and individuals so that disputes at work are much less

likely to proceed to an employment tribunal, which can often be emotionally harmful and costly. At Acas we can see the emotional, productivity and financial costs involved in more lengthy disputes, and through this, the value in resolution at the earliest point. To illustrate, Acas's research into the cost of workplace conflict identified that a complex dispute resolved through early informal resolution within a company might incur costs for an employer of around £2,000. The same dispute taken through the full employment tribunal process could cost in the region of £45,000. You can read about Acas's cost of conflict research at <https://www.acas.org.uk/research-and-commentary/estimating-the-costs-of-workplace-conflict/report>.

Before someone can make a claim to an employment tribunal, they must first inform Acas.

We offer our free early conciliation service, which aims to help resolve the issue without the need to go to tribunal. As part of this service, Acas speaks separately with the individual and the employer to try and reach an agreement.

Either party can choose to have a representative speak on their behalf during early conciliation – this could be a trade union rep, a solicitor, or even a family member.

There are several benefits to using early conciliation:

- It's free
- It's confidential

- It's usually quicker than going through a tribunal
- It avoids the complexity of tribunal paperwork
- It's voluntary – either side can decide not to take part

The outcomes can be flexible and agreed between the parties, including results you can't get through a tribunal, like a reference.

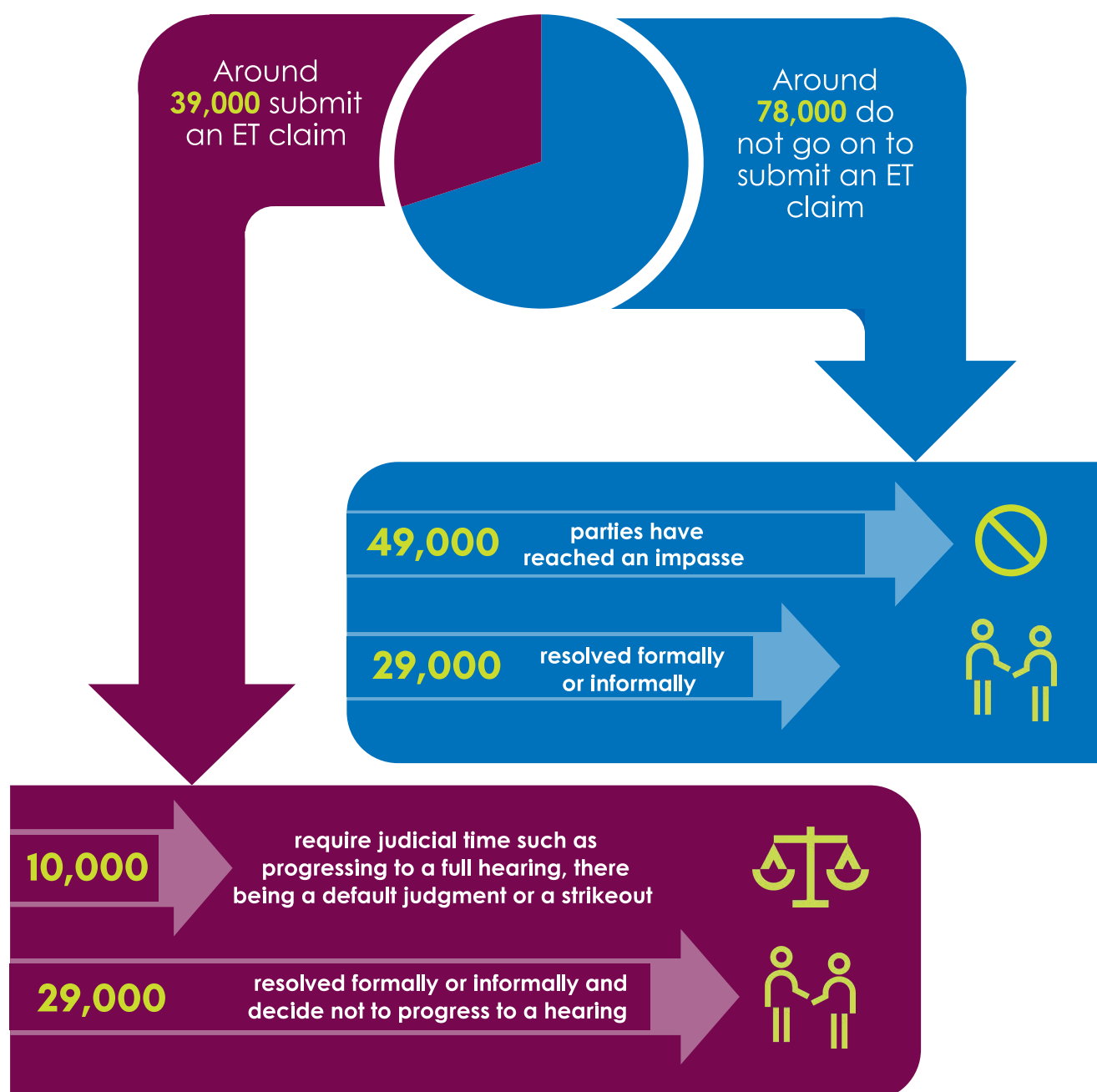
If the issue isn't resolved through early conciliation, the individual can still proceed with a tribunal claim. Acas will continue to offer conciliation support throughout the tribunal process.

Early Conciliation

Employee-led conciliation



Approx 117,000 cases led by claimant which are eligible for conciliation



Service demand

Demand for early conciliation has risen in 2024–25 and we received the highest number of early conciliation notifications since 2019–20. This resulted in 20,000 more notifications in 2024–25 compared to the previous year, a 19% increase. A driver for this was an increase in open-track notifications, which are cases that relate to discrimination or whistleblowing, and we received a 29% increase in such claims compared to 2023–24. This also resulted in an additional 5,000 employment tribunal claims being lodged. However, with our input, most of these claims did not reach a tribunal hearing.

Our performance in resolving individual disputes

We're incredibly proud of our performance this year. Earlier than anticipated increases in demand have meant that we received around 20,000 more notifications for early conciliation in 2024-25 than we did in our previous year. Whilst this demand creates additional pressures on the service, we did not see this negatively reflected in overall service performance, as we positively resolved 38% of early conciliation notifications against a target of 36%, and positively resolved 79% of employment tribunal claims against a target of 77%.

Our conciliators and support teams have shown flexibility and resilience in delivering these results, which has helped to prevent an even greater number of claims progressing to an employment tribunal, saving significant costs to the public purse and also supporting the parties

in dispute to avoid the protracted financial and emotional costs which are a result of workplace conflict.

To aid in delivering these results we have continually reviewed our ways of working to identify opportunities to maximise our performance and efficiency. This resulted in setting up new teams to handle specific types of cases, and as we step into 2025-26, we continue to innovate how we work and how we harness the available technology. The development of our people has also been crucial to achieving these results and we have invested in understanding different levels of capability so that we can seek out opportunities to maintain and improve our effectiveness.

Better use of technology in 2024–25

The resolution of individual disputes is fundamentally delivered by people, and at Acas we have a maxim in favour of protecting the high-quality conciliation conversation at all costs. Nonetheless, where we can leverage technology to maximise the impact of those conversations, we aim to do so.

This year we have focused on:

Delivery of a new connection between Acas and HM Courts & Tribunals Service (HMCTS) systems. We can now transfer case data digitally from the tribunal to Acas in real time. In the coming year this will save us money as fewer staff are deployed to data entry, while increasing the speed and accuracy of the data conciliators work

with. The new system is completing technical tests ready for full deployment early in the new reporting year.

During the year our team also developed a new case status feature for our staff using a technology called Business Process Flows. These are designed to help track our case work and offer our conciliation staff the most suitable resources for their cases, based on where they are at any given point in the case. The aim is to deliver greater insight about our services, ensure our cover teams can see where a case is much more quickly, and support all our staff by serving them with the resources they require without the need to search for them.

We have also mined our data to identify new opportunities. This year we have established a new dedicated team to handle cases in the public sector and health services. The team is set up with features to return the right employer contacts, and by working as a team we have been able to deliver considerable efficiencies, with no reduction in service standards. In the year ahead Acas will launch further sector teams to work in a similar fashion.

Our data has also opened up the opportunity to take a deep dive into a particular area where we think we could improve. We find that among employers who believe they have a strong case, we have less success in securing buy-in to conciliate. We know that if we can engage with an employer with a strong case, then there is an

improved chance of some form of resolution – and not always a financial settlement. Based on this insight we set up a research project to examine the motivations of parties and are now using the outputs to design new interventions to gain traction with employers.

Strengthening our expert reputation

We are proud of our reputation as experts in dispute resolution, and this year we've showcased our expertise by contributing at a range of industry events.

This year saw us reach 10 years since the launch of early conciliation, and in that time, we've received over 1 million cases. Less than one third of these cases went on to become an employment tribunal claim, and only around 7% of cases that started off as an early conciliation notification ended up as a tribunal hearing.

We held an event to celebrate this milestone and achievement, and we were joined by stakeholders including judges, lawyers, trade unionists, government policy colleagues and academics, who recognised and praised the impact and work of Acas in the last 10 years.

This year we also attended and contributed to the International Industrial Relations Agencies Conference, and joined an event hosted by the International Labour Organization with organisations like Acas from around the world. Acas's cost-of-conflict research was discussed as our work and expertise was recognised on the global stage.

Growing our capability in dispute resolution

We're committed to being dispute resolution experts and have invested this year in growing the knowledge, expertise and skills of our people so we can deliver our services to the high standard that's expected.

This year we've worked closely with our learning and development team to review all initial training for our conciliators, to ensure that all colleagues get the training they need to successfully deliver our services and support our customers. We've also developed enhanced training for our more experienced conciliators to fine-tune their skills and develop clearer career pathways.

A further example is that we have provided training to our conciliation managers on specialist negotiation skills. We recognise that the world of work is changing and understand how that will impact workplace disputes. We have invested in learning about AI in the workplace and how this might drive and change disputes, as well as training our teams in the effects of technology elsewhere, such as electronic ballots.

What our customers say/Testimonials:

Customer testimonial 1

'Sharon was the assigned conciliator to my case. She allowed me to breathe, step back and take a moment when I became overwhelmed.'

Her understanding of the conciliation process and her unwavering professionalism, when dealing with a

neurodiverse me, was exemplary; she worked with my thought process and not against it and made sure she checked in, to ensure she fully understood what I wanted to communicate, without adding or removing my content or intention – unbiased and with patience.

Her neutrality gave me confidence and let me feel that the process would be fair – I fully respect her for that.

I got the exact outcome I wanted, and this was largely due to Sharon giving me the space to present my argument without feeling rushed and her really listening to my interests.'

Customer testimonial 2

'The service offered by Acas met my needs perfectly. The process was very straightforward. Louise, the conciliator, was SUPER efficient, and regularly kept me informed every step of the way. My emails and phone calls were responded to very promptly.'

Customer testimonial 3

'I would like to ensure that Geraint is recognised for his support during my request for early conciliation. This was a very difficult time for all involved, which Geraint Allaway approached with empathy, professionalism and sound impartial advice. He was also a genuine pleasure to deal with and a real credit to Acas.'

Customer testimonial 4

‘I have nothing but praise for Kiera and the exceptional support she provided. From the very beginning, she was professional, approachable, and genuinely compassionate. Her warm demeanour and ability to listen made it easy to open up about my concerns, and she consistently went above and beyond to address my fears and anxieties. Her advice and guidance were not only practical but also incredibly reassuring, helping me navigate what has been an extremely stressful and challenging situation. Kiera’s dedication and expertise made a world of difference, and her positive impact cannot be overstated.’

Customer testimonial 5

‘As a litigant in person I didn’t always have access to a solicitor throughout the Acas and tribunal process. I felt that Tom (the conciliator allocated to my case) was happy to listen to me and offer guidance on expected timescales and potential ways to reach an agreement. I found Tom to be engaging and empathetic.

It’s great that there’s a service that can offer an alternative solution to what could have been a long and drawn-out process to reach a final outcome via the Tribunal service.’

Customer testimonial 6

'I'd just like to send you a quick email to thank you for all the hard work you have done to finally bring this case to a conclusion.'

'As a small business owner, we operate on some pretty tight financial margins and this case could have potentially cost my business a lot of money in legal fees.'

'I very much appreciate the hard work that Acas does.'

Case study: IDR

In recognising we had an opportunity to increase efficiency and effectiveness in resolving disputes, we set up a small team to handle individual cases for a specific sector. This meant that when we received an early conciliation notification for a dispute within this sector, it was allocated to a specific team of conciliators, and the aim was to provide an enhanced service that would work more efficiently than if the cases were allocated to individuals.

This gave the people in the team the ability to grow sector-specific knowledge and expertise and build relationships which help us to improve engagement with conciliation and the likelihood of resolution.

The sectoral team-based approach means that this team is handling more than 1.5 times the number of cases than if the cases were allocated to separate individuals, which helps us manage demand and reduce allocation wait times. Feedback from parties engaged in the dispute has

been positive. We have been able to work with the sector to understand how they operate, allowing us to encourage more informal resolution of disputes in the workplace, as well as greater engagement with conciliation.

Based on this success, we're planning to expand our approach with teams to cover additional sectors, targeting areas where we could make the greatest impact, such as sectors where there is a high prevalence of disputes or where resolution rates are low.

Advice and business solutions

Helpline

Service purpose

Alongside our statutory dispute resolution services, Acas has a wider duty to provide free advice and guidance to both employees and employers to promote good work and reduce disputes. Acas works with over a million employers and employees every year to improve workplace relationships through our advice and business solution services, which include our helpline, training and web advice.

Our helpline continues to be an invaluable service to employers and employees who need immediate and impartial advice, options to consider or advice on complex issues. It's a vital resource for supporting conflict resolution at an earlier stage, thus reducing the likelihood of an ET claim being made.

Customer feedback on the service continues to be extremely positive with 85% of users knowing what they plan to do next following their call to Acas.

Service demand

This year we have answered around 594,000 calls to our telephone helpline, a 3% increase from 2023–24 (578,463). We have seen a rise in redundancy-related queries compared to 2023–24 of 19%. There has also been a similar increase in diversity and discrimination queries. A further 9,500 customer queries were handled

via other channels, along with around 103,000 customers attending Acas webinars or accessing the recordings for advice.

We have seen an increase in the use of our accessible service queries with an additional 82% of customers with accessibility needs using this channel to contact us, as well as a significant rise in customers calling our helpline who need additional support, for example due to neurodiversity, poor mental health or speaking English as an additional language. This has seen our average handling time being longer than we would like, which in turn has impacted on average wait times. Responding to this challenge, we have redeployed staff to frontline advice while working with our advisers and managers to develop improved training on identifying and addressing customer needs, as well as providing improved support for colleagues helping vulnerable and distressed callers. This has helped the service recover by year end.

We continue to work in partnership with enforcement bodies – HMRC, the Gangmasters and Labour Abuse Authority (GLAA), the Health and Safety Executive (Working Time Regs Team) and the Employment Agency Standards Inspectorate (EAS). Where a caller to the Acas helpline wishes to make a complaint about their employer in these areas, we provide immediate advice and guidance, and where appropriate, transfer them to the relevant agency. The Director of Labour Market Enforcement, who leads on strategy in this area, stated in her most recent report that ‘the enforcement bodies have

in recent years forged much closer links with Acas due to their direct access to workers and businesses'. We welcome this enhanced relationship, important in the lead-up to the creation of the Fair Work Agency.

We've seen growth in our webinar service, with helpline expertise being shared with more than 100,000 webinar delegates, over 55,000 more than last year. However, our advisers don't just provide advice to the public; their insight into employment law issues, trends and customer needs is sought and used internally and by external organisations to shape services and inform debate.

Our advisers' insight continues to be valued within the organisation and increasingly across external bodies, including our equivalent bodies internationally. This is used to shape debates, campaigns and services, and extends beyond discussions about subjects covered into areas such as caller wellbeing and the language and terminology used by customers.

What our customers say/Testimonials:

‘First time I’ve called Acas for advice following a recent redundancy. I was amazed at the level of quality/professionalism and cannot believe this is a free service. Thanks so much for being there, you’re incredible!!’

‘A wonderfully structured call which aided in sharing very relevant insight and information and which will aid me in my situation.’

‘Amazing services, spoke to two people today one called Colette, both amazing and insightful offered great understanding to an issue I was clueless on and delivered the information from a clear and objective view, with still being compassionate about my situation. I would recommend both individuals to other people as someone with dyslexia and struggles understanding information, I think they would be suitable advisors for people in any circumstance or condition! 5’*

‘Acas are simply the best third-party organisation I deal with. Over the years the telephone advice I have received (as an employer) has been excellent and impartial. The people on the helpline are always knowledgeable and helpful. In an age where I am so often disappointed when contacting organisations by phone it is so refreshing to see an organisation so well run.’

in numbers



594,000

46,500



9,500

Training and in-depth support

Open access and workplace training

Service purpose

Acas provides training courses on employment relations and the latest good practice to help deal with workplace problems, allowing employers, HR professionals, managers and their employees to keep up to date. Our training courses are run remotely or face-to-face, led by workplace experts on a range of topics, and can be provided remotely via online platforms.

Service demand

During 2024–25, 15,714 customers attended Acas training courses (open access training), an increase of 15.37% compared to 2023–24. Popular topics included sexual harassment in the workplace, human resource management for beginners, conducting investigations, and management training for new managers. Over 1,000 delegates attended an Acas mock employment tribunal event.

Likewise, Acas delivered 995 training sessions to workplaces which were attended by 26,028 employees (a slight reduction of 4.6% compared to 2023–24), with the most popular topics being line management skills, and discipline and grievance. While a wide range of industries used our in-company training, health and social work, and community, social and personal services accounted for the largest number of delegates.

Conferences

A very successful digital conference programme was also achieved in 2024–25 with 2,372 attending these events. Topics covered across the 14 events included menopause, sickness absence, workplace conflict, and recruitment and retention. By far the most popular conference topic was neurodiversity, with 395 attendees. We developed a new employment law update (ELU) conference, delivered with partner solicitors, to replace the ELU key point events.

Workplace projects

The number of workplace project (working with organisations) delivery days in 2024–25 was up by 15.7% on 2023–24, which generated 46% more income than was forecasted. Of the 13 workplace projects undertaken, 6 were on conflict and mediation, and 3 related to bullying and harassment.

Product development

- Acas launched its first ever commercial partnership with another organisation, the University of Westminster. The paid-for conflict management training programme was launched in September, with 398 managers having completed the course so far. This collaboration built on years of research and aims to help managers resolve conflict early and effectively.

- Product development successfully built 24 new customer training products and reviewed 21 of its existing portfolios.
- We created 12 new webinars, notably 5 webinars designed to help relieve pressure on the helpline, by providing answers to some frequently asked questions.
- We redesigned a new e-learning offer, with 6 new modules built. We worked with the user research team to test their functionality and design. We also worked with the research department to run beta testing, using YouGov as the lead organisation.
- We provided a rapid response to the introduction of the Employment Rights Bill, with a new webinar. This has been viewed 9,286 times (as of 31 March 2025). This is the first of our new ‘hot topic’ products.
- We applied strategic thinking and financial analysis and converted our 1-hour bitesize products into 2-hour products. One success was the sexual harassment in the workplace session, which ran 13 times. We trained 1,385 delegates, achieving income of £124,650.
- We launched a new blueprint for mock products, starting with the redundancy mock. This ran in March 2025, with 200 delegates in attendance.
- We piloted an infrastructure to better capture how our customers are using e-learning when they upload modules onto their own training platforms.

- We began to implement the Product Portfolio Project. So far this has resulted in the development of a clear, concise and compelling product offer, with the introduction of a new product taxonomy. This categorises products into 6 topics and 4 levels to help customers select the right product to enhance their understanding, knowledge and/or skills.

What our customers say/Testimonials:

Customer satisfaction remains high. We exceeded our KPIs, with 83% of open access event delegates reporting that the training met their learning needs (against a target of 82%) and 94% of workplace delegates stating that the training met its intended objective (against a target of 90%).

Conference

- *‘It was all very useful, and the presenters were knowledgeable and very good at keeping everyone interested.’*
- *‘Great suggestions on improving recruitment.’*
- *‘The questions were addressed in a timely manner and the presenters were exceptional.’*
- *‘Just being able to listen and not participate was good. I was able to refresh and update my existing knowledge. Thanks.’*

Open access training

- *‘Really great balance struck with presenting information, case study examples for discussion and pace of the course. Thought the facilitator had a great communication style.’*
- *‘All of it was helpful, it gave me a lot of clarification and confidence to implement things.’*
- *‘Did exactly as advertised – a great set of tools and knowledge for new managers.’*

Workplace training

- *‘It was a good blend of group participation and listening which kept my attention for the full duration.’*
- *‘Great divide of exercises/activities and general information presented. Helped put things into practice to cement the learnings.’*
- *‘The training went at a pace that suited the group. It was interesting and really informative.’*
- *‘The case studies and group activities – they were very applicable to our organisation and my role as a manager. It made me feel more confident if I had to help with an investigation.’*

Certificate in Internal Workplace Mediation

Our flagship accredited mediation course has gone from strength to strength. This year we have successfully accredited 291 mediators. Our customer feedback

surveys show 100% overall course satisfaction and 100% satisfaction with our course tutors.

This accredited course encourages effective dispute resolution through mediation. We have heard from our delegates that a number have introduced mediation as an early stage of their organisational grievance procedure. This results in workplace conflict being resolved quickly and effectively.

We are also delighted that our procedures and delivery received a clean bill of health during the external quality assurance check from NCFE, our accrediting body. The Certificate in Internal Workplace Mediation continues to be a very popular and well-respected course.

What our customers say/Testimonials:

‘Well, I had my first joint meeting! Your advice beforehand was invaluable and just gave me the confidence boost I needed. It was your advice around sorting the issues to see what is relevant for mediation that was especially helpful, it is easy to come away from 121’s and feel overwhelmed by the amount of information a party gives. It really helped to focus on the things that were “obvious” and ones that could result on a potential resolution and to park ones that will just extend discussions or inflame the situation. Honestly, thank you so much.’

‘We ended mediation with a successful resolution – from a point where they wouldn’t meet without a third-party present, they agreed they could meet on a one-to-one basis going forward. Many tears and then a suggestion of

wanting to hug each other. And then a nice email saying Thank you and I hope I never see you again in that context, which made me smile.'

Training and in-depth support in numbers 2024/25



Over 102,000

webinar and recorded views

Over 41,500
delegates received training



Over 57,000
undertook e-learning sessions

Over 800
indepth advisory
calls and meetings



Online advice and guidance

Service purpose

Our website is the first place most customers access Acas advice and guidance and provides us with our greatest reach. It provides information and good practice advice for employers and employees.

Service demand

Demand for the service has increased significantly this year, particularly in the first 2 quarters and the end of the last quarter. We estimate, once cookie consent is accounted for, that we have seen over 20 million website sessions.

The service also met its KPI with 91% of users positively engaging with advice on the website (against a target of 90%). The website has performed particularly well in Google searches again this year, seeing an increase of 1.6 million clicks from Google search results on 2023–24, up 15%.

Increases have been driven by improved ranking against a variety of search terms. Google click data is unaffected by cookie consent and is a reliable indicator of additional demand. For the last quarter of 2024–25, our website saw an increase in searches for our home page (185,000 clicks, up 20%) plus our resignation letter template (131,000 clicks, up 20%), advice on minimum wage (94,000 clicks, up 90%) and advice on sick pay (96,000 clicks, up 40%).

We also saw growth in referrals from email, driven by emails from Acas helpline and Acas marketing. Referrals from other websites and social media were steady.

We published 20 new advice guides on a range of important employment areas including neurodiversity, carer's leave, apprentices, wages and discrimination. We completed work to update our discrimination advice on protected characteristics, publishing on age, gender reassignment, marriage and civil partnership, pregnancy and maternity, religion or belief, sex and sexual orientation.

We also substantially updated many of our guides, including sexual harassment and flexible working. We developed new policy and letter templates, including making and responding to a flexible working request.

We continue to improve site accessibility, as well as developing our new way to organise advice topics.

What our customers say/Testimonials:

'I think your whole site and services offered are truly amazing.'

'I am pleased that I had sought to find you on the internet – I was always under the impression that I had to be a member of a trade union before I could seek your guidance. Glad that is not the case (it seems). I may need you!'

'Good, clear explanation in plain language. Thank you.'
– What disability means by law

‘Acas information is top quality – gold standard – time and again I visit the site and find exactly what I am looking for, simply but very well explained.’ – Disciplinary procedure step by step

‘Covered every subject I had questions on and more, very informative.’ – Disability at work

‘Easy to follow and has practical, useful advice about a wide range of HR topics.’ – templates for employers

‘Saved me so much time when needing to create policies for a new business, Thank You.’ – templates for employers

‘This website helps me to get things right when there is conflict in the workplace.’

‘My 2nd time visiting your website for reference / research! Just like last time I found exactly what I was looking for... Your step-by-step guide is very helpful. Templates and more. Thank you.’ – flexible working request letter template

‘Everything is clear, supportive and easy to understand. Thank you for such help!’ – talking with your employer about a problem

‘The information was very clear and with good examples. It made it very easy to understand.’ – your rights during redundancy: redundancy pay

Key performance indicators

	2024–25		2023–24		2022–23	
	Target	Outturn	Target	Outturn	Target	Outturn
Conciliation in collective disputes:						
The promotion of a settlement in disputes in which Acas was involved	89%	93%	88%	94%	85%	91%
Number of collective requests received	640	522	550	618	520	621
Individual disputes referred for conciliation:						
Percentage of early conciliation notifications which result in a conciliated settlement between parties or other positive outcome	36%	38%	35%	39%	32%	37%
Percentage of employment tribunal cases which are positively resolved following Acas conciliation	77%	79%	77%	78%	77%	77%
Acas training services:						
% of workplace training customers reporting the course met its intended objective	90%	94%	90%	93%	90%	92%
% of open access and webinar customers reporting that the training met their learning needs	82%	83%	82%	82%	82%	83%
Telephone helpline advice on workplace problems:						
The percentage of users who were able to take clear action following their call to the Acas helpline	85%	85%	85%	84%	85%	87%
Digital advice on workplace problems:						
Percentage of positive engagement of users from the website (where an individual stays longer than 10 seconds on an advice page)	90%	91%	90%	92%	90%	90%

Volume indicators

	2024–25	2023–24	2022–23
Number of ET1s received	43,189	33,501	32,058
Number of early conciliation notifications	124,546	104,884	105,754
Number of collective conciliation requests received	522	609	621
Number of calls answered by national helpline	594,110	578,463	649,179
Number of website sessions	20.5m	17.9m	14.4m
Number of digital advice sessions	13.7m	12.0m	10.5m
Number of training sessions delivered	1,935	2,100	1,908

Cost of key services

	2024–25	2023–24	2022–23
Expenditure	£64m	£60.6m	£60.3m
Cost of a helpline enquiry	£11.50	£11.10	£9.59
Cost of processing an individual conciliation case	£176	£202	£227
Cost of a collective conciliation case	£1,793	£1,008	£1,443
Cost of an arbitration hearing	£1,918	£2,029	£4,107

Our performance in facts and figures

This section provides a breakdown of service volumes across a range of services. To facilitate comparisons, figures for the last 3 years have been provided (where available).

Individual disputes

Early conciliation notifications received

		2024–25		2023–24		2022–23	
		Volume	%	Volume	%	Volume	%
Employee notifications	No track identified	24,325	20.6%	19,110	19.2%	23,489	23.2%
	Fast track	28,748	24.4%	28,347	28.5%	31,324	30.8%
	Standard track	22,809	19.3%	18,949	19.0%	17,082	16.8%
	Open track	42,013	35.6%	33,132	33.3%	29,744	29.3%
	Total	117,895		99,538		101,639	
Employer notifications	No track identified	2	0.0%	2	0.0%	3	0.1%
	Fast track	839	12.6%	924	17.3%	928	22.6%
	Standard track	4,796	72.1%	3,489	65.3%	2,436	59.2%
	Open track	1,016	15.3%	931	17.4%	748	18.2%
	Total	6,653		5,346		4,115	
Total notifications		124,548		104,884		105,754	

Throughout the individual dispute resolution section, early conciliation group notifications are each counted as '1' case as are ET1 multiples (where a number of claimants sharing representation raise the same dispute). Acas receives several thousand group notifications annually for early conciliation in addition to the individual notifications.

Following a change in case management system between 2018 and 2019, we have been able to make progressive refinements which have implications for the way that we count cases. This means that counting of cases is now more accurate and group cases can be more easily identified. Due to this, figures presented for EC notification numbers, group cases and employment tribunal cases are not able to be directly compared between the previous and current case management systems. A full explanation of the changes, along with quarterly statistics on the figures, is now published on our website.

ET1 conciliation cases received

		2024–25		2023–24		2022–23	
		Volume	%	Volume	%	Volume	%
ET1s received following EC notification	Fast track	7,867	20.0%	7,509	23.9%	7,519	25.6%
	Standard track	9,725	24.8%	8,436	26.8%	7,974	27.1%
	Open track	21,676	55.2%	15,506	49.3%	13,931	47.4%
	Total	39,268		31,451		29,424	
ET1s received without prior EC notification	Fast track	1,237	31.5%	568	27.8%	882	33.5%
	Standard track	1,121	28.6%	547	26.8%	618	23.5%
	Open track	1,564	39.9%	927	45.4%	1,134	43.1%
	Total	3,922		2,042		2,634	
Total cases		43,190		33,493		32,058	

The 'ET1s received without prior EC notification' section details those cases which are exempt from notification under the Employment Tribunals (Early Conciliation: Exemptions and Rules of Procedure) Regulations 2014.

Early conciliation notification forms received by all grounds of complaint

	Indicative jurisdictions	Early conciliation					
		2024–25		2023–24		2022–23	
		Volume	% of forms	Volume	% of forms	Volume	% of forms
Major jurisdictions by volume	Wages Act	28,522	23%	28,324	27%	32,545	31%
	Unfair dismissal	34,856	28%	27,130	26%	21,744	21%
	Disability discrimination	20,180	16%	15,361	15%	14,018	13%
	Working time (annual leave)	11,624	9%	11,911	11%	13,881	13%
	Breach of contract	11,257	9%	9,562	9%	7,829	7%
	Sex discrimination	8,411	7%	6,861	7%	7,075	7%
	Race discrimination	8,345	7%	6,519	6%	6,392	6%
	Public interest disclosure	6,305	5%	4,805	5%	2,844	3%
	Redundancy pay	3,462	3%	3,179	3%	2,679	3%
	Age discrimination	3,821	3%	3,105	3%	3,083	3%
	Other	14,753		12,822		15,599	
	Total jurisdictions	151,536		129,579		127,689	
	Total notifications	124,546		104,884		105,754	

ET1 cases received for conciliation from the Employment Tribunal Service by all grounds of complaint

	Jurisdictions	ET1					
		2024–25		2023–24		2022–23	
		Volume	% of cases	Volume	% of cases	Volume	% of cases
Major jurisdictions by volume	Unfair dismissal	20,546	48%	15,628	47%	14,314	45%
	Wages Act	13,129	30%	12,027	36%	12,891	40%
	Breach of contract	12,019	28%	8,870	26%	8,439	26%
	Disability discrimination	11,958	28%	8,496	25%	7,361	23%
	Working time (annual leave)	8,253	19%	7,320	22%	8,163	25%
	Race discrimination	6,147	14%	4,142	12%	3,720	12%
	Sex discrimination	5,383	12%	3,674	11%	3,590	11%
	Public interest disclosure	5,901	14%	3,099	9%	2,613	8%
	Redundancy pay	3,430	8%	3,093	9%	2,648	8%
	Age discrimination	2,951	7%	1,855	6%	1,776	6%
	Other	10,113		7,633		8,316	
	Total jurisdictions	99,830		75,837		73,831	
	Total cases	43,189		33,501		32,058	

Take-up of employee-led early conciliation

Employee notifications	2024–25		2023–24		2022–23	
	Volume	%	Volume	%	Volume	%
Out of scope for conciliation	6,068	5.1%	2,620	2.6%	2,798	2.8%
Employee cannot be contacted	8,376	7.1%	7,023	7.1%	8,627	8.5%
Employee declines conciliation	28,861	24.4%	22,616	22.7%	25,235	24.8%
Employer declines conciliation	9,334	7.9%	9,206	9.2%	9,130	9.0%
Matter proceeds to conciliation	65,690	55.5%	58,073	58.3%	55,849	54.9%
Total	118,329		99,538		101,639	

Early conciliation notification outcomes

Final status of early conciliation notifications	EC notifications received					
	Jan 24–Dec 24		Jan 23–Dec 23		Jan 22–Dec22	
	Volume	%	Volume	%	Volume	%
COT3						
No track	0	0%	0	0%	0	0%
Fast track	3,965	14%	4,120	14%	4,300	16%
Standard track	3,662	17%	3,233	18%	2,905	20%
Open track	5,408	14%	4,883	15%	4,578	19%
All tracks	13,035	11%	12,236	13%	11,783	13%
No track						
Did not progress to tribunal claim	14,035	62%	11,108	59%	19,369	78%
Dispute progressed to tribunal claim	8,737	38%	7,822	41%	5,574	22%
Total	22,772		18,930		24,943	
Fast track						
Did not progress to tribunal claim	22,454	78%	22,197	77%	19,907	74%
Dispute progressed to tribunal claim	6,443	22%	6,598	23%	7,006	26%
Total	28,897		28,795		26,913	
Standard track						
Did not progress to tribunal claim	14,706	67%	12,431	68%	8,993	61%
Dispute progressed to tribunal claim	7,132	33%	5,848	32%	5,723	39%
Total	21,838		18,279		14,716	
Open track						
Did not progress to tribunal claim	24,666	62%	19,589	62%	13,336	55%
Dispute progressed to tribunal claim	15,285	38%	12,030	38%	11,037	45%
Total	39,951		31,619		24,373	
All tracks						
Did not progress to tribunal claim	75,861	67%	65,325	67%	61,605	68%
Dispute progressed to tribunal claim	37,595	33%	32,298	33%	29,340	32%
Total	113,456		97,623		90,945	

In order for these statistics to accurately represent the final outcome of early conciliation it is necessary to allow a period of time after the notification is received as claimants have time (sometimes up to 3 months) after the end of early conciliation to decide whether to progress the case to tribunal. This table therefore considers notifications by calendar year up until December 2024.

ET1 conciliation case outcomes

		2024–25		2023–24		2022–23	
		Volume	%	Volume	%	Volume	%
Fast track	Struck out	656	8.4%	627	7.9%	660	7.7%
	Settled	2,689	34.3%	2,706	34.3%	3,067	36.0%
	Withdrawn	1,724	22%	1,688	21.4%	1,955	22.9%
	Default judgment	1,128	14.4%	1,180	14.9%	1,163	13.6%
	Heard	1,635	20.9%	1,692	21.4%	1,681	19.7%
	Total	7,832		7,893		8,526	
	Resolution rate		61.5%		60.5%		63.8%
Standard track	Struck out	829	8.8%	715	8.5%	739	7.8%
	Settled	4,839	51.1%	4,139	49.0%	4,680	49.6%
	Withdrawn	1,743	18.4%	1,555	18.4%	1,804	19.1%
	Default judgment	423	4.5%	398	4.7%	450	4.8%
	Heard	1,632	17.2%	1,637	19.4%	1,761	18.7%
	Total	9,466		8,444		9,434	
	Resolution rate		76.2%		73.7%		74.6%
Open track	Struck out	1,318	7.2%	1,197	7.8%	1,208	8.1%
	Settled	10,285	55.9%	8,974	58.2%	8,516	57.1%
	Withdrawn	4,217	22.9%	3,114	20.2%	3,105	20.8%
	Default judgment	152	0.8%	145	0.9%	182	1.2%
	Heard	2,420	13.2%	1,986	12.9%	1,904	12.8%
	Total	18,392		15,416		14,915	
	Resolution rate		84.9%		85.0%		84.8%
Overall	Struck out	2,803	7.9%	2,539	8.0%	2,607	7.9%
	Settled	17,813	49.8%	15,819	49.8%	16,263	49.5%
	Withdrawn	7,684	21.6%	6,357	20.0%	6,864	20.9%
	Default judgment	1,703	4.8%	1,723	5.4%	1,795	5.5%
	Heard	5,687	16.0%	5,315	16.7%	5,346	16.3%
	Total	35,690		31,753		32,875	
	Resolution rate		77.4%		75.9%		76.4%

Resolution rates are calculated excluding cases struck out by the tribunal since these are generally not susceptible to conciliation.

Individual mediation

		2024–25	2023–24	2022–23
New cases started in year		274	251	229
Cases closed by outcome	Settled	134	90	118
	Progress made	26	28	49
	Unresolved	14	13	11
	Unprogressed	35	22	37
	Total	209	153	215
	Success rate	76%	61%	94%

Unprogressed cases are where no meaningful mediation activity took place even though the parties formally agreed to mediation and as such these cases are excluded for the purpose of calculating the ‘success rate’.

Collective disputes

Collective disputes received for conciliation by region

Region	2024–25		2023–24		2022–23	
	Volume	%	Volume	%	Volume	%
Acas National	4	0.8%	19	3.1%	34	5.5%
London	99	19.0%	101	16.3%	103	16.6%
South East	64	12.3%	67	10.8%	39	6.3%
East of England	32	6.1%	21	3.4%	23	3.7%
East Midlands	47	9.0%	52	8.4%	25	4.0%
West Midlands	30	5.7%	51	8.3%	48	7.7%
North East	32	6.1%	3	0.5%	32	5.2%
Yorkshire and Humber	33	6.3%	49	7.9%	50	8.1%
North West	51	9.8%	82	13.3%	76	12.2%
Scotland	69	13.2%	116	18.8%	148	23.8%
South West	45	8.6%	36	5.8%	23	3.7%
Wales	16	3.1%	21	3.4%	20	3.2%
Total	522		618		621	

Collective disputes received for conciliation by dispute cause

Dispute cause	2024–25		2023–24		2022–23	
	Volume	%	Volume	%	Volume	%
General pay claim	185	35.4%	266	43.0%	276	44.4%
Other pay/conditions of employment	156	29.9%	137	22.2%	171	27.5%
Changes in working practices	80	15.3%	53	8.6%	50	8.1%
Recognition	109	20.9%	131	21.2%	95	15.3%
Other Trade Union matters	35	6.7%	36	5.8%	42	6.8%
Dismissal/discipline	8	1.5%	17	2.8%	21	3.4%
Redundancy	19	3.6%	27	4.4%	16	2.6%
Other	39	7.5%	31	5.0%	25	4.0%
Total dispute causes	631		698		696	
Total collective cases received	522		618		621	

Since a collective case can have multiple dispute causes, the sum of the percentages in this table exceeds 100%.

Collective disputes closed by outcome

Dispute outcome	2024-25	2023-24	2022-23
Successfully completed	417	511	467
Unsuccessfully completed	35	36	45
All completed cases	452	547	512
Cases withdrawn	59	71	60
Total	511	618	572

Collective disputes received by source of request

Source of request	2024-25		2023-24		2022-23	
	Volume	%	Volume	%	Volume	%
Employer	191	36.6%	202	32.7%	187	30.1%
Trade union	181	34.7%	212	34.3%	221	35.6%
Joint	115	22.0%	117	18.9%	116	18.7%
Acas initiative	35	6.7%	87	14.1%	97	15.6%
Total	522		618		621	

Cases referred to collective arbitration and dispute mediation

Case Type	2024-25	2023-24	2022-23
Single arbitration	4	3	8
Single mediation	2	3	4
Other	1	0	0
Total	7	6	12

Issues referred to collective arbitration and dispute mediation

Issue	2024-25	2023-24	2022-23
Annual pay	5	3	8
Other pay and conditions of employment	0	2	1
Dismissal and discipline	0	1	2
Grading	0	0	0
Other	2	0	1
Total	7	6	12

Joint problem-solving activities by topic

Topic	2024–25	2023–24	2022–23
Absence and stress management	0	0	1
Bullying and harassment	0	1	1
Collective bargaining and trade union issues	36	40	25
Conflict, mediation and change management	26	18	21
Discipline and grievance	1	0	0
Employment law	0	0	0
Equality, diversity and discrimination	0	0	0
Implementing flexible working arrangements	0	0	0
Information and consultation	3	3	3
Managing people	0	0	0
Payment and grading arrangements	0	2	0
Recruitment and employing people	0	0	0
Redundancy	1	0	0
Other	1	0	0
Total	68	64	51

Helpline

Acas helpline contacts

	2024–25	2023–24	2022–23
Voice calls answered			
Helpline advice delivered over the telephone.	594,110	578,463	649,179
Pre-recorded advice sessions			
Helpline callers can select pre-recorded advice regarding minimum wage, holidays, wage deductions or P45s/P60s before being connected to an adviser.	46,519	66,229	81,870
Facebook advice sessions			
The Acas helpline provides advice to customers via the Acas Facebook page.			1,904
Other contacts			
Responding to webinar questions and customer letters.	9,564	4,777	5,117
Total contacts	650,193	649,469	738,070

Note that Facebook advice sessions were discontinued for 2023–24 due to security and GDPR concerns.

Acas helpline voice call topics

Topic of enquiry	2024–25	2023–24	2022–23
	% of calls	% of calls	% of calls
Absences, sickness and stress	10.1%	10.0%	11.4%
Contracts	16.7%	16.3%	17.9%
Discipline, dismissal and grievance	39.2%	38.0%	38.7%
Diversity and discrimination	12.8%	11.2%	10.8%
Employment agencies	0.1%	0.1%	0.1%
Holiday and working time	6.3%	6.7%	8.8%
Hot topics	0.1%	0.1%	0.5%
Maternity, paternity and adoption	3.1%	2.9%	3.3%
Others	10.3%	10.1%	9.5%
Redundancies, lay-offs and business transfers	13.0%	11.6%	10.6%
Wages and National Minimum/Living wage	12.4%	12.8%	15.3%
Family friendly policies			

As some calls relate to more than one of the specified core topics, the sum of percentages in this table exceeds 100%.

April 2022 changes to topics within DCS – family friendly redistributed and hot topics introduced.

Advisory services

In-depth advisory meetings by topic

Topic*	2024–25		2023–24		2022–23	
	Volume	%	Volume	%	Volume	%
Absence management and mental health	4	2.9%	21	9.0%	15	4.5%
Bullying and harassment	1	0.7%	4	1.7%	13	3.9%
Collective bargaining and trade union issues	4	2.9%	13	5.4%	11	3.3%
Conflict, mediation and change management	33	23.7%	35	15.0%	75	22.7%
Discipline and grievance	34	24.5%	48	20.5%	34	10.3%
Employment law	2	1.4%	6	2.6%	8	2.4%
Equality, diversity and inclusivity	12	8.6%	19	8.1%	27	8.2%
Flexible working arrangements	1	0.7%	6	2.6%	9	2.7%
Information and consultation	13	9.4%	21	9.0%	29	8.8%
Managing people	25	18.0%	42	17.9%	63	19.1%
Payment and grading arrangements	1	0.7%	0	0.0%	6	1.8%
Recruitment and employing people	4	2.9%	12	5.1%	26	7.9%
Redundancy	1	0.7%	2	0.9%	9	2.7%
TUPE**	1	0.7%	4	1.7%	3	0.9%
Acas employee feedback survey	0	0.0%	0	0.0%	2	0.6%
Coronavirus	0	0.0%	1	0.4%	0	0.0%
Other	3	2.2%	0	0.0%	0	0.0%
Total	139		234		330	

*Includes charged advice.

** Transfer of Undertakings (Protection of Employment) Regulations 2006

In-depth advisory telephone calls by topic

Topic	2024-25		2023-24		2022-23	
	Volume	%	Volume	%	Volume	%
Absence management and mental health	41	6.1%	76	6.6%	129	6.0%
Bullying and harassment	31	4.6%	38	3.3%	73	3.4%
Collective bargaining and trade union issues	23	3.4%	63	5.5%	69	3.2%
Conflict, mediation and change management	97	14.3%	131	11.4%	449	20.9%
Discipline and grievance	119	17.6%	203	17.7%	510	23.7%
Equality, diversity and inclusivity	44	6.6%	124	10.8%	160	7.4%
Employment law	9	1.3%	15	1.3%	39	1.8%
Flexible working arrangements	16	2.4%	25	2.2%	64	3.0%
Information and consultation	36	5.3%	68	5.9%	87	4.1%
Managing people	159	23.5%	249	21.7%	282	13.1%
Payment and grading arrangements	16	2.4%	11	1.0%	20	0.9%
Recruitment and employing people	51	7.5%	94	8.2%	182	8.5%
Redundancy	19	2.8%	29	2.5%	58	2.7%
TUPE *	10	1.5%	18	1.6%	20	0.9%
Other	6	0.9%	2	0.2%	2	0.1%
Coronavirus	0	0.0%	1	0.1%	4	0.2%
Acas employee feedback survey	0	0.0%	0	0.0%	0	0.0%
Total	677		1,147		2,148	

* Transfer of Undertakings (Protection of Employment) Regulations 2006

Charged workplace projects by topic

Topic	2024–25	2023–24	2022–23
Absence management and mental health	0	1	0
Bullying and harassment	3	1	0
Collective bargaining and trade union issues	1	1	0
Conflict, mediation and change management	6	9	14
Discipline and grievance	0	1	1
Employment law	0	0	0
Equality, diversity and inclusivity	1	3	3
Flexible working arrangements	0	0	0
Information and consultation	1	4	1
Managing people	1	0	1
Payment and grading arrangements	0	0	0
Recruitment and employing people	0	0	1
Redundancy	0	0	0
Acas employee feedback survey	0	0	1
Other	0	0	1
Total	13	20	23

Certificate in Internal Workplace Mediation (CIWM) training

Type	2024–25		2023–24		2022–23	
	Courses	Delegates	Courses	Delegates	Courses	Delegates
In-house CIWM	10	81	12	16	12	109
Open access CIWM	30	256	25	198	31	202
Total	40	337	37	214	43	311

Key risks and mitigations

Risk management is the process of identifying, assessing and managing issues which could impact on successful fulfilment of our aims. Through this process we aim to minimise the impact of uncertainty on the delivery of our strategic ambitions.

Acas's activities are monitored through monthly reporting to our Executive Board, to the Department for Business and Trade (DBT) and bi-monthly to the Acas Council, and to every Audit Committee, using a strategic risk register.

The key risks identified, and the mitigations in place to manage these, are as follows:

Recent high inflation

Risk: The impact of the recent period of high inflation is reflected in current costs in the medium term, adversely impacting future year budgets, especially at the end of the SR21 period and going into the SR25 period, with the likelihood of the government's Make Work Pay agenda increasing the Acas workforce and demand for Acas services.

Impact: Acas's ability to plan service delivery and effectively manage its staff resource in the short term is constrained. Medium and long-term planning is difficult, as inflation impacts on costs in varying ways.

Action taken: Monthly review meetings held to consider full-year forecast and longer-term planning. List of new savings and pressures identified.

Planned action: Bilaterals with all budget holders in Q4 to shape remaining forecasts.

Delivery of Acas services and strategy

Risk: Delivery of Acas's services and strategy is negatively impacted by increased demand created by the new government's proposed Make Work Pay agenda.

Impact: Reputational damage with the DBT, public and other stakeholders. Failure to deliver statutory duties, ambitions and KPIs.

Action taken: Regular review of workforce planning undertaken across the organisation. Work on plans for indicative resource numbers across each service looking at short-, medium- and long-term anticipated requirements have been completed and shared with Acas Council and the DBT.

Planned action: HR business partners to support the business regarding employee engagement considering current workloads and demands ongoing. Consider how service improvements have been monitored and captured by the business planning process and in-year objectives and deliverables.

Ability to respond to growth in demand

Risk: Acas may be unable to respond effectively to current growth in demand and any potential future surge in demand for individual resolution services because of changes in the Employment Rights Bill or other legislative changes in line with the Make Work Pay initiative.

Impact: Workloads rise to a level where services can't be maintained to the standards expected and needed, leading to a detrimental effect on ability to maintain statutory duty.

Action taken: Work undertaken to re-balance the grade of the staffing levels to support effective delivery within budgetary constraints. Team approach set up to manage public sector cases.

Planned action: Explore the option to develop alternative mitigations such as online dispute resolution or early in-company resolution, to establish feasibility for further work, to start 2025–26.

Financial review

The majority of Acas's funding is through Grant-in-Aid from the DBT. Acas's resource allocation for 2024–25 was £58.3 million net of income generated and expenditure was £64.1 million (2023–24, £60.6 million). Acas charges customers for some of our services which generated £5.5 million income in the reporting year (2023–24, £4.7 million). The resource allocation funds Acas's day-to-day activities, including the delivery of frontline services and back-office costs.

The capital allocation, for assets, was £6.1 million (which includes £4.9 million for leases captured under International Financial Reporting Standard (IFRS) 16). Total capital expenditure was £4.7 million (which includes £4.2 million for leases captured under IFRS 16). The capital expenditure on leases was £0.5 million less than budgeted because forecast moves in Nottingham and Cardiff were not completed in the year. Capital expenditure on IT equipment was also less than budgeted.

	Outturn (£'000)	DBT allocation (£'000)	Variance (£'000)
Resource			
Income	(5,540)	–	(5,540)
Expenditure	62,245	55,702	(6,543)
Depreciation ¹	1,848	2,600	752
Net expenditure	58,553	58,302	(251)
Capital	4,735	6,144	1,409

The organisation incurred a £251,000 overspend (0.4% of budget). This was driven, in part, by an average pay increase of 5%, while a 2.8% pay rise was budgeted for at the start of the year. The pay rise is awarded in August. There were also unbudgeted, exceptional costs and tribunal settlements that increased the overspend, alongside an expected credit from the Government Property Agency that was revised down at the year end.

The main movements on the Statement of Financial Position were an increase in right-of-use assets and lease liabilities which reflect our London office relocation, for which we have signed a long-term lease.

Regularity of expenditure

Expenditure is reviewed throughout the year, with transactions over £250 checked to ensure that our funding is used for the purposes it was intended and offers value for money.

Auditor remuneration

The external auditor of Acas is the Comptroller and Auditor General of the National Audit Office. The annual audit fee was £72,000 (2023–24, £69,000). No non-audit services were provided.

Charging regime

Acas provides some services for which it charges fees. The level of fees complies with the cost allocation and charging requirements set out in HM Treasury and Office of Public Sector Information guidance. We have a

financial objective to full-cost recovery for charged-for services. Full disclosure of the cost allocation and income from charged for services can be found in Note 2 to the accounts on page 113.

Sustainability Statement

Acas is committed to sustainability both environmentally and socially.

Social sustainability

As part of our own work, Acas has been developing a model of social sustainability impacts. We have used the interim model to assess our own social sustainability.

- **Customer loyalty:** Acas continually monitors its services and embeds continuous improvement through proactive feedback collection, regular service evaluations, staff training and stakeholder engagement. By actively listening to customer experiences and adapting to evolving needs, Acas ensures its services remain responsive, relevant, and high-quality – building trust and long-term loyalty among its users.
- **Community impact:** Acas significantly impacts the community by resolving workplace disputes, providing training, and offering guidance on employment law. This helps create fairer, more effective workplace policies, leading to improved relations between employers and employees. By reducing the need for legal proceedings, the work of Acas saves time and money, contributing to a more harmonious and productive work environment, which in turn benefits the overall economy.

Acas is independent and neutral and ensures unbiased support for both employers and employees. Its comprehensive range of services, from conciliation to training, makes it a one-stop solution for workplace issues. Acas's proactive approach in preventing disputes through education and resources, along with its accessibility to all organisations, regardless of size, ensures that everyone can benefit from its expertise.

- **Management and capability:** In the year, we have rolled out a new performance management system which aims to empower and support each colleague in their personal development. We also concluded our final Leadership Excellence in Acas Programme (LEAP) which has offered leadership development across Acas. This started in 2022 with the Executive Board taking part in the programme and more recently with the senior leadership team. The focus for this year is on consolidation of the learning to ensure we have capable leaders to support the delivery of the new strategy.
- **Labour relations:** Acas continues to work openly and constructively with our recognised trade unions, Public and Commercial Services Union and FDA. Through our I&C agreement, regular Trade Union engagement with our directorates and collaboration in projects and strategy initiatives, we provide the framework for our trade unions to keep their members informed and involved in decision-making across the organisation.

- **Human rights:** To ensure an ethical and sustainable approach to human rights, we are committed to the abolition of modern slavery and human trafficking and do not enter into business with any organisation, in the UK or abroad, which knowingly supports or is found to be involved in slavery, servitude, and forced or compulsory labour, and we procure using Cabinet Office approved, sustainable frameworks.

We ensure all employees are treated with dignity and value, working to create an inclusive environment, with support for employees where standards fall below our expectations through our Fair Treatment Contacts and grievance process. All our employees at Acas are paid above the real living wage and apprentices are paid at least the minimum wage.

- **Health and safety and wellbeing:** Acas ensures that all office sites have regular workplace risk assessments and quarterly health and safety (H&S) inspections, which assure that sites offer a comfortable, safe and healthy environment to work from. We ensure that our people receive individual risk assessments for specific working arrangements (e.g. lone working, manual handling, substances hazardous to health) and the H&S team work with individual business owners to produce job role-based risk assessments for roles with inherently more risk. Regular consultation with our people and with our Trade Union safety reps takes place for all H&S projects and through our national H&S committee.

Acas provides a variety of initiatives and services designed to support the health and wellbeing of its employees. Our comprehensive employee assistance programme (EAP) offers confidential advice, support and counselling (if required) for both personal and work-related challenges. We also have a network of trained Mental Health First Aiders, ready to offer immediate assistance and guidance to anyone experiencing poor mental health. Individual stress risk assessments and wellbeing action plans are available and actively encouraged, helping to identify potential stressors early and enable timely, tailored actions to prevent and reduce their impact. With the help of our Wellbeing Champions and wellbeing learning sessions, we empower employees to stay informed and prioritise their health. In addition, we offer flu vaccines and OCT eye scans as proactive measures to safeguard our employees' health and identify potential issues early.

- **Fairness:** As an equal-opportunities employer, we're committed to creating and ensuring a non-discriminatory and respectful working environment for our staff. We ensure we are recruiting staff fairly through transparent recruitment processes and offering reasonable adjustments at every stage of the interview process.

We carry out regular accessibility audits, internally and externally, to ensure access for all. We also consult

with trade union colleagues and diversity networks when considering key changes in Acas.

Environmental sustainability

Environmental sustainability at Acas is governed by a monthly Sustainability Committee, which is made up of representation from key areas across the organisation, including estates, procurement, governance, finance and internal communications. Acas also has a staff Green Network; we regularly share environmental news with this group and seek input on green initiatives.

The environmental sustainability report includes disclosures on Greening Government Commitments (GGCs) and the Task Force on Climate-related Financial Disclosures (TCFD).

Greening Government Commitments

The GGCs are a framework for public bodies to reduce their environmental impact. The current GGC framework is for 2021–25. It has a baseline year of 2017–18, with targets to be achieved by 31 March 2025. We have successfully reduced emissions by over 65% and reduced both consumption of resources and travel significantly. The reductions have been achieved through a combination of targeted campaigns and changes in the way we work following the pandemic. We did see an increase in emissions this year compared to the prior year due to a release of fugitive emissions related to a faulty air conditioning unit which our landlord, GPA, has now rectified.

From 1 April 2025, Acas will apply new targets which focus on 3 outcomes. The first is working towards net zero and adapting to climate change; the second is restoring and enhancing nature; and the third is improving our use of resources and services, which will help us move towards a zero-waste economy.

Summary of achievements

Estates: In the year, we have moved offices in London and downsized our estate as part of this move. The new London office has an EPC rating of B, reflecting a strong level of energy performance.

All our offices are managed by the Government Property Agency (GPA). The GPA has an ambitious environmental, social and governance (ESG) strategy, pertaining to the highest sustainability standards where possible. We continue to work with the GPA to effectively manage and reduce our estate's footprint.

Travel: Our travel increased this year compared to last year, driven by business growth and more opportunity for face-to-face collaboration and training events. However, we have achieved a reduction of over 50% since the GGC baseline year. We have also increased our proportion of travel by public transport so that the primary method of transport is by low-emission public transport; air travel is by exception. Alongside managing our travel emissions, we also promote our Cycle to Work scheme.

Procurement: Acas uses government frameworks to procure goods and services where available. All Acas contracts require that the supplier must use reasonable endeavours to meet the applicable Government Sustainable Procurement Buying Standards. Acas ensures that all its redundant IT equipment is recycled and that contracts adhere to legal and sustainable timber procurement rules. Our vehicle hire contract ensures that electric vehicles are a first-choice option.

We work with small and medium-sized enterprises (SMEs) wherever possible, and at least 33% of our contracts were with SMEs this year.

We have also been working to reduce our use of paper and single-use plastics. This will be an area of continued focus in the coming year.

Carbon offsetting: Each year, we calculate and offset our scope 1, 2 and 3 emissions. In the reporting year, we reported 421 tonnes of CO₂e emissions and purchased offsetting of 600 tonnes of CO₂e in collaboration with Carbon Footprint.

Greening Government Commitments

	2024-25	2023-24	2022-23	2017-18 baseline
Greenhouse gas emissions tonnes CO₂e¹				
Scope 1	–	–	–	–
Scope 2 and 3	421	217	240	1,291
Related energy consumption^{2,3}				
Electricity, MWh	362	398	414	1,560
Natural gas, MWh	350	399	373	1,228
Solid fuels, MWh	7	0	8	–
Business flights				
Total number of domestic flights	19	24	17	512
Total number of international flights	6	10	27	4
Travel				
Public transport (including flights), km	1,159,851	920,676	612,699	2,063,111
Grey fleet/hire car, km	254,935	253,642	352,330	1,199,301
Waste^{2,3}				
Recycled externally, tonnes	12	20	27	134
Landfill, tonnes	15	12	3	250
Water^{2,3} and paper				
Water consumption, m ³	1,736	2,036	2,132	7,864
Paper procured, reams	243	249	383	5,261
Single use plastic, individual items purchased directly	15,328	14,856	31,968	not available
Related costs £'000	2024-25	2023-24	2022-23	2017-18 baseline
Business mileage	69	67	123	274
Public transport and flights	344	280	173	582
Utilities ⁴	34	120	72	84

¹ Scope 1: direct emissions from sources owned or controlled. Scope 2: indirect emissions from consumption of purchased electricity or sources of energy generated upstream. Scope 3: other indirect emissions occurring as a consequence of Acas's operations, but not directly controlled or owned by Acas.

² GPA have provided Acas with the estates-based emissions data which they receive from the end landlord. They have not done any independent reviews of this data. However, we have used best estimate for any gaps in the data, or when inconsistent information was provided. Some of our estate-related consumption costs are billed through the service charge – as such, this does not offer a full picture. We are working with GPA to gain more transparency around these costs

³ Some of our estates-based emissions are disclosed by other organisations for GGC purposes. However, we disclose emissions for all sites which we receive information on in our Annual Report.

⁴ Some of our estate-related consumption costs are billed through the service charge; as such, this does not offer a full picture. We are working with GPA to gain more transparency around these costs.

⁵ Domestic flight mileage totalled 9,316km.

⁶ 2 flights in 2024-25 were business class, totalling 18,748km. 4 flights in 2024-25 were short haul, totalling 6,328km.

Task Force on Climate-related Financial Disclosures

The Task Force on Climate-related Financial Disclosures (TCFD) was established in 2015 by the Financial Stability Board. The task force focuses on 4 thematic areas that represent core elements of how organisations operate.

- **Governance:** The organisation's governance around climate-related risks and opportunities.
- **Strategy:** The actual and potential impacts of climate-related risks and opportunities on the organisation's business, strategy and financial planning.
- **Risk management:** The processes the organisation uses to identify, assess and manage climate-related risks.
- **Metrics and targets:** The metrics and targets the organisation uses to assess and manage relevant climate-related risks and opportunities.

The requirement mandated by HM Treasury is for arm's-length bodies to disclose on governance, risk management, and metrics and targets. Strategy will be additionally reported on in 2025–26.

Acas TCFD Compliance Statement

Acas has reported on climate-related financial disclosures consistent with HM Treasury's TCFD-aligned disclosure application guidance, which interprets and adapts the framework for the UK public sector. Acas considers climate to be an emerging risk. It has applied TCFD guidance within the organisation to ensure climate-change management is placed at the centre of organisational management. Per the TCFD recommendations, which can be found on the TCFD website, www.fsb-tcf.org/recommendations, Acas disclose within this report:

- Governance – recommended disclosures (a) and (b)
- Risk management – recommended disclosures (a) and (c)
- Metrics and targets – recommended disclosures (a) and (c)

This is in line with the government's TCFD-aligned disclosure implementation timetable. Acas plans to provide recommended disclosures for strategy in future reporting periods in line with the government implementation timetable.

Governance structure

Acas's governance structure is set out on page 9. To embed climate risk within our governance, all business cases and Executive Board submissions include a climate-related assessment, along with a nominated Sustainability Board Sponsor, James Vincent. The Sustainability Committee reports to the Board and is responsible for leading climate risk assessment and has tasked a working group that reports to the committee. The Sustainability Committee works in partnership with the Green Network and the Estates Programme Panel.

Risk management

Acas has a climate risk management working group, which is a subgroup of the Sustainability Committee. It is tasked with identifying and assessing climate-related risks. The risks are rated and are fed up to the Corporate Risk Register where they are rated sufficiently high.

The working group identifies mitigating actions. Risks can be broadly categorised into risk to the services we offer (for example, increased pressure on the helpline or conciliation where workplace disputes increase as a result of extreme weather events) and our internal operations (for example, risk of disruption to travel and health and safety risk). The Board has approved the risk assessment.

Metrics and targets

Our metrics and targets are disclosed above in the GGC section along with narrative commentary – please see Page 62. Our targets are reviewed by the Board on a quarterly basis.



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Niall Mackenzie

Accounting Officer

10 July 2025

Accountability Report

Accountability Report

The Accountability Report sets out how Acas meets its key accountability requirements. It comprises the reports below:

Corporate Governance Report

- Directors' Report
- Statement of Accounting Officer's Responsibilities
- Governance Statement

Remuneration and Staff Report

- Remuneration Report
- Staff Report

Parliamentary Accountability and Audit Report

Corporate Governance Report

Directors' Report

This Directors' Report is produced to comply with the requirements of the Companies Act 2006, adjusted for the public sector context as required by the HM Treasury Financial Reporting Manual 2024 to 2025. It should be read in conjunction with the Governance Statement, the Remuneration Report, and the Performance Report.

Acas was set up as a statutory body on 1 January 1976. It provides support to the Central Arbitration Committee and the Certification Officer, which were established on 1 February 1976.

Certification Officer

The Certification Officer is the registrar of trade unions and employers' associations. They also act in a quasi-judicial capacity, determining complaints about breaches of certain types of union rules and certain areas of legislation relating to trade unions and employers' associations. They are supported by a team of staff who are all employed by Acas but permanently seconded to support the Certification Officer in the delivery of their statutory duties. The Certification Officer is operationally independent of Acas. For more information about the Certification Officer, please navigate to www.gov.uk/government/organisations/certification-officer.

Central Arbitration Committee

The Central Arbitration Committee (CAC) encourages fair and efficient arrangements in the workplace by resolving collective disputes in England, Scotland and Wales, by voluntary agreement or, if necessary, through a legal decision. For more information about the Central Arbitration Committee, please navigate to www.gov.uk/government/organisations/central-arbitration-committee.

Members of the Board

In 2024–25, the membership of the Acas Executive Board consisted of:

- Susan Clews, Chief Executive and Accounting Officer until 24 September 2024
- Daniel Ellis, Interim Chief Executive and Accounting Officer from 1 July 2024; Director of People from 1 April 2024 to 30 June 2024
- Anne Boyd, Director of Advice and Business Solutions
- Robert Mackintosh, Director of Finance and Governance
- Kate Nowicki, Director of Dispute Resolution, until 24 March 2025
- James Vincent, Director of Digital Data and Technology
- Kirsty Watt, Director of Strategy and External Affairs
- Sian Kimber, Interim Director of People appointed on 1 July 2024
- Kevin Rowan, Director of Dispute Resolution appointed on 1 March 2025

Members of the Acas Council

In 2024–25, the membership of the Acas Council consisted of:

- Clare Chapman (Chair)

- Ben Summerskill
- Christina McAnea
- Danny Mortimer (appointed 1 November 2024)
- Ijeoma Omambala
- Jayne Haines
- Martin McTague
- Matthew Percival
- Mike Clancy
- Neil Carberry
- Roy Rickhuss
- Simon Lewis

Members of the Audit Committee

In 2024–25, the membership of the Acas Audit Committee consisted of:

- Ben Summerskill (Chair)
- Jayne Haines
- Martin Veale (Advisor)
- Roy Rickhuss

Conflicts of interest

Members of the Executive Board, Council and Audit Committee are required to declare any conflicts of interest. These are personal or business interests which

may influence their judgement and conflict with their management responsibilities.

Members are invited to declare any relevant interests at the start of Board meetings. Where a Board member declares a potential conflict at meetings, it is recorded in the minutes, and the Board member takes no part in the meeting for the duration of that item of discussion.

The following declarations of other interests were declared:

Conflict of Interest

Board member	Position held
Dan Ellis	None declared
Susan Clews	None declared
James Vincent	None declared
Anne Boyd	None declared
Kate Nowicki	None declared
Kevin Rowan	None declared
Kirsty Watt	Advisor to the Board of the Good Business Charter
Sian Kimber	None declared
Rob Mackintosh	None declared

Council member	Position held
Ben Summerskill	None declared
Christina McAnea	General Secretary, UNISON Member, General Council, Trade Union Congress
Clare Chapman	Co-Chair, the Purposeful Company Non-Executive Director, M&G
Daniel Mortimer	Chief Executive, NHS Employers
Ijeoma Omambala	Member, Employment Law Bar Association Fee-paid judge
Jayne Haines	Chair, Berkshire Cricket Member, Recreational Game Committee of the England and Wales Cricket Board Member, Global Institute for Women's Leadership employers' forum Head of Talent, Rio Tinto, period to February 2025
Roy Rickhuss	General Secretary, Community Member, General Council, Trade Union Congress Member, Industrial Strategy Advisory Council
Martin McTague	National Chair, Federation of Small Businesses
Matthew Percival	Director, Confederation of British Industry
Mike Clancy	General Secretary and Chief Executive, Prospect Non-Executive Director, Department for Business and Trade Member, General Council, Trade Union Congress
Neil Carberry	Chief Executive, Recruitment & Employment Confederation
Simon Lewis	Duties as Barrister at Exchange Chambers and fee-paid judge Non-Executive Director, Bradford District Care NHS Foundation Trust Trustee, Asda Foundation Board member, Bar Standards Board Council member, University of Bradford Board member, Social Work England Independent Statutory Reviewer, Office for Students

Audit Committee	Position held
Martin Veale	<p>Non-Executive Director, Sport Wales</p> <p>Treasurer, Pen y Cymoedd Wind Farm Community Interest Company</p> <p>Member of Audit & Risk Committee for Health & Social Service at Welsh Government</p> <p>Member of Joint Audit Committee for South Wales Police & South Wales Police and Crime Commissioner</p> <p>Member of Audit & Risk Committee for Hafod Housing</p> <p>Lay member & Chair of Governance & Audit Committee, and lay member of Standards Committee, at Merthyr Tydfil CBC</p> <p>Lay member and Chair of Standards Committee at Brecon Beacons National Park Authority</p> <p>Lay member and Chair of Standards Committee at Mid & West Wales Fire & Rescue Authority</p> <p>Lay member of the following committees:</p> <ul style="list-style-type: none"> Governance & Audit Committee at Pembrokeshire CC Governance & Audit Committee at Blaenau Gwent CBC Governance & Audit Committee at Monmouthshire CC Education & Inclusion Committee at Rhondda Cynon Taf CBC – ended 30 August 2024 Governor at Hawthorn High School, Pontypridd, and Afon Wen 3-16 School, Pontypridd – positions ended 31 August 2024 Magistrate sitting on Mid Wales Bench

Personal data related incidents

This section is covered in the Governance Statement on page 71.

Statement of Accounting Officer's Responsibilities

Under Part VI Section 253 Subsection (2) of the Trade Union and Labour Relations (Consolidation) Act 1992, the Secretary of State, with the consent of HM Treasury, requires Acas to prepare for each financial year a statement of accounts in the form and on the basis set out in the Government Financial Reporting Manual. The

accounts are prepared on an accruals basis and must give a true and fair view of Acas's state of affairs at the year end, its income and expenditure, changes in taxpayers' equity and cashflows for the year.

In preparing the accounts, the Accounting Officer is required to comply with the requirements of the Government Financial Reporting Manual and in particular to:

- include relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- make judgements and estimates on a reasonable basis;
- state whether applicable accounting standards as set out in the Government Financial Reporting Manual have been followed and disclose and explain any material departures in the financial statements;
- prepare the financial statements on the going-concern basis; and
- confirm that this Annual Report and Accounts as a whole is fair, balanced and understandable and take personal responsibility for the Annual Report and Accounts and the judgements required for determining that it is fair, balanced and understandable.

The Accounting Officer for the DBT has designated the Chief Executive of Acas as the Accounting Officer for

Acas. The responsibilities of an Accounting Officer – including responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records, and for safeguarding the service's assets – are set out in *Managing public money*, published by the HM Treasury.

As the Accounting Officer, I have taken all the steps that I ought to have taken to make myself aware of any relevant audit information and to establish that Acas's auditors are aware of that information. So far as I am aware, there is no relevant audit information of which the auditors are unaware.

The Accounting Officer has taken all reasonable steps to ensure the Annual Report and Accounts as a whole is fair, balanced and understandable and I take personal responsibility for the Annual Report and Accounts and the judgements required for determining that it is fair, balanced and understandable.

Governance Statement

Scope of responsibility

1. As Accounting Officer, I am responsible for maintaining sound governance and internal controls that support the achievement of Acas's policies, aims and objectives, while safeguarding the public funds and assets for which I am personally responsible, in accordance with the responsibilities assigned to me in *Managing Public Money*. In delivering this role I am supported by the

Acas Executive Board and the Audit and Risk Assurance Committee (a sub-committee of the Acas Council) which regularly monitors risk management in Acas. I also use Government Internal Audit Agency (GIAA) for additional assurance.

2. As Accounting Officer, I have received the training needed for me to fulfil the duties of this role. In assuming the role of Chief Executive Officer, I have taken steps to gain assurance over the accuracy and completeness of the Annual Report and Accounts for the period prior to my appointment. I have engaged directly with my predecessor to understand the governance, financial reporting processes, and key judgements applied during the reporting period. Based on these discussions, and the supporting documentation provided, I am satisfied that the Annual Report and Accounts present a true and fair view of the company's financial position and performance.

The purpose of the Governance Statement

3. This Governance Statement, for which I as Accounting Officer take responsibility, is designed to give a clear understanding of how the duties set out above have been carried out during 2024–25.

Acas's governance structure

4. Acas is a non-departmental public body which is governed by the Acas Council. It was established

under the Employment Protection Act 1975 and continues in existence under the Trade Union and Labour Relations (Consolidation) Act 1992. The Council (formed of publicly appointed non-executive directors) is responsible for determining Acas's strategic direction and priorities, and for ensuring that statutory duties are carried out effectively. Day-to-day operations are managed by a management board (the Executive Board).

5. Acas is sponsored and mainly funded by the Department for Business and Trade (DBT), with which it has very regular contact regarding a wide range of governance and policy issues, as well as insights on the labour market from our frontline functions. Acas provides the DBT with regular performance updates through the Organisational Performance Dashboard and Strategic Risk Register as well as financial management information. The respective roles of Acas and the Secretary of State for the DBT are set out in Acas's Framework Document.
6. The governance structure provides reasonable and not absolute assurance, as it is designed to manage risk to an acceptable level in order to provide flexibility to deliver on our services, aims and objectives. It provides clarity and accountability in managing the delivery of Acas's aims and objectives, and ensures Acas has the capacity to

make decisions, monitor performance and assess and manage resources and risk within our appetite.

7. The system of internal controls reflects good practice. It is designed to identify and prioritise the risks to achieving Acas's policies, aims and objectives; to evaluate the likelihood of those risks being realised and their impact; and to manage them efficiently, effectively and economically. These controls have been in place through the year ending 31 March 2025 and up to the date of approval of the Annual Report and Accounts and accord with HM Treasury guidance.

Review of governance

8. Following the implementation of the new governance structure which completed in March 2024, there has been an embedding period, and an evaluation of the new structure will take place in 2025–26.

The Acas Council

9. The Acas Council consists of a publicly appointed Chair, a post currently held by Clare Chapman, and 11 members (a balance of employer, employee and independent members) appointed by the Secretary of State for the DBT. All appointments must adhere to the Governance Code on Public Appointments.

10. The Acas Council sets the strategic direction, policies and priorities for Acas, and monitors delivery of strategic aims and objectives, key performance indicators, and statutory duties. The Acas Council observes the highest standards of corporate governance and provides challenge (where applicable) in line with the provisions of HM Treasury's Corporate Governance Code. The Code of Good Practice for the Acas Council sets out the general responsibilities of members of the Council.
11. The Council is responsible for:
 - Overseeing that Acas (the Service) fulfils all its statutory duties.
 - Ensuring compliance with requirement for the use of public funds.
 - Determining key policy objectives and targets of the Service.
 - Overseeing strategic planning covering areas such as the Service's financial performance, the efficiency and effectiveness of its operations, and the quality of the Acas services.
 - Monitoring and identification of any external changes that are likely to impact on the strategic direction of Acas or on the attainability of its targets, and determining the steps needed to deal with such changes.

- Overseeing the delivery of planned results by monitoring performance against agreed strategic objectives and targets.
 - Issuing, and giving appropriate publicity to, an annual report and full statement of accounts.
 - Ensuring that high standards of corporate governance are always observed.
 - Ensuring that the Service operates sound environmental policies and practices in accordance with relevant government guidance.
12. The Acas Council has 2 sub-committees, which report back to the Council: the Audit, Risk and Assurance Committee (Audit Committee) and the People and Remuneration Committee (P&Remco).
13. Council members' attendance at Council meetings and the number of meetings for 2024–25 was as follows:
- Clare Chapman (6/6)
 - Ben Summerskill (6/6)
 - Christina McAnea (2/6)
 - Daniel Mortimor (2/3)
 - Ijeoma Omambala (6/6)
 - Jayne Haines (5/6)
 - Kevin Rowan (3/5)

- Martin McTague (5/6)
- Matthew Percival (6/6)
- Mike Clancy (5/6)
- Neil Carberry (5/6)
- Roy Rickhuss (4/6)
- Simon Lewis (4/6)

The Council held a strategic planning day in January 2025. Council reviewed the progress made against Acas strategic ambitions set out in our 2021–25 strategy. They also spent the day exploring the challenges and opportunities that ‘Make Work Pay’ may bring, along with a focus on the 2025–30 Acas strategy.

14. This has been a stable year for the Acas Council. Danny Mortimor was appointed as an Employer Member on 1 November 2024. There were 7 re-appointments (Roy Rickhuss, Christina McAnea, Matthew Percival, Jayne Haines, Ben Summerskill, Ijeoma Omambala and Simon Lewis) along with an extension to his term for Mike Clancy. Acas has worked closely with the department to put effective succession planning in place; this includes a live recruitment competition for 2 Worker Members which is underway.

Assessment of Council effectiveness

15. In October 2024 Council members were surveyed on the effectiveness of processes and operations. The results of the survey showed that all Council members affirmed that the Chair effectively facilitates meetings, creating an environment where everyone can freely contribute. There was an improvement, compared to 2023, as all Council members agreed or strongly agreed that there is a clear distinction between the kind of decisions made by Council and the Board. Members were also unanimous in their agreement that the Acas Council makes a strong contribution to the strategic direction of Acas.
16. The Council reviewed the results at the January Council meeting and discussed potential ways to improve Council effectiveness, which included the introduction of a Council Engagement Report, along with the agreement to explore with each Council member any individual training or support needs.

The Audit Committee

17. The Audit sub-Committee of the Acas Council is an advisory, rather than executive body, which supports and challenges me as Chief Executive of Acas in my responsibilities for issues of risk, control and governance, finance and associated assurance. The Committee is made up of members

of the Council, including the Chair, Ben Summerskill. They are supported by an independent financial expert to provide an external perspective, technical advice and guidance.

18. Meetings are attended by members of the Acas Executive, internal and external auditors, and DBT officials who lead the department's relationship with Acas. Both external (NAO) and internal auditors engage as required with the Audit Committee Chair and members.
19. The duties of the Audit Committee are to:
 - Review corporate governance assurances including Acas's systems for the assessment and management of risk, the Governance Statement and monitoring arrangements for maintaining standards of business conduct and probity.
 - Review the accounting policies and accounts, including the process for review of the accounts prior to submission for audit, levels of error identified and management's letter of representation to the external auditors.
 - Consider the planned activity and results of both internal and external audit work.
 - Consider the adequacy of management's response to issues identified by audit activity.

- Consider assurances relating to the corporate governance requirements for Acas.
20. The Audit Committee met 4 times in 2024–25. Audit Committee attendance at the meetings was as follows:
- Ben Summerskill, Chair (4/4)
 - Jayne Haines (4/4)
 - Martin Veale (4/4)
 - Roy Rickhuss (3/4)
21. A self-assessment exercise for the Audit Committee was undertaken and the findings were due to be reported back in the June 2025 meeting.
22. The self-assessment results were analysed using the NAO’s Self-Assessment tool and have indicated that there are no areas of concern; Committee members will be given the opportunity to highlight any recommendations that they would like to be enacted to improve the Committee’s function.

The People and Remuneration Committee

The People and Remuneration sub-Committee of the Council is chaired by the Chair of Acas and comprises 3 members of the Acas Council.

23. The role of the Committee is to:

- Support the executive, by providing stimulus, oversight and assurance on the vision and delivery plans for Acas's people strategy.
- Ensure that the pay of the Acas Chief Executive is awarded fairly, according to contribution, both in achievement of objectives and in development of competencies, skills and knowledge.
- Make decisions on the distribution of performance awards to the Acas Chief Executive and their SCS direct reports, ensuring that awards are made fairly and equitably in line with current guidance and with regard to equal opportunities.
- Provide a further mechanism for employee voice to be understood by Acas Council members.
- Provide oversight for any changes to the pay arrangements of Council members within the parameters set by the DBT.

24. The People and Remuneration Committee met twice in 2024–25. Its members and attendance are as follows:

- Clare Chapman (2/2)
- Ijeoma Omambala (2/2)

- Matthew Percival (1/1)
- Mike Clancy (2/2)
- Neil Carberry (1/1)

Conflicts of interest

25. As part of its due diligence, Acas require conflicts of interests to be disclosed at the commencement of its Board and Committee meetings and these are noted on pages 67 to 68. Members are also required to submit a related parties and conflicts of interest declaration annually to include nil returns.

The Executive Board

26. The Executive Board met 12 times in 2024–25.

Membership

27. In 2024–25, the membership of the Acas Executive Board consisted of:

- Daniel Ellis, Interim Chief Executive and Accounting Officer from 1 July 2024; Director of People from 1 April 2024 to 30 June 2024
- Susan Clews, Chief Executive and Accounting Officer, until 24 September 2024
- Anne Boyd, Director of Advice and Business Solutions
- James Vincent, Director of Digital Data and Technology

- Kate Nowicki, Director of Dispute Resolution, until 24 March 2025
- Kevin Rowan, Director of Dispute Resolution, from 1 March 2025
- Kirsty Watt, Director of Strategy and External Affairs
- Robert Mackintosh, Director of Finance and Governance
- Sian Kimber, Interim Director of People, from 1 July 2024

Duties

28. The Executive Board is responsible for the operational management of Acas. All major policies and decisions that affect the delivery of Acas's business objectives are considered and made by the Executive Board.
29. Non-classified papers of the Executive Board will be made available to staff via the intranet 2025–26.
30. Board members are committed to raising visibility of the Board and its work to all staff. At each Executive Board meeting, staff from the office where the meeting is taking place (meeting locations are rotated throughout the year) are invited to attend for an hour, and challenge Board members on issues of their choosing. The Executive Board holds meetings at locations

around the country, which allows staff to conduct the Q&A sessions face-to-face and gives greater visibility of the Board to our staff.

31. The Executive Board uses management information to monitor performance of Acas including data on finances, human resources and performance indicators. There are a range of process controls in place that ensure the quality of the data is of the standard expected for reliable and informed business decisions.
32. The terms of reference for the Executive Board are:
 - Supporting the Council in setting the direction of Acas in developing the Acas strategy.
 - Overseeing the implementation and delivery of Acas's strategy.
 - Determining and agreeing the strategic goals and objectives to be pursued by the organisation, setting the long-term vision and mission.
 - Ensuring effective communication on the strategic direction and objectives of Acas both internally and externally.
 - Setting the annual business plan, KPIs, service volumes and income generation targets, outlining key activities across all business

areas, and agreeing and reviewing policies to enable appropriate and efficient delivery plans.

- Ensuring that appropriate processes and controls are maintained, including through examination of management information, evaluation data and customer feedback.
- Overseeing organisational change and development and ensuring that change management systems are effective and appropriate.
- Determining and agreeing the budget allocation for each directorate and setting the tolerances for which each director is accountable.

33. The Executive Board has oversight of health and safety matters and ensures there is an effective relationship with our staff and trade unions.

34. The Executive Board has several sub-boards, which report on their individual areas. These are:

- **Customer Services Board (CSB):** co-chaired by the Director of Advice and Business Solutions and Director of Dispute Resolution. The Board reviews and focuses on how we run our customer-facing services. Their role is to oversee, drive and provide assurance to the Executive Board that all Acas operational services place the customer at the heart of everything we deliver. They ensure that our

operational services support the delivery of the in-year business plan and strategy while holding Directors to account for their services and the impact on those that are dependent on their delivery.

- **Finance and Portfolio Board (FPB):** chaired by the Director of Finance and Governance. The Board oversees the delivery of the portfolio of projects and programmes to ensure they remain affordable, achievable, and strategically aligned. Meeting monthly, the Board scrutinises our budget to ensure that areas of variance are understood and our investment delivers value for money. Additionally, the Board promotes innovation to improve and enhance all initiatives.
- **Technical Design and Delivery Board (TDDB):** chaired by the Director of Digital Data and Technology. The TDDB met 11 times in 2024-25 and is responsible for the strategic leadership and oversight of all Acas activities carried out under our Digital and Technology work streams.
- **People and Culture Board (PCB):** chaired by the Director of People. The Board provides support and challenge in the successful implementation of the people and culture strategy and other people-related initiatives.

This includes, but is not limited to, pay, people data, and workforce planning matters – they also provide assurance to the Executive Board on the delivery of these initiatives.

Assessment of Board effectiveness

35. A Board effectiveness review was carried out in September 2024. It found that all Board respondents agreed their roles and responsibilities are clear to them and that they represent an effective link through to senior management. All Board respondents agreed that the number of meetings is appropriate, including ad hoc meetings where necessary. Also, they and other Board members are given the opportunity to actively contribute at meetings. Furthermore, all respondents agreed that the integrity of the financial controls and systems of relevant risk management are robust and resilient. All respondents found that the paperwork encourages debate. Input was also sought from our Grade 6 colleagues on Board effectiveness.
36. The Executive Board reviewed the results during the October 2024 Executive Board meeting and discussed the need to explore the findings in more detail before implementing any recommendations to ensure action taken addresses all of the areas for improvement.

The risk and internal control framework

37. Acas Council retains oversight of the management of risk in Acas. Every 2 months, the Council reviews and challenges the Strategic Risk Register. Each Audit Committee meeting also considers the risk register. The purpose of this is to monitor Acas's processes for assessing, reporting and mitigating business risk. A member of the Executive is allocated responsibility for each identified risk so that its management can be explored in detail. The Chair of the Audit Committee reports back to the Council following each Audit Committee meeting.
38. Members of the Executive Board review the Strategic Risk Register monthly. The identification and assessment of risk is embedded within the Acas executive management arrangements. The Acas risk management policy defines how risk is managed and is explicit on the roles and responsibilities of all staff. The risk management policy, which has been reviewed in year, and risk awareness guidance incorporating good practice are accessible to all staff on the intranet.
39. The overall risk appetite remains as 'Open', though within each business area, certain activities take a more cautious approach to risk management.
40. The Executive Board regularly assesses and monitors key strategic risks, reviewing the current

status of the risks, including the risks' trajectory, and all Executive Board papers include a risk assessment of the issue under consideration. The Strategic Risk Register is underpinned by local sub-boards and project risk registers from which significant risks are escalated to the Strategic Risk Register as required. Local risk registers are reviewed at least quarterly and project registers at each project board meeting. Assurance has been gained on this as part of the annual compliance review process.

41. Risk owners (Executive Board members) and managers (responsible for day-to-day management of the risk) provide a commentary on the risks, the impact if the risk crystallised and the likelihood of this happening with the current mitigations in place.
42. The format of the Strategic Risk Register focuses on clearly demonstrating the current status of the risks identified and the mitigations in place to manage them. The register includes previous assessments of the risk, to allow for the monitoring of the ongoing risk management, and a future risk trajectory, to show the expected future risk severity in response to the actions taken to mitigate them.
43. Acas also maintains a separate Fraud and Error Risk Register, which is reviewed annually. Acas participates in the Counter-Fraud Network, a body that brings together partner organisations from

across the DBT family to share good practice in reducing and mitigating the risk of fraud and error.

44. Acas has completed the Annual Assurance self-assessment to measure compliance around governance and management actions, which reflects the Cabinet Office Sponsorship Code of Good Practice.

Strategic Risk Register and key risks (including new risks)

45. The principal risks faced by Acas during 2024–25 are as follows:
- The impact of the recent period of high inflation is reflected in current costs in the medium term, adversely impacting future year budgets, especially at the end of the SR21 period and going into the SR25 period, with the likelihood of the government's Make Work Pay agenda increasing the Acas workforce and demand for Acas services.
 - Delivery of Acas's services and strategy is negatively impacted by increased demand created by the new government's proposed Make Work Pay agenda. We continue to regularly review workforce planning across the organisation and work on plans for indicative resource numbers across each service looking at short-, medium- and long-term anticipated requirements.

- Acas may be unable to respond effectively to current growth in demand and any potential future surge in demand for individual resolution services because of changes in the Employment Rights Bill or other legislative changes in line with the Make Work Pay initiative. Acas will explore the option to develop alternative mitigations such as online dispute resolution or early in-company resolution.

Review of organisational effectiveness

As Accounting Officer, I am responsible for conducting an annual review of the effectiveness of the organisation's governance, risk management and internal control. My review of the effectiveness of the system of internal control is informed by:

- the work of the internal auditors;
- annual statements on corporate governance by each Director, supported by challenge panel examinations of a sample of these (details of which are below);
- the in-year operation of the risks and control framework; and
- observations made by the external auditors in their management letter and other reports.

The system of control is kept under review during the year by:

- the Acas Executive Board meeting regularly to consider the plans, risks and strategic direction of Acas;
- full consideration of internal audit reports by the Acas Audit Committee, and the Committee Chair's regular reports to Acas Council;
- regular reports by internal audit, to standards defined in the Public Sector Internal Audit Standards, which include the Head of Internal Audit's opinion on the adequacy and effectiveness of Acas's system of internal control, together with recommendations for improvement;
- the Corporate Governance Framework for Acas, which is published on our intranet and available to all staff;
- reports from Acas Directors on specific risks which are their responsibility and the steps they are taking in respect of them;
- my review of the annual corporate governance returns by each of the Directors and the Corporate Governance Challenge Panel scrutiny of those returns;
- the use of an organisation-wide Balanced Scorecard in conjunction with the Strategic Risk Register, to measure in-year organisational performance;

- a systematic review of compliance with internal control procedures and governance arrangements;
- a high-level assurance mapping of controls; and
- data security procedures which are regularly reviewed and, where necessary, strengthened to ensure that personal information is safeguarded.

Corporate Governance Challenge Panel

46. The annual Corporate Governance Challenge Panel sat in April 2025 to consider the individual corporate governance returns of 3 members of the Executive team.
47. The purpose of this exercise is to provide assurance to the Committee that the assurances made in the Accounting Officer's Governance Statement are robust. The Directors of Finance and Governance, People, and Digital, Data and Technology (DDaT) were challenged by the Chair of the Committee, supported by the Independent Financial Expert and GIAA.
48. Key themes identified in their statements were discussed; these focused on resourcing, cyber security and organisational governance.
49. No issues were raised that would undermine the assurance that a sound system of corporate governance is being maintained.

Project assurance and capacity to change

50. The Finance and Portfolio Board is now an established part of our governance and provides assurance to Executive Board for the management of strategic projects and changes. They drive forward robust delivery and ensure that controls are in place to enable the delivery of projects to time, cost and quality, with a strong focus on value for money and benefits realisation. The Portfolio Management Office is a small team which supports effective project and change management practice in the delivery of key projects to realise our strategic ambitions. The Head of Strategic Portfolio conducts bi-yearly prioritisation exercises with the Executive Board to ensure that the portfolio is balanced and prioritising the most strategically beneficial initiatives.
51. The Portfolio Management Office (PMO) produces a monthly portfolio report which includes dashboards which captures ‘portfolio health’ so that the Finance and Portfolio Board can scrutinise project delivery and respond to emerging risks, issues and dependencies. As part of this analysis ‘change capacity and capability’ is assessed to better plan where our resource is best focused and where we may need to course correct. The learning team work collaboratively with the PMO to plan and deliver effective learning solutions for the

organisation to improve capability in project and change management.

General Data Protection Regulations

52. GDPR practices continue to be embedded in the business. Regular reviews of data breach causes have been reported to the Executive Board and Council during 2024–25 outlining governance measures to be put in place. Approximately half the data breaches are caused by external claimants providing incorrect details that are then automatically processed through the notification form. Other breaches are caused by incorrect third parties being chosen for correspondence and data inputting errors. It should be noted that of all data breaches reported, they equate to approximately 0.011% of Acas's total external traffic (emails and telephone calls), so they are very much a manageable number.
53. Work is being carried out to review the notifications form that is the cause of the external breaches, while training for conciliators and regular reports to conciliation managers are provided to help raise the profile of breaches and identify trends that can be acted upon. Mandatory GDPR awareness training is carried out by all staff every 18 months. The most recent training was commissioned in April 2025.

Internal Compliance Reviews

54. The annual Compliance Reviews have demonstrated that controls are working sufficiently and there have been no significant deviations from Acas's governance and internal control procedures and processes. Feedback on the review was presented to senior managers, both on an individual basis and to share good practice from across the organisation. There were no significant actions needed following on from the review to improve governance.
55. The Compliance Review was reviewed in year and enhancements made to ensure that the coverage of the review was complete while simplifying the return.

Assurance mapping

56. An updated Assurance Map has been used in year to assess the control environment in Acas and to provide assurance that these controls are being adhered to and to identify if any areas need strengthening.
57. The Assurance Map uses the 'Three Lines of Defence' model, namely management oversight, functional management and independent review. This model provides a broad view of the controls in place for each business area.

58. Throughout the process, we have engaged with local management to define what should be covered and have provided support in completing the assessment.
59. The Assurance Map has been completed for Corporate Services and other specific areas that include GDPR and information asset management and management of the estate.
60. Overall, the Assurance Map has provided an assessment that controls are sufficient in most areas, but with some room for improvement.

Government Internal Audit Agency

61. The 2024–25 Internal Audit Plan covered the following areas, with the outcomes of those reviewed noting:
 - Wider Stakeholder Systems: The objective of this audit was to assess the effectiveness of the revised stakeholder engagement approach in achieving the Acas strategic objectives of growing reach, access, and resolving disputes. A ‘moderate’ assurance opinion reflects that appropriate guidance, processes, and procedures are in place to support effective stakeholder engagement. The design of the control framework in place is aligned with recognised best practices, promoting transparency and maintaining relationships with

external stakeholders. Further work is required to implement a customer relationship management system and clear accountability and responsibility relating to stakeholder engagement.

- **IT Procurement:** The objective of this audit was to provide assurance that Acas has an effective IT spend control framework which is compliant with the Central Digital and Data Office (CDDO) Digital IT spend control arrangements. A 'Moderate' assurance opinion reflects that GIAA found effective controls were in place to ensure compliance with the spirit of the mandated CDDO IT spend controls criteria, although further work is needed to evidence full compliance.
- **Implementation of the Operating Model:** This audit was to provide independent and objective assurance to the accounting officer and key stakeholders that this change has been implemented effectively. Acas remains on course to deliver the identified benefits, and there has not been any negative impact on operational delivery or the customer services provided following implementation. GIAA's 'Limited' assurance opinion recognises that although the project was successfully delivered and closed by the Executive Board in June 2023, and we identified no emerging negative

impacts on services provided, the change methodologies and practices applied were not fully aligned with recognised best practice, and GIAA were unable to provide adequate assurance that Acas will realise all claimed benefits.

- **Key Financial Controls:** The objective of this audit was to assess the operation and compliance with Acas's key financial systems and controls over the charging policies and procedures, and client billing, to manage external debt and charging and revenue recognition. The 'Moderate' assurance opinion reflects that overall, GIAA found that there was an effective financial control framework in place with some identified areas for improvement.
- **Acas Services – Quality Assurance:** The objective of this audit was to assess the operation and controls to drive quality services and continuous improvement on the following services provided by Acas: Good practice services, helpline services and conciliation services-duty cover teams. A 'Moderate' assurance opinion reflects that there is appropriate governance, reporting, risk management and controls arrangements to drive quality and maintain strategic and operational oversight and challenge of the identified services. However, further work is

required to validate and assure the consistency and quality of services provided, to ensure that effective risk strategies and plans are in place to mitigate increasing customer complaints and to ensure that there is clear accountability around policy and process.

- **Strategic Delivery:** The objective of this audit was to assess the effectiveness of the internal governance and controls in moving from creation of the 2021–25 strategy into implementation and monitoring, with specific focus on ambition 4 (increasing inclusion and fairness). This review also considered whether lessons have been embedded while developing the new (2025–30) strategy. The ‘Moderate’ opinion provided assurance that there are effective processes and procedures to monitor, track and deliver the existing strategic objectives and to develop the 2025-30 plans, although there are identified areas where the controls could be strengthened further.

62. Overall, internal audit gave a ‘Moderate’ assurance opinion on the control and governance framework. Some improvements are required to enhance the adequacy and effectiveness of governance, risk management and control. Appropriate action has been agreed and new procedures introduced to address recommendations for improvement.

63. In summary, there were 5 ‘Moderate’ audit opinions from the work undertaken during the year and in addition there were 2 advisory reviews where GIAA were not tasked with providing an opinion.
64. In the reports, the auditors highlighted 0 ‘High’, 23 ‘Medium’ and 6 ‘Low’ priority recommendations. Progress in the implementation of agreed audit recommendations is reported to the Audit Committee. At the end of the reporting year, there were no outstanding recommendations.
65. The Audit Committee have reviewed and challenged the GIAA audit plan for 2025–26.

Cyber security

66. There have been no significant cyber security incidents recorded during the 2024–25 operational year. The Cyber Security Team has investigated some targeted phishing attempts, including an email directed at a Director’s personal email address that was purporting to be from the newly recruited CEO. These incidents have demonstrated a good level of cyber security awareness from the affected staff, who reported incidents promptly and allowed for timely investigation. While not resulting in any system compromise or data loss, these incidents do suggest an increase in targeted attacks which is consistent with the elevated threat level faced by government and public sector organisations.

67. Acas has strengthened its cyber security posture through the continued implementation of the cyber framework. Significant steps have been taken to implement the increased Microsoft security toolset available through our E5 enterprise licencing agreement. Endpoint protection and response has been deployed across user and server devices. A new email protection platform has been successfully deployed. The focus remains on implementing core cyber security principles and ensuring strength in depth. A recent independent external penetration test has again demonstrated that the Acas network infrastructure is exceeding standard security expectations and showcases our commitment to robust cyber security practices.

Other Matters

68. To support staff, the 'Speak Up' policy has operated all year; Nominated Officers remained in post in year. These act as an impartial point of contact for staff who wish to raise a concern. In 2024–25 no issues were raised through this channel.
69. We answered all 79 freedom of information requests received within the prescribed timeframe.
70. We answered 605 of the 610 subject access requests received within the prescribed timeframe. The deadlines for the remaining 5 were extended (or exceeded) due to the volume of information needed to be collected.

71. One incident was reported to the Information Commissioner's Office (ICO) as a precautionary measure as no harm to individuals resulted. The ICO considered no follow-up actions were necessary.
72. All our Executive and Non-Executive Directors complete a conflicts of interest declaration at least once a year. Additionally, at the start of all meetings, any conflicts of interest in relation to the matters due to be discussed are asked to be declared. No such conflicts were noted in year.
73. Acas has reviewed the status of contractors engaged by the business; all were found to be compliant with the IR35 regulations.
74. To meet the requirements set out by the DBT, the Director of Finance and Governance reviews expenditure items for appropriateness of spend, and challenges expenditure if it appears not to offer value for money or does not support the achievement of Acas objectives.
75. There were no breaches of Cabinet Office spend controls in year; a new process for monitoring adherence was introduced to provide assurance that Acas remains compliant.
76. Acas adheres to the appropriate functional standards set by the Cabinet Office.

77. Acas continues to publish details of individual expenditure over £250, prompt payment statistics, and organisation charts on gov.uk.
78. Tailored financial and corporate governance training continues to be provided to those with financial and governance responsibilities. This covers the fundamentals of their roles in ensuring financial and governance compliance.
79. Acas continued to work collaboratively with the DBT and other partner organisations and was represented on several networks (both within the DBT family and pan-government).

Assessment of effectiveness

80. There have been no significant control issues during this financial year. I have considered the evidence provided with regards to the production of the Governance Statement. The conclusion of this review is that governance and control structures have been appropriate for Acas and have working satisfactorily throughout 2024–25.



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Niall Mackenzie

Accounting Officer

10 July 2025

Remuneration and Staff Report

Remuneration Report

Service contracts and salary

Subject to the provisions of the Civil Service Management Code, Acas has delegated authority from the Secretary of State for the DBT to determine the pay and grading of staff in non-Senior Civil Service (SCS) grades.

The salaries of the Acas Chair, the Certification Officer (CO), the Chair of the Central Arbitration Committee (CAC), and Acas staff who are members of the Senior Civil Service are set by the Prime Minister following independent advice from the Senior Salaries Review Body. In reaching its recommendations, the Review Body has regard to:

- The need to recruit, retain and motivate suitably able and qualified people to exercise their different responsibilities.
- Regional/local variations in labour markets and their effects on the recruitment and retention of staff.
- Government policies for improving public services, including the requirement on departments to meet the output targets for the delivery of departmental services.
- The funds available to departments as set out in the government's departmental expenditure limits.

- The government's inflation target.

The Review Body takes account of the evidence it receives about wider economic considerations and the affordability of its recommendations. Further information about the work of the Review Body can be found at: www.gov.uk/government/organisations/review-body-on-senior-salaries.

The salaries of the Acas Council are set by the DBT.

The Certification Officer (Sarah Bedwell) is a member of the Principal Civil Service Pension Scheme (PCSPS). No pension contributions are made in respect of the Acas Chair and Acas Council members.

The Chair of the Central Arbitration Committee (Stephen Redmond) was appointed by the Secretary of State for the DBT and his fee for 1 day a week is set by the DBT. The members of the CAC (deputy chairs and members) are appointed by the Secretary of State for the DBT. Their rates are set by the Ministry of Justice and are set out below.

Director remuneration (audited)

The following table shows the remuneration of the Executive Committee and CEO of the CAC and the Certification Officer.

	2024-25				2023-24			
	Salary	Bonus	Pension ⁵	Total	Salary	Bonus	Pension ⁵	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
C Chapman (Chair) ¹	55–60	0	0	55–60	55–60	0	0	55–60
D Ellis (People Director period to 30 June 24, Chief Executive period from 1 July 2024) ²	100–105	5–10	41	151–155	80–85	5–10	32	175–180
S Clews (Chief Executive period to 24 September 2024, Acas) ^{2 6}	75–80 (135–140 Full year equivalent)	5–10	5	95–100	130–135	5–10	37	175–180
S Bedwell (Certification Officer)	145–150	0	58	200–205	140–145	0	55	195–200
M Tavares (Chief Executive, CAC) ²	60–65	0–5	36	95–100	60–65	0–5	9	65–70
A Boyd (Director, Advice and Business Solutions) ²	105–110	0–5	48	155–160	100–105	0	40	140–145
C Nowicki (Director, Dispute Resolution period to 24 March 2025) ²	80–85	5–10	146	235–240	80–85	5–10	59	145–150
J Vincent (Director, Digital, Data and Technology) ²	100–105	0–5	35	140–145	95–100	5–10	34	135–140
K Rowan (Director, Dispute Resolution from 1 March 2025) ³	5–10 (80–85 full year equivalent)	0	3	5–10	Not in post	–	–	–
K Watt (Director, Strategy and External Affairs) ²	85–90	0–5	71	155–160	80–85	0–5	55	135–140

	2024–25				2023–24			
	Salary	Bonus	Pension ⁵	Total	Salary	Bonus	Pension ⁵	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
S Kimber (People Director from 1 July 2024) ^{2 3}	60–65 (80–85 full year equivalent)	0–5	53	115–120	Not in post	–	–	–
R Mackintosh (Director, Finance and Governance) ²	95–100	0–5	71	170–175	90–95	5–10	26	125–130

¹ C Chapman is not a member of the pension scheme.

² In 2024–25, D Ellis, S Clews, M Tavares, R Mackintosh, J Vincent, C Nowicki, K Watt, A Boyd and S Kimber received a non-consolidated payment relating to their performance. In 2023–24, S Clews, M Tavares, R Mackintosh, J Vincent, D Ellis, C Nowicki and K Watt received a non-consolidated payment relating to their performance.

³ This table shows the amounts paid in individual's capacity of the named roles within the reporting years. K Rowan received remuneration for work performed as a member of the Acas Council which is excluded from the above. S Kimber received remuneration for work as an employed member of the Junior Civil Service, which is excluded from the above.

⁴ SCS salary levels are set in accordance with Civil Service pay policy.

⁵ Accrued pension benefits included in this table for any individual affected by the Public Service Pensions Remedy have been calculated based on their inclusion in the legacy scheme for the period between 1 April 2015 and 31 March 2022, following the McCloud judgment. The Public Service Pensions Remedy applies to individuals who were members, or eligible to be members, of a public service pension scheme on 31 March 2012 and were members of a public service pension scheme between 1 April 2015 and 31 March 2022. The basis for the calculation reflects the legal position that impacted members have been rolled back into the relevant legacy scheme for the remedy period and that this will apply unless the member actively exercises their entitlement on retirement to decide instead to receive benefits calculated under the terms of the Alpha scheme for the period from 1 April 2015 to 31 March 2022. Acas relies on information provided by MyCSP for pension remuneration reporting.

⁶ S Clews stepped down from the Executive Board at the end of July 2024.

Pension entitlements for each Director (audited)

	Accrued pension at pension age as at 31/03/2025	Real Increase in pension and related lump sum at pension age	CETV at 31/03/2025	CETV at 31/03/2024	Real increase in CETV
	£'000	£'000	£'000	£'000	£'000
D Ellis	20 – 25	0 – 2.5	256	209	22
S Clews	60 – 65 plus a lump sum of 165–170	0 – 2.5 plus a lump sum of 0 – 2.5	1,470	1,448	1
S Bedwell	25 – 30	2.5 – 5	421	337	44
M Tavares	25 – 30 plus a lump sum of 70 – 75	0 – 2.5 plus a lump sum of 0 – 2.5	648	593	29
A Boyd	5 – 10	2.5 – 5	114	71	33
J Vincent	35 – 40	0 – 2.5	500	434	17
K Rowan	0 – 5	0 – 2.5	3	0	2
K Watt	40 – 45 plus a lump sum of 5 – 10	2.5 – 5 plus a lump sum of 0 – 2.5	791	698	60
S Kimber	20 – 25	2.5 – 5	282	242	31
R Mackintosh	50 – 55 plus a lump sum of 130 – 135	2.5 – 5 plus a lump sum of 2.5 – 5	1,214	1,144	65

Civil Service pensions

Pension benefits are provided through the Civil Service pension arrangements. From 1 April 2015, a new pension scheme for civil servants was introduced – the Civil Servants and Others Pension Scheme, or Alpha, which provides benefits on a career-average basis with a normal pension age, equal to the member's state pension age.

From that date all newly appointed civil servants and the majority of those already in service joined Alpha. Prior to that date, civil servants participated in the Principal Civil Service Pension Scheme (PCSPS). The PCSPS has 4 sections: providing benefits on a final salary basis (Classic, Premium or Classic Plus) with a normal pension age of 60; and one providing benefits on a whole career basis (Nuvos) with a normal pension age of 65.

These statutory arrangements are unfunded, with the cost of benefits met by monies voted by Parliament each year. Pensions payable under Classic, Premium, Classic Plus, Nuvos and Alpha are increased annually in line with pensions increase legislation. From 1 April 2022 all members of the PCSPS who were in a legacy scheme have been moved into Alpha. Because the government plans to remove discrimination identified by the courts in the way that the 2015 pension reforms were introduced for some members, eligible members with relevant service between 1 April 2015 and 31 March 2022 may be entitled to different pension benefits in relation to that

period (and this may affect the Cash Equivalent Transfer Values shown in this report). All members who switch to Alpha have their PCSPS benefits ‘banked’, with those with earlier benefits in one of the final salary sections of the PCSPS having those benefits based on their final salary when they leave Alpha. (The pension figures quoted for officials show pension earned in PCSPS or Alpha – as appropriate. Where the official has benefits in both the PCSPS and Alpha, the figure quoted is the combined value of their benefits in the 2 schemes.) Members joining from October 2002 may opt for either the appropriate defined benefit arrangement or a ‘money purchase’ stakeholder pension with an employer contribution (partnership pension account).

Employee contributions are salary-related and currently range between 4.6% and 8.05% for members of Alpha. Benefits in Classic accrue at the rate of 1/80th of final pensionable earnings for each year of service. In addition, a lump sum equivalent to 3 years’ initial pension is payable on retirement. For Premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike Classic, there is no automatic lump sum. Classic Plus is essentially a hybrid, with benefits for service before 1 October 2002 calculated broadly as per Classic and benefits for service from October 2002 worked out as in Premium. In Nuvos, a member builds up a pension based on their pensionable earnings during their period of scheme membership. At the end of the scheme year (31 March) the member’s

earned pension account is credited with 2.3% of their pensionable earnings in that scheme year, and the accrued pension is uprated in line with pensions increase legislation. Benefits in Alpha build up in a similar way to Nuvos, except that the accrual rate is 2.32%. In all cases members may opt to give up (commute) pension for a lump sum up to the limits set by the Finance Act 2004.

The partnership pension account is an occupational defined contribution pension arrangement which is part of the Legal & General Mastertrust. The employer makes a basic contribution of between 8% and 14.75% (depending on the age of the member). The employee does not have to contribute, but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.5% of pensionable salary to cover the cost of centrally provided risk benefit cover (death in service and ill health retirement).

The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are already at or over pension age.

Pension age is 60 for members of Classic, Premium and Classic Plus, 65 for members of Nuvos, and the higher of 65 or state pension age for members of Alpha. (The pension figures quoted for officials show pension earned in PCSPS or Alpha – as appropriate. Where the official has benefits in both the PCSPS and Alpha, the figure

quoted is the combined value of their benefits in the 2 schemes but note that part of that pension may be payable from different ages.)

Further details about the Civil Service pension arrangements can be found at the website www.civilservicepensionscheme.org.uk.

Cash Equivalent Transfer Values

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme.

A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

The figures include the value of any pension benefit in another scheme or arrangement which the member has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their buying additional pension benefits at their own cost. CETVs are worked out

in accordance with the Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2008 and do not take account of any actual or potential reduction to benefits resulting from lifetime allowance tax, which may be due when pension benefits are taken.

This reflects the increase in CETV that is funded by the employer. It does not include the increase in accrued pension due to inflation, or contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement), and uses common market valuation factors for the start and end of the period.

Compensation on early retirement or loss of office and exit packages (audited)

There were no compensation payments for loss of office paid to senior managers in 2024–25 (2023–24, £nil).

In 2024–25, 4 people left under efficiency dismissal terms and received total compensation payments of £165,000. These payments are broken down in the table below.

Exit package cost band (2024–25)	Number of compulsory redundancies	Number of other departures agreed	Total number of exit packages by cost band
< £10k	0	0	0
£10k–£25k	0	2	2
£25k–£50k	0	0	0
£50k–£100k	0	2	2
> £100k	0	0	0
Total number of exit packages	0	4	4
Total cost (£'000)	0	165	165

In the previous year, 1 person left under efficiency dismissal terms and received a total compensation payment of £24,000. These payments are broken down in the table below.

Exit package cost band (2023–24)	Number of compulsory redundancies	Number of other departures agreed	Total number of exit packages by cost band
< £10k	0	0	0
£10k–£25k	0	1	1
£25k–£50k	0	0	0
£50k–£100k	0	0	0
> £100k	0	0	0
Total number of exit packages	0	1	1
Total cost (£'000)	0	24	24

Fair pay disclosures (audited)

There has been an increase from 2024–25 with respect to the full-time equivalent pay of the highest-paid official of 5%, which is due to pay review. There has been an average increase for employees' full-time equivalent pay, excluding the highest-paid official, of 4.47%, largely due to the pay award. The highest-paid official did not receive a bonus, so there has been no change from 2023–24.

There has been an average increase of 7% for employees' performance pay, excluding the highest-paid official.

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid official in their organisation and the median, and upper and lower percentile remuneration of the organisation's workforce. The total remuneration ratio for the 25th percentile has

decreased by 0.1 in 2024–25, while the median and the 75th percentile remain consistent with those in 2023–24.

	2024–25		2023–24	
	Total salary	Total remuneration	Total salary	Total remuneration
Band of highest-paid official's remuneration (£k)	145–150	145–150	140–145	140–145
25th percentile (£)	28,963	29,457	27,172	27,575
Ratio	5.1	5.1	5.2	5.2
Median (£)	35,312	35,562	33,630	33,880
Ratio	4.2	4.2	4.2	4.2
75th percentile (£)	42,491	42,585	40,841	40,973
Ratio	3.5	3.5	3.5	3.5

The calculation is based upon the full-time equivalent staff of the reporting entity at the reporting period end date on an annualised basis. Total remuneration includes salary, non-consolidated performance-related pay and benefits-in-kind. It does not include severance payments, employer pension contributions and the Cash Equivalent Transfer Value of pensions.

In 2024–25, no employees received remuneration in excess of the highest-paid official (2023–24, none). Remuneration within the organisation ranged from £20,000 to £25,000 (apprentices fall into this bracket) to £145,000 to £150,000 (2022–23, £20,000 to £25,000, and £140,000 to £145,000).

During 2024–25, the ratio of females to males employed by Acas was 3:2 (2023–24, 1:0.7). At Executive Board level, this ratio was 1:0.7 (2023–24, 1 :0.7).

Council and CAC members' remuneration

Acas Council members are paid an annual remuneration fee of £1,695 (2023–24, £1,695) and are entitled to receive a daily rate £172 (2023–24, £172) for attending on Acas business. Acas Council members' pay is not subject to audit. Neil Carberry declines payment for services as a Council member.

Acas Council members	2024–25 (£)	2023–24 (£)
Ben Summerskill	7,457	4,877
Christina McAnea	2,039	2,383
Danny Mortimer (appointed 1 Nov 2024)	1,050	Not in post
Ijeoma Omambala	3,157	3,071
Jayne Haines	3,759	3,157
Kevin Rowan (member to 28 Feb 2025)	2,509	1,243
Martin McTague	2,899	1,243
Matthew Percival	2,899	2,555
Michael Clancy	2,603	2,899
Neil Carberry	0	0
Roy Rickhuss	3,415	2,813
Simon Lewis	2,899	2,813

The CAC deputy chairs and members are reimbursed at a daily rate for attending CAC business. Acas has financial management of the CAC.

CAC members	2024–25 (£)	2023–24 (£)
CAC deputy chair's daily rate	610	575
CAC member's daily rate	347	327
Arbitrator's daily rate	434	409

Consultancy and temporary staff

The spend on consultancy was £920,000 and contractors £488,000, a total of £1,408,000 (2023–24, £1,940,000). Of this, £475,000 was for IT consultancy and £7,000 was for IT contractors. This spend included investment in

projects to increase the efficiency and effectiveness of the services we offer.

Off-payroll appointments

Highly paid off-payroll worker engagements as at 31 March 2025, earning £245 per day or greater:

No. of existing engagements as of 31 March 2025	5
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Of which:

- | | |
|--|---|
| • for less than 1 year at the time of reporting | 5 |
| • for between 1 and 2 years at the time of reporting | 0 |
| • for between 2 and 3 years at the time of reporting | 0 |
| • for between 3 and 4 years at the time of reporting | 0 |
| • for 4 and more years at the time of reporting | 0 |

All highly paid off-payroll workers engaged at any point during the year ended 31 March 2025, earning £245 per day or greater:

Number of new engagements between 1 April 2024 and 31 March 2025	9
--	---

Of which:

- | | |
|--|---|
| • not subject to off-payroll legislation | 0 |
| • assessed as in scope of IR35 | 7 |
| • assessed as not in scope of IR35 | 2 |

None of the engagements that were not subject to the legislation were reassessed for assurance purposes due to the short-term nature of the engagements and the roles not changing over their term. We have not received any disputes around status determination.

There were no off-payroll engagements of Board members or senior officials with significant financial responsibility during the year.

Diversity and inclusion

At Acas, we are committed to providing services that are accessible and effective for those who need to use them, irrespective of place, sector and individual circumstances. We want to be an organisation that fully reflects the diversity of the communities that we serve and are committed to creating and maintaining a non-discriminatory and respectful working environment for our staff.

Following the new Worker Protection (Amendment of Equality Act 2010) Act 2023, we have developed, consulted on and published a new sexual harassment policy, guidance and organisational risk assessment, which sits alongside our bullying, harassment and discrimination policies, available on our staff intranet, in line with the Public Sector Equality Duty (PSED). We have also updated our social media guidance.

We re-trained and re-launched our Fair Treatment Contacts, with representation in all directorates, to ensure

employees know where to go for help, support and signposting if they are experiencing inappropriate behaviour. We pay due regard to the 3 aims of the public sector equality duty under the Equality Act 2010, ensuring all policies and change programmes which come to Executive Board and sub-boards undergo equality impact assessments.

To understand and monitor the diversity make-up of our people, we regularly encourage staff to share their disability data, and our new People Data Dashboard, which includes diversity figures, is regularly monitored by the Executive Board. We also evaluate our People Survey data by protected characteristics and work with our networks on targeted action plans to address areas of concern. In 2024 our People Survey inclusion and fair treatment score rose 2% to 79%.

We are above the Civil Service average in representation for disability (19.4% in Acas against 15.8% in Civil Service) and have higher than average female representation (59.5% in Acas against 54.6% in the Civil Service). Our LGBT+ representation is 6.1%. We are focusing on increasing our ethnic minority representation (9.8% in Acas against 16.6% in the Civil Service).

Over the last 12 months we have used targeted recruitment methods to attract diverse candidates with the right skills and raise our profile as an inclusive employer. We have run virtual events for all large recruitment campaigns, allowing people to gain an

understanding of the role, Acas, and how a Civil Service interview works. We continue to develop guidance for panels, to increase unconscious bias awareness and hiring manager capability, and are exploring broader training on best recruitment practices. This has resulted in an increase from 7% to 10% in conversion rates from application to interview.

Our new disability action plan is in place and sits alongside our D&I Plan. A campaign around workplace adjustments and new line manager training has increased capability and confidence in our staff in implementing adjustments at the point of need.

Our 4 networks – the Women's Network, Race Network, LGBTI+ and Allies Network, and Disability and You Network – have promoted inclusivity and increased visibility through events and initiatives such as National Inclusion Week. We marked key calendar events by sharing resources and blog posts, for example, celebrating LGBTI+ history month with a live Q&A with an Acas Council member. The networks collaborate to input into multiple equality impact assessments throughout the year.

Our National Inclusion Week was well attended by 283 people, attending 15 sessions, spread over 3 weeks; 34 staff (including those in our networks) helped plan, facilitate or deliver sessions focusing on neurodiversity, accessibility, inclusion and mental health.

We continue to focus on mental health and wellbeing, with 33 new Mental Health First Aiders trained to support their colleagues. Wellbeing Champions continue to promote local events and wellbeing activities in offices, sharing their stories and insights as part of our wellbeing calendar. This helps reduce stigma, raise awareness, and create an environment where staff feel safe to speak up about health and wellbeing. We have moved from the Affinity Mental Health Framework to the Civil Service Wellbeing Standards Framework and are taking targeted action to reach the 'achieved' category in all areas.

Gender pay gap reporting

The current requirement for gender pay gap reporting is that we report in a binary way rather than including non-binary or other identities.

Looking at our workforce as a snapshot on 31 March 2025, we can see:

- 60% of our workforce are women, the same as 2024 and a 1% increase from 59% in both 2023 and 2022; and
- 43% of our senior civil servants are women, which is a 14.3% drop from 2024 figures.

Acas gender pay gap 2024

When calculating the gender pay gap, we look at average hourly pay for women in the organisation compared to men. As of 31 March 2025:

Our mean hourly pay gap is 3.6% (males earn a mean of 3.6% more than their female colleagues).

Our median hourly pay gap is 0.5% (males earn a median of 0.5% more than their female colleagues).

For the financial year 2024–25, overall headcount was at 1,075, which is about 6% more than the previous year, contributing to a minimal increase in mean pay gap of 3.5% in 2023–24 to 3.6% in 2024–25. However, this shows an improved median pay gap figure, down from 0.7% in 2023–24 to 0.5% in 2024–25.

Acas gender pay gap 2024

During the 2024–25 financial year:

88.8% of women were awarded a bonus

88.4% of men were awarded a bonus

The mean bonus pay gap is -0.3% (females earn a mean bonus of 0.3% more than their male colleagues).

The median bonus pay gap is -16.7% (females earn a median bonus of 16.7% more than their male colleagues).

As our reward and recognition scheme awards discrete value bands, the median amount for males and females has landed on the same fixed amount. This is likely also reflective of the high proportion of staff, both male and female, who received a bonus payment.

Pay by quartile

The table below shows the proportion of women and men in each pay quartile for Acas. As our overall workforce is 60% female, we would expect each quartile to have about 60% representation of female workers. We can see that females are slightly higher in representation in the lower quartiles at 60% and under-represented in the highest quartile, at 56%.

Proportion of male and female employees in each quartile		
Quartile	Female %	Male %
Lower quartile	60	40
Lower middle quartile	60	40
Upper middle quartile	61	39
Upper quartile	56	44

Steps we are taking to address our gender pay gap

At Acas we are committed to fair pay irrespective of gender.

We will continue to build on actions and initiatives aimed at eradicating the gender pay gap, including:

- Continuing to provide policies and guidance to support all staff, including updating our flexible working policy (with the new day one right to request flexible working) and new sexual harassment policy and guidance (this supports all, but statistics show that women are more likely to experience sexual harassment than men).
- Offering hybrid working, with office attendance of on average 1 day a week and adhering to the new flexible working guidelines.

- Support for women returning to work through shared parental leave, job sharing, compressed hours, part-time, remote working (including working from home) and term-time only opportunities – plus, encouraging men to also take advantage of flexible working arrangements.
- Continuing to monitor pay to identify pay differences; reporting to our People and Culture Board and taking targeted action where appropriate (within Civil Service pay controls), including bonus pay through our reward and recognition programme.
- Continuing to anonymise the job application process to reduce the potential for bias and making sure that all panel members have undergone recruitment training which includes ensuring diversity and success profiles.
- Having a ‘diverse by default’ approach towards recruitment, for example, by having recruitment panels which are diverse in terms of gender and ethnicity.
- Helping women progress in their careers through a clear conversation approach towards performance development, which encourages line managers to have an open ongoing dialogue with staff on career development and progression (as well as wellbeing), supported by our new digital system providing greater fairness and consistency.

Ethnicity pay gap reporting

As part of our strategic ambition to promote diversity and inclusion in Britain's workplaces and ensure our own reflect the values and diversity of modern Britain, we have voluntarily published our ethnicity pay gap. We believe this transparency demonstrates our commitment and provides an opportunity to identify any existing pay disparities among different ethnic groups within Acas. With this data we can carry out meaningful analysis to provide insights into the factors contributing to the pay gap and develop strategies to address them effectively.

The ethnicity pay gap is the percentage difference in the average hourly rate of pay of white and black, Asian and minority ethnic employees. We calculate our ethnicity pay gap using the same methodology set out in the government regulations for calculating our gender pay gap.

Ethnicity representation in Acas

At the time of reporting on 31 March 2025, we had a total number of 1,075 employees. Of our employees, 803 have openly disclosed their ethnicity and this represents 74.7% of the workforce. Of those who have disclosed, 664 (61.8%) are white and 139 (12.9%) are from an ethnic minority background.

Throughout 2024–25, we have continued our efforts to create an inclusive and diverse organisation. Black, Asian and mixed/multiple ethnic employees made up 12.9% of our organisation. However, it remains less than the UK's

black, Asian and mixed ethnic working population of 17%. The figures show that we don't have 100% disclosure on ethnicity data, and we are working hard to improve this.

Overall representation:

- 12.9% of our workforce identify as black, Asian or mixed ethnicity
- 61.8% of our workforce identify as white
- 4.2% of our workforce have preferred not to state their ethnicity
- 20.7% of our workforce have yet to disclose their ethnicity

Acas ethnicity pay gap

We look at both the mean (average) and median (middle) for pay gap reporting. The mean pay gap is the difference in average hourly pay: adding all pay rates together and dividing by the total number of employees. The median pay gap is the difference in hourly pay between the middle-paid white employees and middle-paid black, Asian or minority ethnic employees (the person at the mid-point if you were to line all employees up from low to high pay). From the staff count of 1,075, 1,048 were eligible for bonus, which makes up 97.5% of the workforce.

Looking at staff who are eligible to be included in the calculation (staff who are not receiving full pay are excluded):

Ethnicities	Number of staff	Proportion (%)
Relevant staff count	1045	100
Asian	43	4.1
Black	37	3.5
Mixed/Multiple	55	5.2
Undeclared	44	4.2
Unknown	217	21.1%
White	649	61.9

This gives us a mean and median ethnicity pay gap between colleagues who identify as white and those who identify as ethnic minority of:

- Our mean (average) hourly pay gap for ethnic minority staff is 2.8% (white ethnicity colleagues earn a mean of 2.8% more than their ethnic minority colleagues)
- Our median hourly pay gap is 4.8% (white colleagues earn 4.8% more than their ethnic minority colleagues in median hourly pay)

These show a widening mean pay gap of 2.8%, which has increased from -1.01% in 2023–24, and an increase in our median pay gap to 4.8%, compared to -1.65% in 2023–24.

Pay by quartile

The table below shows which quartiles staff in each ethnicity group fall into.

The data also shows we have many staff in the higher quartile who prefer not to disclose their ethnicity and a large proportion of colleagues in the lower quartile who have not yet disclosed. This lack of information makes it

difficult for us to understand the disparities and inequalities that may exist within our workforce and therefore we are focusing on fostering inclusion and transparency to cultivate more disclosure from staff.

Ethnicity	Q1	Q2	Q3	Q4
Asian	2.2	2.2	4.1	4.5
Black	2.2	4.5	3.4	4.1
Mixed/Multiple	5.9	4.5	5.2	5.2
Undeclared	0.7	1.9	7.1	7.1
Unknown	38.7	26.9	8.6	8.6
White	49.8	56	71.3	70.1

Acas ethnicity bonus gap

In the 2024–25 financial year:

- The mean bonus pay gap is 11% (white colleagues earn a mean of 11.0% more than ethnic minority colleagues in bonuses). This has reduced compared to 23.5% in 2023–24 and is largely driven by SCS colleagues being on a different reward and recognition platform.
- The median bonus pay gap is 6.7%.

Pay gap without senior civil servants

If we remove SCS from the dataset, the mean pay gap reduces to 2.4% (from 2.8% including SCS colleagues), but the median pay gap increases to 5% (from 4.8% including SCS colleagues).

Steps we are taking to address our ethnicity pay gap

Acas senior leadership team are committed to fair pay irrespective of ethnicity. We will continue to build on

actions and initiatives aimed at eradicating the ethnicity pay gap, including:

- Continuing to foster an inclusive and open environment that encourages employees to share their ethnicity data. This year, 75% of staff felt comfortable to share their ethnicity data, and we will continue to run campaigns and work with the Race Network to raise awareness of the benefits of sharing this data and ensuring employees feel comfortable and confident to do so.
- Continuing to monitor pay, including bonus pay through our reward and recognition programme, to identify pay differences and take targeted action where appropriate (within Civil Service pay controls), reporting to our People and Culture Board – to ensure fairness across all grades and ethnicities.
- Continuing to use targeted recruitment methods to attract diverse candidates with the right skills and raise our profile as an inclusive employer, running virtual events for all large recruitment campaigns to allow people to gain an understanding of the role, Acas and how a Civil Service interview works.
- Continuing to develop guidance for panels, to increase unconscious bias awareness and hiring manager capability, and exploring broader training on best recruitment practices. This is part of our action plan to increase attraction, recruitment and retention of ethnic

minorities, which will address any biases that may contribute to the pay gap.

- Continuing our approach to anonymise the job application process to reduce the potential for bias and piloting a new learning programme for hiring managers on our bulk campaigns.
- Continuing to use recruitment panels which are diverse in terms of gender and ethnicity.
- Focusing on different recruitment processes, in line with Civil Service principles, that allow those with limited employment history to actively demonstrate their skills at interview.
- Helping ethnic minority staff progress in their careers through a clear conversation approach towards performance development, which encourages line managers to have an open ongoing dialogue with staff on career development and progression (along with wellbeing), supported by our new digital system providing greater fairness and consistency.

Staff Report

Senior Civil Service staff

In 2024–25, there were 7 senior civil servants in pay band 1 (2023–24, 7) and 4 senior civil servants in pay band 2 (2023-24, 3). The increase in senior servants in pay band 2 is due to an overlap of serving CEOs during the period.

Staff number and costs (audited)

Average number of full-time equivalents employed during the period was as per the table below. The increase in staff numbers in the year was in response to the increase in demand of Acas services. Staff costs are included in Note 4 of the Financial Statements on page [103](#).

	2024–25			2023–24
	Permanently employed	Others	Total	Total
Acas staff	957	33	990	940
Certification Office and Central Arbitration Committee	14	0	14	15
Total	971	33	1,004	955

Staff composition as at 31 March 2025

Staff composition is set out below.

Gender	2024–25	2023–24
Executive Committee		
Men	4	3
Women	3	4
Not disclosed/prefer not to say	0	0
Senior civil servants		
Men	4	3
Women	4	5
Not disclosed/prefer not to say	0	0
All staff		
Men	432	400
Women	643	611
Not disclosed/prefer not to say	0	0

Sickness absence data

An average of 11.6 days per person were lost to sickness absences in 2024–25 (2023–24, 10.8). Mental ill health continues to be one of the largest causes of absence and is an ongoing area of focus to provide support for colleagues. Given the rise in average workdays lost from 2023–24, a dedicated project and working group have been stood up to look at how sickness absence can be better managed, and prevented, across Acas.

Staff turnover percentage

Staff turnover was 8.6% in 2024–25 (2023–24, 10.1%).

Staff engagement

The Civil Service People Survey ran from 10 September 2024 to 8 October 2024, with 67% of staff giving their views on what it is like to work in the Civil Service and Acas. We have an engagement score of 63%, which is a 1% increase from our 2023 score. Eight out of 9 headline scores have increased, and our inclusion and fair treatment score rose 2% to 79%. Each directorate has created an action plan, supported by their local HR business partner, to ensure a targeted approach to address opportunities for improvement. Actions around stress, as part of our organisational stress reduction plan, are included in these action plans.

Staff policies applied for disabled persons

Supporting disabled people in recruitment and throughout their employment is a priority for Acas.

- **Applications:** Acas is part of the Disability Confident Scheme. This means we encourage applications from disabled people and those with long-term health conditions. In the job application form we will ask candidates about reasonable adjustments they might need for an interview, to enable them to take part fully.

- **Continuing employment:** We offer workplace adjustments where practical for both office and home working environments, and support disabled staff or those with long-term health conditions by carrying out assessments and providing equipment and training. We carry out equality impact assessments on all new programmes and projects and work closely with our Disability and You Network to ensure our policies and processes are as inclusive as possible for disabled staff. We support the mental health and wellbeing of staff through our employee assistance programme and trained Mental Health First Aiders.
- **Training, career and promotion:** We support and encourage those who have a disability or a long-term health condition to engage with training, career development and promotion through the provision of workplace adjustments to enable participation. We promote training opportunities, for example, Beyond Boundaries, through our staff networks, encouraging employees who have a disability to apply.

Trade union facility time

Acas values the relationship it has with its trade unions and welcomes trade union input into key decisions. Acas recognises the Public and Commercial Services Union (PCS) and First Division Civil Servants (FDA) trade unions.

During the year, there were 35, or 32.7 FTE (2023–24, 32, or 31.1 FTE) employees who were relevant union officials. This equates to 3.4% (2023–24, 3%) of the total number of permanently employed staff. The facility time (as a percentage of their working time) was:

Percentage of time	2024–25 Number of employees	2023–24 Number of employees
0%	13	12
1-50%	22	20
51-99%	0	0
100%	0	0

The total cost of the facility time, as a percentage of the total pay bill, was:

	2024–25	2023–24
Total cost of the facility time (£k)	101	72
Total pay costs (£k)	52,553	47,831
Percentage of total pay bill spent on facility time	0.2	0.2%

100% (2024–25, 100%) of total paid facility time hours were spent on paid trade union activities.

Parliamentary Accountability and Audit Report

Remote contingent liabilities (audited)

In addition to contingent liabilities reported in the Financial Statements, under IAS 37, we also report material remote contingent liabilities. These are liabilities that have a small, remote likelihood of resulting in a transfer of economic benefit by Acas.

There are a number of potential liabilities for Acas in respect of claims from employees and former employees which depend on actual or potential proceedings and will be defended. The timing and amounts of any liabilities are uncertain.

Losses and special payments (audited)

There were no losses or special payments that met the reporting threshold of £0.3 million.

Gifts (audited)

There were no gifts that met the reporting threshold of £0.3 million.

Analysis on fees and charges (audited)

Acas charges fees for good practice services activities. These consist mainly of in-person and virtual training which is charged for on a cost recovery basis. Further information is provided in Note 2 of the Financial Statements on page 113.



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Niall Mackenzie

Accounting Officer

10 July 2025

The Certificate and Report of the Comptroller and Auditor General to the Houses Of Parliament

Opinion on financial statements

I certify that I have audited the financial statements of the Advisory, Conciliation and Arbitration Service for the year ended 31 March 2025 under the Trade Union and Labour Relations (Consolidation) Act 1992.

The financial statements comprise the Advisory, Conciliation and Arbitration Service's:

- Statement of Financial Position as at 31 March 2025;
- Statement of Comprehensive Net Expenditure, Statement of Cash Flows and Statement of Changes in Taxpayers' Equity for the year then ended; and
- the related notes, including the significant accounting policies.

The financial reporting framework that has been applied in the preparation of the Advisory, Conciliation and Arbitration Service's financial statements is applicable law and UK adopted international accounting standards.

In my opinion, the financial statements:

- give a true and fair view of the state of the Advisory, Conciliation and Arbitration Service's affairs as at 31 March 2025 and its net expenditure for the year then ended; and

- have been properly prepared in accordance with the Trade Union and Labour Relations (Consolidation) Act 1992 and the requirements of HM Treasury's Government Financial Reporting Manual.

Opinion on regularity

In my opinion, in all material respects, the income and expenditure recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Basis for opinions

I conducted my audit in accordance with International Standards on Auditing (UK) (ISAs UK), applicable law and Practice Note 10 Audit of Financial Statements and Regularity of Public Sector Bodies in the United Kingdom (2022). My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my certificate.

Those standards require me and my staff to comply with the Financial Reporting Council's Revised Ethical Standard 2019. I am independent of the Advisory, Conciliation and Arbitration Service in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK. My staff and I have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Conclusions relating to going concern:

In auditing the financial statements, I have concluded that the Advisory, Conciliation and Arbitration Service's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Advisory, Conciliation and Arbitration Service's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

My responsibilities and the responsibilities of the Accounting Officer with respect to going concern are described in the relevant sections of this certificate.

The going concern basis of accounting for the Advisory, Conciliation and Arbitration Service is adopted in consideration of the requirements set out in HM Treasury's Government Financial Reporting Manual, which requires entities to adopt the going concern basis of accounting in the preparation of the financial statements where it is anticipated that the services which they provide will continue into the future.

Other information

The other information comprises information included in the Annual Report, but does not include the financial statements and my auditor's certificate and report thereon. The Accounting Officer is responsible for the other information.

My opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in my certificate, I do not express any form of assurance conclusion thereon.

My responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

Opinion on other matters

In my opinion the parts of the Remuneration and Staff Report to be audited have been properly prepared in

accordance with the requirements of HM Treasury's Government Financial Reporting Manual.

In my opinion, based on the work undertaken in the course of the audit:

- the parts of the Accountability Report subject to audit have been properly prepared in accordance with the requirements of HM Treasury's Government Financial Reporting Manual; and
- the information given in the Performance and Accountability Reports for the financial year for which the financial statements are prepared is consistent with the financial statements and is in accordance with the applicable legal requirements.

Matters on which I report by exception

In the light of the knowledge and understanding of the Advisory, Conciliation and Arbitration Service and its environment obtained in the course of the audit, I have not identified material misstatements in the Performance and Accountability Reports.

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept by the Advisory, Conciliation and Arbitration Service or returns adequate for my audit have not been received from branches not visited by my staff; or

- I have not received all of the information and explanations I require for my audit; or
- the financial statements and the parts of the Accountability Report subject to audit are not in agreement with the accounting records and returns; or
- certain disclosures of remuneration specified by HM Treasury's Government Financial Reporting Manual have not been made or parts of the Remuneration and Staff Report to be audited is not in agreement with the accounting records and returns; or
- the Governance Statement does not reflect compliance with HM Treasury's guidance.

Responsibilities of the Accounting Officer for the financial statements

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Accounting Officer is responsible for:

- maintaining proper accounting records;
- providing the C&AG with access to all information of which management is aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
- providing the C&AG with additional information and explanations needed for his audit;
- providing the C&AG with unrestricted access to persons within the Advisory, Conciliation and

Arbitration Service from whom the auditor determines it necessary to obtain audit evidence;

- ensuring such internal controls are in place as deemed necessary to enable the preparation of financial statements to be free from material misstatement, whether due to fraud or error;
- preparing financial statements which give a true and fair view in accordance with the requirements of HM Treasury's Government Financial Reporting Manual;
- preparing the annual report, which includes the Remuneration and Staff Report, in accordance with the requirements of HM Treasury's Government Financial Reporting Manual; and
- assessing the Advisory, Conciliation and Arbitration Service's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Accounting Officer anticipates that the services provided by the Advisory, Conciliation and Arbitration Service will not continue to be provided in the future.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit, certify and report on the financial statements in accordance with the Trade Union and Labour Relations (Consolidation) Act 1992.

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a certificate that includes my opinion.

Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Extent to which the audit was considered capable of detecting non-compliance with laws and regulations including fraud

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulations, including fraud. The extent to which my procedures are capable of detecting non-compliance with laws and regulations, including fraud is detailed below.

Identifying and assessing potential risks related to non-compliance with laws and regulations, including fraud

In identifying and assessing risks of material misstatement in respect of non-compliance with laws and regulations, including fraud, I:

- considered the nature of the sector, control environment and operational performance including the design of the Advisory, Conciliation and Arbitration Service's accounting policies;
- enquired of management, the internal auditors and those charged with governance, including obtaining and reviewing supporting documentation relating to the Advisory, Conciliation and Arbitration Service's policies and procedures on:
 - identifying, evaluating and complying with laws and regulations;
 - detecting and responding to the risks of fraud; and
 - the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations including the Advisory, Conciliation and Arbitration Service's controls relating to the Advisory, Conciliation and Arbitration Service's compliance with the Trade Union and Labour Relations (Consolidation) Act 1992 and Managing Public Money;

- enquired of management, the internal auditors and those charged with governance whether:
 - they were aware of any instances of non-compliance with laws and regulations; and
 - they had knowledge of any actual, suspected, or alleged fraud;
- discussed with the engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, I considered the opportunities and incentives that may exist within the Advisory, Conciliation and Arbitration Service for fraud and identified the greatest potential for fraud in the following areas: revenue recognition, posting of unusual journals, complex transactions and bias in management estimates. In common with all audits under ISAs (UK), I am required to perform specific procedures to respond to the risk of management override.

I obtained an understanding of the Advisory, Conciliation and Arbitration Service's framework of authority and other legal and regulatory frameworks in which the Advisory, Conciliation and Arbitration Service operates. I focused on those laws and regulations that had a direct effect on material amounts and disclosures in the financial statements or that had a fundamental effect on the operations of the Advisory, Conciliation and Arbitration Service. The key laws and regulations I considered in this

context included the Trade Union and Labour Relations (Consolidation) Act 1992, Managing Public Money and relevant employment law.

Audit response to identified risk

To respond to the identified risks resulting from the above procedures:

- I reviewed the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described above as having direct effect on the financial statements;
- I enquired of management and the Audit Committee concerning actual and potential litigation and claims;
- I reviewed minutes of meetings of those charged with governance and the Board and internal audit reports; and
- I addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and other adjustments; assessing whether the judgements on estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

I communicated relevant identified laws and regulations and potential risks of fraud to all engagement team members and remained alert to any indications of fraud

or non-compliance with laws and regulations throughout the audit.

Context of the ability of the audit to detect fraud or breaches of law or regulation

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of fraud, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement. We are not responsible for preventing non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations.

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of my certificate.

Other auditor's responsibilities

I am required to obtain sufficient appropriate audit evidence to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control I identify during my audit.

Report

I have no observations to make on these financial statements.

Gareth Davies **14/07/25**
Comptroller and Auditor General

National Audit Office
157-197 Buckingham Palace Road
Victoria
London
SW1W 9SP

Financial Statements

Statement of comprehensive net expenditure

Consists of:

Advisory, Conciliation and Arbitration Service Central Arbitration Committee Certification Office

Note		2024–25		2023–24	
		£'000	£'000	£'000	£'000
Income	3		5,540		4,690
Expenditure					
Staff costs	4	(52,553)		(47,869)	
Depreciation	5	(1,848)		(2,044)	
Other expenditure	5	(9,692)		(10,674)	
			(64,093)		(60,587)
Net expenditure			(58,553)		(55,897)
Other comprehensive expenditure					
Net gain on revaluation of property, plant and equipment and intangibles	6		14		7
Total comprehensive net expenditure for the year ended 31 March			(58,539)		(55,890)

The notes on pages [109-125](#) form part of these accounts.

Statement of financial position

as at 31 March 2025

Consists of:

Advisory, Conciliation and Arbitration Service Central Arbitration Committee Certification Office

		Note	31 March 2025		31 March 2024	
			£'000	£'000	£'000	£000
Non-current assets						
Property, plant and equipment	6.1	1,660		1,747		
Right of use assets	6.2	6,260		3,214		
Intangible assets	6.3	2		3		
Total non-current assets			7,922		4,964	
Current assets						
Trade and other receivables	7	3,218		2,686		
Cash and cash equivalents	8	395		921		
Total current assets			3,613		3,607	
Total assets			11,535		8,571	
Current liabilities						
Trade and other payables	9	(5,162)		(5,916)		
Lease liabilities	10	(564)		(1,027)		
Provisions	11	(587)		(366)		
Total current liabilities			(6,313)		(7,309)	
Total assets less current liabilities			5,222		1,262	
Non-current liabilities						
Lease liabilities	10	(5,687)		(2,217)		
Provisions	11	(102)		(473)		
Total non-current liabilities			(5,789)		(2,690)	
Assets less liabilities			(567)		(1,428)	
Reserves						
General reserve			(1,011)		(1,858)	
Revaluation reserve			444		430	
			(567)		(1,428)	

The notes on pages 109-125 form part of these accounts.
These accounts were approved on:



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Niall Mackenzie

Accounting Officer

10 July 2025

Statement of cashflows

for the period ended 31 March 2025

Consists of:

Advisory, Conciliation and Arbitration Service Central Arbitration Committee Certification Office

		Note	2024–25	2023–24
			£'000	£'000
Cash flows from operating activities				
Net operating cost			(58,553)	(55,897)
Adjustments for non-cash transactions			1,797	2,043
(Increase)/Decrease in trade and other receivables	7		(532)	(222)
Increase/(Decrease) in trade and other payables	9		(754)	90
Increase/(Decrease) in lease liabilities	10		20	(276)
Increase/(Decrease) in provisions	11		(150)	(36)
Interest on lease liabilities			216	98
Net cash outflow from operating activities			(57,956)	(54,200)
Cash flows from investing activities				
Purchase of property, plant and equipment	6.1		(550)	(309)
Net cash outflow from investing activities			(550)	(309)
Cash flows from financing arrangements				
Grants from sponsoring department			59,400	56,800
Payment of lease liabilities			(1,420)	(1,200)
Net cash inflow from financing arrangements			57,980	55,600
Net increase/(decrease) in cash and cash equivalents in the period			(526)	1,091
Cash and cash equivalents at the beginning of the period	8		921	(170)
Cash and cash equivalents at the end of the period	8		395	921

The notes on pages 102–109 form part of these accounts.

Statement of changes in taxpayers' equity

for the period ended 31 March 2025

Consists of:

Advisory, Conciliation and Arbitration Service Central Arbitration Committee Certification Office

	General reserve	Revaluation reserve	Total reserves
	£'000	£'000	£'000
Balance at 1 April 2023	(2,761)	423	(2,338)
Changes in taxpayers' equity 2023–24			
Net gain/(loss) on revaluation of property, plant and equipment	0	7	7
Transfers between reserves	0	0	0
Comprehensive net expenditure for the year	(55,897)	0	(55,897)
Grant from sponsoring department	56,800	0	56,800
Balance at 31 March 2024	(1,858)	430	(1,428)
Changes in taxpayers' equity 2024–25			
Net gain/(loss) on revaluation of property, plant and equipment	0	14	14
Transfers between reserves	0	0	0
Comprehensive net expenditure for the year	(58,553)	0	(58,553)
Grant from sponsoring department	59,400	0	59,400
Balance at 31 March 2025	(1,011)	444	(567)

Financial Statements and notes to the accounts

for period ended 31 March 2025

1. Statement of accounting policies

1.1 Basis of preparation

These accounts have been prepared in accordance with the Government Financial Reporting Manual (FReM) issued by HM Treasury. The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context. Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of the service (Acas) for the purpose of giving a true and fair view has been selected. The particular accounting policies adopted by the organisation are set out below. They have been applied consistently in dealing with items that are considered material in relation to the accounts. Accounts directions and other guidance issued to non-departmental public bodies (NDPBs) are also taken into account.

Where applicable, estimation techniques are applied consistently, and assumptions made are explicitly stated. In the application of Acas's accounting policies, management is required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other

sources. The estimates and associated assumptions are based on historical experience and other factors which are considered to be relevant. Actual results may differ from those estimates. The estimates and underlying assumptions are continually reviewed. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The accounting policies set out below have been applied consistently throughout and adhered to fully.

1.2 Accounting convention

These Financial Statements and related notes have been prepared under the historical cost convention modified to include the fair valuation of property, plant and equipment and intangible assets to the extent required or permitted under IFRS as set out in the relevant accounting policies.

1.3 Activities

The Financial Statements cover the activities of Acas, the Certification Office (CO) and the Central Arbitration Committee (CAC).

1.4 Grant-in-Aid

Grant-in-Aid received used to finance activities and expenditure which supports the statutory and other objectives of the entity are treated as financing, credited

to the General Reserve, because they are regarded as contributions from a controlling party.

1.5 Tangible non-current assets – property, plant and equipment

Property, plant and equipment consisting of furniture, fixtures and fittings, IT and telecoms equipment, office machinery and improvements to leasehold properties are carried at historical cost or fair value, less accumulated depreciation. Minor items of the above are expensed in the year of purchase.

The thresholds for capitalisation are as follows:

- IT and telecom equipment: £100
- furniture, fixtures and fittings: £1,000
- office machinery: £1,000
- improvements to leasehold properties: £3,000

Property, plant and equipment are revalued using relevant published indices. Upward revaluation is transferred to the Revaluation Reserve. Downward revaluations are taken to the Revaluation Reserve where available and then to the Statement of Comprehensive Net Expenditure (SoCNE). Assets under construction represent assets not yet in use and are carried at purchase cost.

1.6 Intangible non-current assets

Intangible non-current assets consist of capitalised software and licences, revalued using relevant published indices.

1.7 Impairment

An annual impairment review is conducted. Impairments are calculated by estimating the recoverable amount; if this recoverable amount is less than the carrying amount, the asset is reduced to its recoverable amount, and the impairment loss is recognised in the SoCNE.

1.8 Depreciation and amortisation

Assets under construction are not depreciated or amortised until the asset is brought into use. Depreciation is provided at rates calculated to write off the cost or valuation of each asset evenly over its expected useful life, with a full year's charge being levied in the year of purchase, as follows:

Furniture, fixtures and fittings	up to 7 years
Office machinery	up to 5 years
Computer equipment	up to 5 years
Leasehold improvements	term of lease
Software licences	life of agreement

1.9 Leases

Under IFRS 16, Acas recognises all leases as finance leases but with exemption given to low-value leases, considered to be those with a corresponding asset value

of £10,000 or less, and short-term leases, being those with lease terms of less than 12 months.

At inception of a contract, Acas assesses whether a contract is, or contains, a lease. A contract is or contains a lease if the contract conveys the right to control the use of an identified asset for a period of time. To assess whether a contract conveys the right to control the use of an identified asset, Acas assesses whether:

- the contract involves the use of an identified asset;
- Acas has the right to obtain substantially all of the economic benefit from the use of the asset throughout the period of use; and
- Acas has the right to direct the use of the asset.

At inception or on reassessment of a contract that contains a lease component, Acas allocates the consideration in the contract to each lease component on the basis of the relative standalone prices.

Acas assesses whether it is reasonably certain to exercise break options or extension options at the lease commencement date. Acas reassesses this if there are significant events or changes in circumstances that were not anticipated at inception.

Right-of-use assets

Acas recognises a right-of-use asset and lease liability at the commencement date. The right-of-use asset is initially measured at cost, which comprises the initial

amount of the lease liability adjusted for initial direct costs, prepayments or incentives, and costs related to restoration at the end of a lease.

The right-of-use asset is subsequently measured at current value in existing use in line with property, plant and equipment assets. The cost measurement model in IFRS 16 is used as an appropriate proxy for current value in existing use (consistent with the principles for subsequent measurement of property, plant and equipment). Right-of-use assets are revalued upon a change in rent associated with the underlying lease.

The right-of-use asset is depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of the right-of-use assets are determined on the same basis of those of property plant and equipment assets.

Acas applies IAS 36 Impairment of Assets to determine whether the right-of-use asset is impaired and to account for any impairment loss identified.

Lease liabilities

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease, or if that cannot be readily determined, the rate provided by HM Treasury.

The HM Treasury discount rates are set out below:

- 0.91% for leases entered into prior to 31 December 2021;
- 0.95% for leases entered into after 1 January 2022 but before 31 December 2022;
- 3.51% for leases entered into after 1 January 2023 but before 31 December 2023, and
- 4.72% for leases entered into after 1 January 2024.

The lease payment is measured at amortised cost using the effective interest method. It is re-measured when there is a change in future lease payments arising from a change in the rate or if Acas changes its assessment of whether it will exercise an extension or termination option.

When the lease liability is re-measured, a corresponding adjustment is made to the right-of-use asset or recorded in the SoCNE if the carrying amount of the right-of-use asset is zero.

1.10 Provisions

Provisions for liabilities and charges have been created where, at the date of the financial position, a legal or constructive obligation exists (i.e. a present obligation arising from past events), where the transfer of economic benefits is probable, and a reasonable estimate can be made. The Accounting Officer and the Executive Board are responsible for determining what obligations should be recognised and for estimating the liability arising.

Material provisions greater than 1 year are discounted to a value using a discount rate set by HM Treasury (currently dilapidations are discounted at a rate determined by the discounting period of 4.03%).

1.11 Operating income

Operating income is income which relates directly to the activities of Acas from its operations. The majority of operating income is generated through in-person and virtual training, and is measured at the fair value of consideration received or receivable. This is credited to other operating income net of VAT (see Note 3).

The terms and conditions associated with operating income have the following characteristics:

- the parties to the agreement have approved the contract and are committed to perform their respective obligations;
- each party's rights regarding the services to be performed can be identified;
- the payment terms for the services to be performed can be identified;
- the agreement has commercial substance; and
- it is probable that Acas will collect the consideration to which it will be entitled in exchange for the services that will be performed.

At the inception of a contract, Acas assesses the services that have been promised and identifies the performance

obligation as either a distinct service (e.g. a single training event) or series of distinct services (e.g. where training is to be performed over multiple dates).

The transaction price is the amount to which Acas expects to be entitled in exchange for the transfer of services. Where a contract has multiple performance obligations, Acas allocates the transaction price to the performance obligations in the contract by reference to their relative standalone selling prices.

1.12 Pensions

Past and present employees are covered by the provisions of the Civil Service Pension Schemes which are described in the Remuneration Report. These are defined benefit schemes open to participating public sector bodies in which the benefit the employee receives during retirement is dependent on factors such as age, length of service and salary. These schemes are administered by My CSP on behalf of the Cabinet Office.

Acas pays contributions into these schemes at an agreed rate. Acas is not able to identify its share of any liability for making future pension payments to members, and accordingly, Acas accounts for this as if it were a defined contribution scheme and recognises the cost of these contributions when they fall due.

1.13 Employee benefits

In accordance with IAS 19 Employee Benefits, a body is required to recognise short-term employee benefits when

an employee has rendered service in exchange for those benefits. An example of this is the employee annual leave accrual.

1.14 Taxation

The service maintains its own registration for VAT and is partially exempt.

Value Added Tax (VAT) is accounted for in the accounts, in that amounts are shown net of VAT except:

- irrecoverable VAT is charged to the Statement of Comprehensive Net Expenditure, and included under the relevant expenditure heading; and
- irrecoverable VAT on the purchase of an asset is included in additions, other than for right-of-use assets, where irrecoverable VAT is recognised in the Statement of Comprehensive Net Expenditure.

The net amount due to, or from, HM Revenue and Customs in respect of VAT is included within payables or receivables on the Statement of Financial Position.

1.15 Going concern

The Financial Statements cover the activities of Acas, the Certification Office (CO) and the Central Arbitration Committee (CAC) and are prepared on a going-concern basis. The Directors have assessed the financial position as at 31 March 2025. They anticipate the continuation of the statutory basis of Acas's services and are content not

to doubt Acas's continuing existence for 2025–26 and beyond.

Acas considers there are no material uncertainties in respect of its status as our funding is statutory and there are no consultations on changing the existence, nature or funding of Acas. The DBT has agreed Acas's 2025–26 indicative budget. There is no reason to believe that future approvals will not be forthcoming. Acas has assumed that funding will continue beyond the financial year 2025–26 in line with the indicative budgets supplied by the DBT finance and sponsor teams.

The primary consideration remains that many of Acas's functions are statutory and to terminate these would require a change in legislation.

1.16 Financial instruments

The only exposure to financial instruments arises from normal operational activities. They comprise Trade and Other Receivables (measured at amortised cost) and Trade and Other Payables (measured at amortised value).

Financial instruments play a very limited role in managing risk. Acas's exposure to financial instrument risk is detailed in Note 14 to the accounts.

1.17 Segmental analysis

A segment is a distinguishable component of the business engaged in providing particular services or products.

Acas has identified the basis on which future segmental analysis will be reported and has secured the agreement of our sponsoring department to use an agreed format. The segments identified reflect the main activities of Acas's business, which are economically distinct from each other and which are reviewed routinely by management. As there are no differences in the risk and rewards within particular economic environments, no geographic segmental information will be provided.

The information received by management does not include assets and liabilities broken down by segment.

1.18 Estimation techniques used and key judgements

Management has made estimates and assumptions in these Financial Statements in the areas described below.

Holiday pay accrual

Acas has estimated the liability it currently has in relation to potential payments to staff for untaken annual leave. The figure reported in Note 9 is calculated as the annual leave surplus or deficit of all staff as at 31 March 2025.

Valuation of non-current assets

The value of property, plant and equipment, and intangibles is estimated based on the period over which the assets are expected to be available for use. Such estimation is based on experience with similar assets. The estimated useful life of each asset is reviewed periodically and updated if expectations differ from

previous estimates due to physical wear and tear, technical or commercial obsolescence or other limits on the use of an asset. The valuation of right-of-use assets assumes that the discounted lease costs are an appropriate proxy for value in existing use. See Notes 6.1 and 6.3.

Extension options

At lease commencement, Acas makes a decision as to whether we are reasonably certain to be exercising break clauses or extension options. This estimate determines the length of the lease term impacting the right-of-use assets and lease liabilities. See Notes 6.2 and 10.

Provisions

Acas reviews the individual lease terms and discusses with the GPA to understand on which premises dilapidations are chargeable. For relevant premises, Acas has estimated the dilapidations provisions based on information from the GPA and whether any works to premises have been undertaken in the year which might result in a dilapidations charge. Acas also assesses any potential or proceeding litigation against IAS 37. See Note 11.

1.19 New IFRSs in issue but not yet effective and FReM changes 2025 to 2026

IFRS 17 'Insurance Contracts' replaces IFRS 4 'Insurance Contracts', which requires reporters to identify insurance contracts, and for those contracts, recognise

an insurance contract liability. This standard comes into effect for annual reporting periods beginning on or after 1 January 2023. However, the implementation timetable in the public sector is being extended to 1 April 2025. Acas has assessed the implementation of IFRS 17 and has concluded that there will be no impact from its introduction.

There are no other major changes to the FReM in 2025 to 2026 which would impact on Acas's future Financial Statements.

2. Segmental analysis

2024–25	Public services	Conciliation IC and CC	Helpline	Good Practice Services	CO/CAC	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Income						
Total	0	(244)	0	(5,293)	(3)	(5,540)
Expenditure						
Total salaries	4,276	31,035	11,296	4,472	1,474	52,553
Total other expenditure	1,361	5,256	2,109	621	345	9,692
Depreciation	116	1,119	441	137	35	1,848
Total expenditure	5,753	37,410	13,846	5,230	1,854	64,093
Net expenditure	5,753	37,166	13,846	(63)	1,851	58,553

2023–24	Public services	Conciliation IC and CC	Helpline	Good Practice Services	CO/CAC	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Income						
Total	0	0	0	(4,688)	(2)	(4,690)
Expenditure						
Total salaries	1,059	31,450	10,290	3,708	1,362	47,869
Total other expenditure	797	6,230	2,616	784	247	10,674
Depreciation	61	1,303	494	148	38	2,044
Total expenditure	1,917	38,983	13,400	4,640	1,647	60,587
Net expenditure	1,917	38,983	13,400	(48)	1,645	55,897

The business segments have been identified for Acas as follows and reflect the main activities of the service's business, which are economically distinct from each other:

Public services

This covers a range of activities including supporting the Acas Council, employment relations policy development and strategy, knowledge transfer, research and evaluation, information, publications, communications, PR and marketing, stakeholder relations, and fee-waived activities

undertaken in the Acas regions, including the provision of advice and guidance for which no charge is made.

Conciliation (individual and collective)

Activities included in this business segment include dispute resolution between employers and employees. Expenditure which is incurred to directly support individual and collective conciliations and arbitrations, and the staff engaged in these activities, is charged here.

Helpline

The Acas helpline is a free telephone advice service.

Good Practice Services (GPS)

GPS activities cover a range of services designed to improve the knowledge and skills of employers and individuals in employment relations, through training courses, facilitated problem-solving support and other activities. In general, these are charged-for products. Income recorded here is Acas's operating income.

Certification Office and Central Arbitration Committee (CO and CAC)

This is the cost associated with the fulfilment of the duties of, and the running of, these offices. The CO charges for its services; the charge received is passed directly on to HM Treasury.

The costs of the business segments are reported to the Executive Board on a monthly basis.

Direct costs, which include salary and Grant Aided Expenditure (GAE), are allocated to the business segments. All costs that cannot be directly attributed to the segments (overhead expenditure, including accommodation costs, non-cash charges, for example, depreciation, and indirect costs) are allocated to the business segments on a headcount basis using an apportionment model built into Acas's financial systems.

Included in overhead allocation are other expenditure and non-cash costs included in Note 5 to the accounts.

3. Income

Acas charges fees for the provision of training in all major aspects of employment relations and strives towards full-cost recovery for these charged-for services.

2024–25				2023–24		
	Acas	CO/CAC	Total	Acas	CO/CAC	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Receipts from fees	5,535	3	5,538	4,671	2	4,673
Other receipts	2	0	2	17	0	17
	5,537	3	5,540	4,688	2	4,690

	2024–25	2023–24
	£'000	£'000
Receipts from fees and other operating receipts (Acas)	5,293	4,688
Total expenditure	(5,230)	(4,640)
Net surplus	63	48

Acas provides training courses on employment relations and the latest good practice for employers, HR professionals, managers and employees. In addition, tailored training for organisations is offered. These services are delivered face-to-face or through virtual events. Acas strives to achieve full-cost recovery for charged-for services. The CAC has no operating income.

4. Staff costs

The aggregate payroll costs were as follows:

Acas			2024–25	2023–24
	Permanently employed	Others	Total	Total
	£'000	£'000	£'000	£'000
Wages and salaries	37,063	489	37,552	34,515
Social security costs	3,683	0	3,683	3,629
Other pensions costs	10,075	0	10,075	8,644
Voluntary exit scheme	38	0	38	24
Total net costs	50,859	489	51,348	46,812

CO and CAC			2024–25	2023–24
	Permanently employed	Others	Total	Total
	£'000	£'000	£'000	£'000
Wages and salaries	897	0	897	789
Social security costs	93	0	93	84
Other pensions costs	215	0	215	184
Voluntary exit scheme	0	0	0	0
Total net costs	1,205	0	1,205	1,057

Total Acas, CO and CAC			2024–25	2023–24
	Permanently employed	Others	Total	Total
	£'000	£'000	£'000	£'000
Wages and salaries	37,960	489	38,449	35,304
Social security costs	3,776	0	3,776	3,713
Other pensions costs	10,290	0	10,290	8,828
Voluntary exit scheme	38	0	38	24
Total net costs	52,064	489	52,553	47,869

5. Other expenditure

	2024–25					2023–24
	Acas	CO/CAC	Total	Acas	CO/CAC	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Accommodation costs	832	72	904	1,083	29	1,112
Running costs	999	8	1,007	1,022	8	1,030
Contractor and consultant fees	920	0	920	1,940	19	1,959
Professional fees	2,326	1	2,327	2,222	5	2,227
Travelling and incidental expenses	745	1	746	564	4	568
Computer software	1,908	0	1,908	1,483	1	1,484
Staff training costs	677	2	679	955	11	966
Research and development costs	752	0	752	620	(11)	609
Legal costs	126	42	168	351	13	364
Equipment rental	46	0	46	56	0	56
Services provided by OGDs	51	0	51	115	0	115
External audit fees	72	0	72	69	0	69
Fees and expenses of arbitrators, conciliators and CAC members	13	11	24	6	4	10
Bad debts	11	0	11	11	0	11
Conference costs	1	5	6	1	27	28
Provisions for liabilities and charges – dilapidations	(104)	0	(104)	0	0	0
Change in, and unwinding of, discount rate	13	0	13	(36)	0	(36)
Finance charge	216	0	216	98	0	98
Non-cash costs:						
Depreciation and amortisation	1,848	0	1,848	2,044	0	2,044
Revaluation	0	0	0	0	0	0
Losses, write-offs and loss on disposal of property, plant and equipment	(54)	0	(54)	4	0	4
Other non-cash movements	0	0	0	0	0	0
Total	11,398	142	11,540	12,608	110	12,718

6.1 Property, plant and equipment

Property, plant and equipment 2024–25

	Leasehold improvements	Computer hardware, telecoms and office machinery	Furniture, fixtures and fittings	Total
	£'000	£'000	£'000	£'000
Cost or valuation				
At 1 April 2024	1,448	5,301	851	7,600
Additions	0	534	16	550
Disposals	0	(2,272)	0	(2,272)
Revaluations	0	10	24	34
Impairment	0	0	0	0
Transfers	0	0	0	0
At 31 March 2025	1,448	3,573	891	5,912
Depreciation				
At 1 April 2024	693	4,418	742	5,853
Charge in year	140	449	53	642
Disposals	0	(2,268)	0	(2,268)
Revaluations	0	6	19	25
Adjustment	0	0	0	0
At 31 March 2025	833	2,605	814	4,252
Net book value at 31 March 2025	615	968	77	1,660
Asset financing				
Owned	615	968	77	1,660

Property, plant and equipment 2023–24

	Leasehold improvements	Computer hardware, telecoms and office machinery	Furniture, fixtures and fittings	Total
	£'000	£'000	£'000	£'000
Cost or valuation				
At 1 April 2023	1,451	5,218	837	7,506
Additions	0	309	0	309
Disposals	0	(249)	(5)	(254)
Revaluations	(3)	23	19	39
Impairment	0	0	0	0
Transfers	0	0	0	0
At 31 March 2024	1,448	5,301	851	7,600
Depreciation				
At 1 April 2023	543	4,244	662	5,449
Charge in year	151	405	70	626
Disposals	0	(246)	(6)	(252)
Revaluations	(1)	15	16	30
Impairment	0	0	0	0
At 31 March 2024	693	4,418	742	5,853
Net book value at 31 March 2024	755	883	109	1,747
Asset financing				
Owned	755	883	109	1,747

6.2 Right-of-use assets

Right-of-use assets 2024–25

	Buildings	Total
	£'000	£'000
Cost or valuation		
At 1 April 2024	7,109	7,109
Capitalised dilapidations provision	0	0
Additions	4,184	4,184
Disposals	(2,286)	(2,286)
Lease modifications	67	67
Revaluation	0	0
Transfer	0	0
At 31 March 2025	9,074	9,074
Depreciation		
At 1 April 2024	3,895	3,895
Charge in year	1,205	1,205
Disposals	(2,286)	(2,286)
Revaluation	0	0
Transfer	0	0
At 31 March 2025	2,814	2,814
Net book value at 31 March 2025	6,260	6,260
Asset financing		
Financed	6,260	6,260

Right-of-use assets represent the value of leases for 11 (2023–24, 12) Acas office buildings. In the year, Acas entered into a new lease for our London Stratford office whilst exiting premises at Windsor House in central London. We also relocated our office in Nottingham, with the new lease starting in 2025/26 following a rent-free period. A new agreement was also entered into for Cardiff for 2025/26.

Right-of-use assets 2023–24

	Buildings	Total
	£'000	£'000
Cost or valuation		
At 1 April 2023	7,427	7,427
Cumulative catch-up	0	0
Capitalised dilapidations provision	0	0
Additions	1,392	1,392
Disposals	(636)	(636)
Lease modifications	(1,074)	(1,074)
Revaluation	0	0
Transfers	0	0
At 31 March 2024	7,109	7,109
Depreciation		
At 1 April 2023	3,114	3,114
Charge in year	1,417	1,417
Disposals	(636)	(636)
Revaluation	0	0
At 31 March 2024	3,895	3,895
Net book value at 31 March 2024	3,214	3,214
Asset financing		
Financed	3,214	3,214

6.3 Intangible assets

Intangible assets 2024–25

	Computer software	Total
	£'000	£'000
Cost or valuation		
At 1 April 2024	11	11
Additions	0	0
Disposals	(4)	(4)
Revaluation	0	0
Transfers	0	0
At 31 March 2025	7	7
Amortisation		
At 1 April 2024	8	8
Charge in year	1	1
Disposals	(4)	(4)
Revaluation	0	0
At 31 March 2025	5	5
Net book value at 31 March 2025	2	2
Asset financing		
Owned	2	2

Intangible assets 2023–24

	Computer software	Total
	£'000	£'000
Cost or valuation		
At 1 April 2023	11	11
Additions	0	0
Disposals	0	0
Revaluation	0	0
Transfers	0	0
At 31 March 2024	11	11
Amortisation		
At 1 April 2023	7	7
Charge in year	1	1
Disposals	0	0
Revaluation	0	0
At 31 March 2024	8	8
Net book value at 31 March 2024	3	3
Asset financing		
Owned	3	3

7. Trade receivables and other current assets

	2025	2024
	£'000	£'000
Amounts falling due within 1 year:		
Trade receivables	613	739
Prepayments	2,169	1,637
VAT	426	292
Deposits and advances (staff)	10	18
Total	3,218	2,686

An Expected Credit Loss (ECL) of £21,000 (31 March 2024, £17,000) is provided for on trade receivables as at 31 March 2025.

8. Cash and cash equivalents

	2025	2024
	£'000	£'000
Balance at 1 April	921	(170)
Net change in cash and cash equivalent balances	(526)	1,091
Balance at 31 March	395	921
The following balances at 31 March are held at:	395	921
Government Banking Service		

9. Trade payables and other current liabilities

	2025	2024
	£'000	£'000
Amounts falling due within 1 year:		
Trade and other payables	2,379	2,144
Accruals	563	1,718
Holiday pay	1,576	1,427
Deferred income	644	627
Total	5,162	5,916

10. Lease liabilities

10.1 Movement in lease liabilities – discounted

	2025	2024
	Buildings	Buildings
	£'000	£'000
As at 1 April	3,244	4,304
Additions	4,184	1,392
Repayments	(1,419)	(1,200)
Interest expense	216	98
Remeasurements	34	(1,330)
Disposals	(6)	(20)
As at 31 March	6,252	3,244

10.2 Liquidity analysis of lease liabilities – undiscounted

	2025	2024
	Buildings	Buildings
	£'000	£'000
Obligations under leases		
Not later than 1 year	807	1,116
Later than 1 year and not later than 5 years	2,251	1,225
Later than 5 years	5,472	1,663
Total lease payments	8,530	4,004
Less interest element	(2,278)	(760)
Lease liabilities	6,252	3,244
Amounts recognised in the SoCNE		
Interest on lease liabilities (finance charge)	216	98
Expenses relating to short-term liabilities (accommodation costs)	0	22
Expenses relating to leases of low value (equipment rental)	46	56

The maturity analysis of lease liabilities note has been restated this financial year, as last year's note was presented using discounted cash flow figures. As per IFRS16 reporting guidelines, the figures presented should have been undiscounted cash flows.

11. Provisions and contingent liabilities

11.1 Provisions for liabilities and charges 2024–25

	Dilapidations ¹	Total
	£'000	£'000
Opening provisions at 1 April 2024	839	839
In period:		
Utilised in year	(39)	(39)
Increase in provisions	(10)	(10)
Reversed unused in the year	(114)	(114)
Change in, and unwinding of, discount rate	13	13
Closing provision at 31 March 2025	689	689
Summary of cashflow timings		
Within 1 year	587	587
Between 2 and 5 years	102	102
Beyond 5 years	0	0
Total	689	689

¹ This covers dilapidations to leasehold properties where negotiations with landlords are ongoing to 'put right' alterations made.

11.2 Provisions for liabilities and charges 2023–24

	Dilapidations	Total
	£'000	£'000
Opening provisions at 1 April 2023	875	875
In period:		
Expenditure during year	0	0
Increase in provisions	0	0
Reversed unused in the year	0	0
Change in, and unwinding of, discount rate	(36)	(36)
Closing provision at 31 March 2024	839	839
Summary of cashflow timings		
Within 1 year	366	366
Between 2 and 5 years	473	473
Beyond 5 years	0	0
Total	839	839

11.3 Contingent liabilities

Unquantifiable

There are a number of potential liabilities for Acas in respect of claims from employees which depend on actual or potential proceedings and will be defended. The timing and amounts of any liabilities are uncertain.

12. Capital and other commitments

Acas is committed to contracts totalling £876,000 in 2025–26 and £386,000 2026–30 (£1.2 million total) (2024–25, £1.2 million) relating to IT provision.

13. Related party transactions

Acas is a non-departmental public body (NDPB) sponsored by the DBT. During the year Acas has had various material transactions with the DBT. In addition, the service has had various material transactions with other government departments and other central government bodies. Most of these transactions had been with HM Revenue and Customs (HMRC), the Cabinet Office and the Government Legal Department.

None of the Acas Council members or key managerial staff have undertaken any material transactions with Acas during the year.

14. Financial instruments

As the cash requirements of Acas are met through Grant-in-Aid provided by the DBT, financial instruments play a more limited role in creating and managing risk than would apply to a non-public sector body. The majority of financial instruments relate to contracts to buy non-financial items in line with Acas's expected purchase and usage requirements, and Acas is therefore exposed to little credit, liquidity or market risk.

Trade and other receivables are measured at amortised cost (Note 7) and trade and other payables are also measured at amortised cost (Note 9).

15. Events after the accounting period

There have been no events after the balance sheet date and up to the date the accounts were authorised for issue requiring an adjustment to the Financial Statements.

The date the accounts were authorised for issue is interpreted as the date of the Certificate and Report of the Comptroller and Auditor General's signature.

Niall Mackenzie was appointed to the position of Chief Executive on 1 May 2025.

The Certification Officer, Sarah Bedwell, retired on 31 May 2025. Michael Kidd is undertaking interim duties while a new Certification Officer is appointed.

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