

SERVICES & FEES GUIDE 2026

Professional Workplace **Representation.** Transparent **Fixed Fees.**

Strategic support for employees facing disciplinary action, dismissal, workplace disputes and Employment Tribunal preparation. Prepared with precision. Priced with certainty.

What's said in the room matters.



THE CASE FOR PREPARATION

Workplace hearings are decided long before anyone enters the room. **They are decided in the preparation.**

A disciplinary hearing is not a conversation. It is a formal process in which findings are made, records are created and careers are shaped. The employee who attends alone, unprepared and unaccompanied, answers questions on the employer's terms. The employee who attends with a prepared case, tested evidence and an experienced representative changes the balance of the room.

Zhan Associates provides specialist workplace defence representation for employees across England and Wales. We review the evidence forensically, test the allegations against the ACAS Code of Practice on Disciplinary and Grievance Procedures (2015) and your employer's own policy, prepare the written case, and put and sum up your case in the hearing under the statutory right to be accompanied in Section 10 of the Employment Relations Act 1999.

Every engagement is delivered on a fixed fee agreed in writing before work begins. There are no hourly meters and no surprises. You know the cost of your defence from the first day.

FOUR COMMITMENTS

Strategic Preparation

Every case begins with a forensic review of the allegations, the evidence and the procedure, benchmarked against the ACAS Code and the employer's own policies.

Independent Representation

We act for you and only you. We owe no duty to the employer, no allegiance to internal politics and no interest in a quiet outcome at your expense.

Transparent Pricing

Fixed fees, scaled to salary band and confirmed in writing before instruction. Certainty of cost at a moment when certainty matters most.

Professional Advocacy

Measured, authoritative advocacy in the hearing itself: putting your case, testing the evidence and ensuring the record reflects what was actually said.

SALARY-SCALED FIXED FEES

One standard of service.
Five levels of access.

Most providers price by case complexity, which rewards uncertainty. We price by salary band, which rewards clarity. Your fee is fixed at the outset, matched to your earnings and confirmed in writing before any work begins.

“Every client receives exactly the same standard of service. Our fees simply reflect the level of financial exposure associated with each salary band.”

Financial exposure means what is genuinely at stake: salary, notice, pension, reputation and career trajectory. A fair fee reflects that exposure. It does not inflate with it.

A	BAND A	Under £30,000	Accessible representation for frontline and support roles
B	BAND B	£30,000 – £39,999	Skilled professionals, nurses, teachers and team leaders
C	BAND C	£40,000 – £59,999	Managers and experienced specialists
D	BAND D	£60,000 – £79,999	Senior managers and heads of function
E	BAND E	£80,000 +	Executives and senior professionals with heightened reputational stakes

SERVICE	BAND A	BAND B	BAND C	BAND D	BAND E
Rapid Defence Review A structured 60 to 90 minute review of your allegations, evidence and immediate risks, with a written triage of your position.	£275	£325	£375	£425	£475
Structured Defence Strategy A full forensic case build: evidence audit, procedural analysis, written statement of case and question lines for the hearing.	£750	£950	£1,250	£1,500	£1,750
Full Hearing Defence · Half Day Complete preparation plus in-room representation at a half-day disciplinary hearing.	£1,150	£1,435	£1,715	£2,000	£2,275
Full Hearing Defence · Full Day Our flagship service. End-to-end preparation and full-day advocacy for complex or gross misconduct hearings.	£1,900	£2,350	£2,800	£3,250	£3,700
Appeal Defence Package Grounds of appeal drafted against the disciplinary outcome, with representation at the appeal hearing.	£950	£1,150	£1,450	£1,750	£2,050
Complex Case / Equality Act Overlay For cases engaging discrimination, whistleblowing or health-related dimensions requiring an extended evidential framework.	From £1,500	From £1,900	From £2,300	From £2,800	From £3,500

Rapid Defence Review

Deliverables: case triage call, written risk summary, recommended next steps. **Best suited for:** employees who have just received an invitation letter and need clarity fast.

Structured Defence Strategy

Deliverables: evidence audit, procedural red-flag report, written defence statement, witness question lines. **Best suited for:** employees preparing to answer formal allegations in writing or at a hearing.

Full Hearing Defence · Half Day

Deliverables: full strategy plus in-room advocacy, note of hearing and outcome debrief. **Best suited for:** single-issue disciplinary hearings listed for up to half a day.

Full Hearing Defence · Full Day

Deliverables: complete case build, full-day representation, closing submissions and post-hearing advice on appeal rights. **Best suited for:** gross misconduct allegations where dismissal is a stated possible outcome.

Appeal Defence Package

Deliverables: forensic review of the outcome letter, drafted grounds of appeal, representation at the appeal. **Best suited for:** employees challenging a sanction or dismissal already imposed.

Complex / Equality Act Overlay

Deliverables: extended evidential mapping across Equality Act 2010 or whistleblowing frameworks, integrated with the core defence. **Best suited for:** cases where the disciplinary process intersects with protected characteristics or disclosures.

A note on grievances. We do not attend grievance hearings. We can help you draft and frame a grievance and review how your employer is handling it, and our free Grievance Guide on the website sets out how to raise one well.

WHEN THE BETTER OUTCOME IS AN AGREED ONE

Negotiated exits, handled with discipline.

Not every case should be fought to a finding. Where the relationship has broken down, or where procedural weaknesses give you genuine leverage, a well-positioned negotiation can secure an agreed exit on protected terms. We prepare the position, frame the Without Prejudice proposal and manage the discussion so that nothing said in negotiation weakens your defended case.

Negotiation Strategy

Assessment of your leverage, valuation of a realistic settlement range and a drafted Without Prejudice proposal ready to present.

£395 Bands A–C

£495 Band D

£595 Band E

ACAS Negotiation / Early Conciliation

Full conduct of ACAS Early Conciliation on your behalf: dispute summary, negotiation strategy and management of COT3 discussions through to agreed terms.

£895 Bands A–C

£1,125 Band D

£1,350 Band E

On the settlement and tribunal services, Bands A to C share one fee. Bands D and E are higher because a schedule of loss at those earnings usually brings in occupational pension, bonus and incentive arrangements, and a longer period of future loss. That is more drafting, and the fee reflects it.

THE SETTLEMENT PATHWAY

STAGE 01

Settlement Positioning

We establish what your case is worth and what it costs the employer to defend, then set an opening position grounded in evidence rather than emotion.

STAGE 02

Exit Negotiations

Without Prejudice discussions conducted in parallel with your live process, so your defence never pauses while the negotiation proceeds.

STAGE 03

ACAS Early Conciliation

Where tribunal proceedings are contemplated, we prepare the dispute summary and negotiate through the ACAS conciliator toward agreed terms.

STAGE 04

COT3 Discussions

Terms reached through ACAS are recorded in a COT3 agreement. We negotiate the substance: figures, references, confidentiality and timing.

A NOTE ON SETTLEMENT AGREEMENTS

A settlement agreement can only waive your statutory employment claims if it meets the conditions in Section 203 of the Employment Rights Act 1996, and Section 147 of the Equality Act 2010 for discrimination claims. One of those conditions is that you have received advice on its terms and effect from a relevant independent adviser, such as a qualified lawyer. We prepare the ground and negotiate the terms, then work alongside your independent adviser at the signature stage. Terms agreed through ACAS and recorded in a COT3 do not need that adviser.

GETTING THE CLAIM RIGHT FIRST TIME

Tribunal preparation, built on the paperwork.

An Employment Tribunal claim stands or falls on the ET1. Claims pleaded vaguely can be struck out, narrowed or undervalued; claims pleaded with precision set the agenda for everything that follows. We draft ET1 claim forms and particulars that state the legal claims clearly, sequence the facts chronologically and anchor every allegation to the evidence.

Basic ET1 Drafting

Completion of the ET1 claim form for a single, straightforward claim, ready for submission within the limitation period.

£495 • £625 • £750

Bands A–C • D • E

Standard ET1 + Particulars

The ET1 with full drafted particulars of claim: a structured factual narrative, identified legal claims and a schedule of the remedy sought.

£795 • £995 • £1,195

Bands A–C • D • E

Complex Multi-Claim ET1

For claims combining unfair dismissal with discrimination, whistleblowing or multiple respondents, requiring extended particulars.

£1,450 – £2,000

Scope agreed after review

ET1 Amendment

Amendments to an existing claim where facts or claims need to change after submission.

+£250 to £500

Add-on to a base ET1

THE ET1 PROCESS

STEP 01

ACAS Early Conciliation Certificate

Before most claims can be issued you must notify ACAS and receive an Early Conciliation certificate. Your certificate number is the key that opens the tribunal door.

STEP 02

Case Mapping

We map your facts against the legal claims available, identify limitation dates and confirm exactly what is being claimed and against whom.

STEP 03

Drafting & Review

The ET1 and particulars are drafted, reviewed with you line by line and finalised in your own approved words.

STEP 04

Submission & Next Steps

The claim is submitted in your name within the time limit, and you receive a clear written note of the deadlines and stages that follow.

TIME LIMITS MATTER

For anything that happened on or after 1 October 2026, most tribunal claims must be started within six months less one day, with extra time added while ACAS Early Conciliation runs. For events before that date, the earlier limit of three months less one day still applies. If your deadline is close, contact us straight away. Urgent work is prioritised at no extra cost.

A SPECIALIST ALTERNATIVE

Two routes to representation. **One predictable cost.**

Traditional legal representation is thorough and, for litigation, often essential. For workplace hearings, however, most employees need something more specific: prepared, in-room advocacy at a cost they can see in advance. That is the service we have built.

Zhan Associates	Traditional Hourly-Billed Support
FIXED-FEE WORKPLACE REPRESENTATION	TYPICAL SOLICITOR ENGAGEMENT MODEL
◆ Fixed fees confirmed in writing before any work begins, scaled to your salary band.	◇ Hourly rates that accumulate with every attendance, letter and telephone call.
◆ No hourly billing. Calls, emails and preparation never add to your bill.	◇ Estimates rather than fixed totals, with costs that grow as the case develops.
◆ Preparation included. Evidence review, strategy and written case work sit inside the package.	◇ Preparation billed by the hour, often across multiple fee earners.
◆ Representation included. In-room advocacy at the hearing is part of the fee, not an addition to it.	◇ Hearing advocacy frequently instructed separately, at an additional daily fee.
◆ No hidden charges. The figure in your fee proposal is the figure on your invoice.	◇ Disbursements, travel and administrative charges added to the final account.
◆ Predictable costs from first review to final outcome, whatever the case demands.	◇ Final cost known only when the final invoice arrives.

“Many clients achieve significant savings compared with traditional hourly-billed legal support.”

THREE STEPS TO INSTRUCTION

Your defence starts **before the hearing.**

01

Book a Free 15-Minute Consultation

A confidential call to understand your situation, assess urgency and identify the right service pathway. No obligation and no charge.

02

Receive a Fixed Fee Proposal

Once you instruct us by email, we send a short assessment form within 12 hours, followed by a written engagement letter confirming the service, the scope and the exact fee. Nothing begins until you approve it.

03

Begin Building Your Defence

We open your secure case file, review the evidence and start preparing. From that point, you are no longer facing the process alone.

Book Your Free Consultation Today

Hearings move quickly. The earlier we see the papers, the stronger your position in the room. What's said in the room matters.

WEB www.zhanassociates.co.uk

EMAIL support@zhanassociates.co.uk

PHONE 07550 030156 (WhatsApp available)



WHY ZHAN ASSOCIATES

The Right Representative, **Before It Matters Most.**

When your job, your income and your professional record are on the line, who stands beside you in the room decides more than you think. This is why employees and their advisers choose Zhan Associates.

What's said in the room matters.



WHY THIS MATTERS

A disciplinary letter lands, and everything changes. **What you do in the next few days shapes the years that follow.**

Most people face a formal workplace hearing once in their working life, with no idea how the process works, what the employer must prove, or where the procedure can be challenged. The employer, by contrast, does this regularly. They have HR, prepared papers and a settled sense of the outcome they want. That imbalance is the real risk, and it is rarely obvious until the room is already against you.

Zhan Associates exists to close that gap. We are specialist workplace defence representatives who prepare your case forensically, test the allegations against the ACAS Code of Practice on Disciplinary and Grievance Procedures (2015) and your employer's own policy, and put and sum up your case in the hearing under your statutory right to be accompanied. We are engaged early, we are engaged fast, and our fee is fixed and known before we begin.

This document explains what we do, how we work and why, for a growing number of employees and the advisers who refer them, we are the considered choice rather than the desperate one.

THE IMBALANCE, IN NUMBERS

More than three in four

UK employees are not trade union members, and many unions will not take on a problem that began before you joined.

Days, not weeks

is often all the notice an employee is given before a hearing. Traditional routes rarely move at that speed. We do.

One chance

to put your case properly. The record made at the hearing follows you into any appeal or tribunal that comes after.

OUR STRONGEST ARGUMENT

You should know what your defence costs **before you commit to it.**

Traditional legal support is billed by the hour. The meter runs on every letter, call and attendance, and the final figure only becomes clear when the final invoice arrives. For a defended hearing that can mean thousands of pounds of uncertainty at the exact moment you can least absorb it. We built our model to remove that uncertainty entirely.

Zhan Associates

FIXED FEE, AGREED IN WRITING

One figure.

Confirmed before instruction and scaled to your salary band. Preparation and in-room representation are inside the fee. The number in your proposal is the number on your invoice.

- ◆ Preparation, strategy and drafting included
- ◆ Hearing advocacy included, not billed separately
- ◆ Calls and emails never add to the bill
- ◆ No disbursements or hidden charges

Traditional Hourly-Billed Support

TYPICAL SOLICITOR ENGAGEMENT MODEL

Billed by the hour.

A defended hearing involves many hours of preparation, often with advocacy instructed separately. The total is an estimate until the matter closes.

- ◇ Preparation billed by the hour, sometimes across several fee earners
- ◇ Hearing advocacy frequently an additional cost
- ◇ Every attendance and call metered
- ◇ Disbursements and travel added to the account

"Many clients achieve significant savings compared with traditional hourly-billed legal support, and every client knows the cost from the outset."

THE FULL RANGE

Complete workplace defence, **from first letter to final appeal.**

Whatever stage you have reached, there is a service built for it. Entry prices are shown below; full salary-band pricing sits in the accompanying Services & Fees Guide.

01

Rapid Defence Review

A structured review of your allegations, evidence and immediate risks within a single focused session, with a written triage of where you stand and what to do next. The fastest way to replace panic with a plan.

From £275 · salary-scaled

03

Full Hearing Defence

Complete preparation plus in-room representation at your disciplinary hearing, available as a half or full day. We put your case, test the evidence and make sure the record reflects what was actually said.

From £1,150 · half day, salary-scaled

05

Complex Case / Equality Act Overlay

An extended evidential framework for cases engaging discrimination, whistleblowing or health-related dimensions under the Equality Act 2010, integrated with your core defence rather than bolted on.

From £1,500 · salary-scaled

02

Structured Defence Strategy

A full forensic case build: evidence audit, procedural analysis against the ACAS Code, a written statement of your case and prepared question lines. The strategy behind a strong hearing, whether or not we attend it.

From £750 · salary-scaled

04

Appeal Defence Package

Grounds of appeal drafted against a decision already made, with representation at the appeal hearing. Where a sanction or dismissal has landed, this is the structured route to challenge it properly.

From £950 · salary-scaled

◆

Not Sure Which You Need?

Most people don't know at first, and that is exactly what the free consultation is for. We listen, assess the stage you are at and point you to the right service. No pressure, no obligation, no charge.

Free 15-minute consultation

We do not attend grievance hearings. If you are raising a grievance, we can help you draft and frame it, and our free Grievance Guide shows you how.

BEYOND THE HEARING

When the better outcome is an agreed exit, **or a claim well made.**

Not every case should be fought to a finding, and some need to move to the tribunal. We prepare both routes with the same discipline, so nothing said in negotiation weakens a defended case, and no claim is let down by its own paperwork.

06

Negotiation Strategy

An assessment of your leverage, a realistic settlement range and a drafted Without Prejudice proposal ready to present. The groundwork for an exit negotiated from strength rather than fear.

From £395 · salary-banded

08

Employment Tribunal · ET1 Drafting

Precise ET1 claim forms and particulars that state the legal claims clearly, sequence the facts and anchor every allegation to the evidence. From a single straightforward claim to complex multi-claim drafting.

From £495 · salary-banded / scope-based

07

ACAS Negotiation

Full conduct of ACAS Early Conciliation on your behalf: dispute summary, negotiation strategy and management of COT3 discussions through to agreed terms. We handle the process end to end.

From £895 · salary-banded

09

ET1 Amendment

Amendments to an existing claim where facts or claims need to change after submission. Where a time limit is close, we prioritise the work at no extra cost.

From £250 · additional, scope-based

A WORD ON SETTLEMENT AGREEMENTS

A statutory settlement agreement binds only once you have taken independent legal advice, as the law requires. We prepare the ground and negotiate the terms, then work alongside your independent adviser at signature. It is one of several points where we and the legal profession work best together, not in competition.

S.203 ERA 1996
ACAS EARLY
CONCILIATION
COT3 & TRIBUNAL

WHAT TO EXPECT

Measured, prepared, **and** **entirely on your side.**

Our approach is deliberately unlike the anxious scramble most people imagine. From the first call, the process is structured, the expectations are clear and the work is done properly. You are not managing a crisis alone; you are following a plan built by someone who has done this many times before.

We act for you and only you. We owe no duty to your employer, no interest in a quiet outcome at your expense and no incentive to prolong the matter. Our tone in the room is calm and authoritative rather than combative, because that is what changes minds and protects the record.

“Preparation is the difference between attending a hearing and answering it.”

STEP 01

Free Consultation

A confidential call to understand your situation, gauge urgency and identify the right service. No charge and no obligation.

STEP 02

Fixed Fee Proposal

A written proposal confirming service, scope and exact fee. Nothing begins until you approve it.

STEP 03

Forensic Preparation

We open your secure file, audit the evidence, test the procedure and build the written case with you.

STEP 04

Representation & Outcome

We stand beside you in the room, then debrief and advise on any appeal or next step that follows.

THE REASSURANCE YOU NEED

Specialist focus, statutory standing and **a genuinely fixed fee.**

“

Shakil supported me throughout a very challenging period. His calm, structured approach took the pressure off entirely.

C.D., CLIENT

“

It was a very intimidating experience. Having Zhan Associates represent me during my disciplinary hearing made all the difference.

J.P., CLIENT

“

Shakil helped me a lot throughout my case. I really appreciated his support, professionalism and the way he represented me. I felt listened to, supported and well prepared at every stage.

M.L., CLIENT

01

Specialist, Not General

We do one thing: defend employees in workplace hearings and the processes around them. That focus is our depth.

02

A Seat at the Table

Your statutory right to be accompanied under Section 10 ERA 1999 gives us standing in the room. We use it fully, within the limits the law sets.

03

Experience That Shows

Over three decades across representation, equality governance and consultancy inform every case we take.

04

Cost You Can Trust

A fixed fee, agreed in writing, scaled fairly to salary. No meter, no surprises, no bill shock.

THE CONSIDERED CHOICE

The strongest defence starts with a conversation.

01

Book a Free 15-Minute Consultation

A confidential call to understand your situation and identify the right service pathway. No obligation and no charge.

02

Receive a Fixed Fee Proposal

A written proposal confirming the service, the scope and the exact fee. Nothing begins until you approve it.

03

Begin Building Your Defence

We open your secure case file and start work. From that point, you are no longer facing the process alone.

For full salary-band pricing across every service, see the companion Zhan Associates Services & Fees Guide 2026.

Book Your Free Consultation Today

Hearings move quickly. The earlier we see the papers, the stronger your position in the room. What's said in the room matters.

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