WRC
An Coimisiún um Chaidreamh san Áit Oibre
Workplace Relations Commission

INSIGHTS FROM **MEDIATION AT THE WRC**

A REVIEW OF 1,000 MEDIATION CASES

JULY 2026

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Introduction

The Workplace Relations Commission is a leading provider of alternative dispute resolution for employment and equality rights complaints in Ireland, particularly in terms of the volume of mediation cases the WRC facilitates each year.

Prior to the establishment of the WRC, its predecessors the Labour Relations Commission and the Equality Tribunal provided an ad hoc early resolution service for cases referred to a Rights Commissioner, and statutory mediation for employment equality and equal status cases, respectively. Since the enactment of the Workplace Relations Act 2015, the WRC is the only body that provides statutory mediation for both employment and equality rights complaints. That service has grown significantly in the last 10 years to the point where WRC mediation has a meaningful and substantial impact on reducing the number of complaints that are referred for adjudication.

Given the volume and variety of mediations that Mediation Officers collectively see in the WRC, our goal with this research was to both glean evidence-based insights from those mediations for our own learning, and to share them with fellow mediators, service users, representatives, academics and any other party with an interest in mediation and the resolution of workplace conflict when a matter has escalated beyond the workplace to a formal complaint before the WRC.

This project was a significant undertaking by the 26 WRC Mediation Officers who facilitated over 1,000 mediations during 2025 and I thank them for their collaborative effort in compiling the data presented in this report. Their contribution has provided us with a rich and informative dataset.

This review provides a snapshot in time of 1,000 mediations exploring outcomes, representation, methods and length of mediation, and how they all interconnect. I hope readers will find this an interesting and useful resource.

Sylda Langford
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July 2026

Executive Summary

The Workplace Relations Commission (WRC) provides statutory pre-adjudication mediation under section 39 of the Workplace Relations Act 2015. This arises where an individual has referred an employment or equality complaint for adjudication to the WRC, and both parties have indicated agreement to participate in mediation to try to resolve the matter before an adjudication hearing takes place. To make the report easier to read, pre-adjudication mediation will be referred to as mediation throughout the text, and any time the term "the Act" appears, it is referring to the Workplace Relations Act 2015.

Mediation at the WRC is confidential under the legislation; settlements are not based on an admission of liability; and any agreement reached is legally binding on the parties. Engaging in mediation allows the parties to explore and agree solutions in a non-adversarial and creative manner.

Mediation may take a number of formats, for example it may take place in person, over the phone, or virtually depending on the complexity and circumstances of the issues involved and the willingness of all parties to engage. As with all of the services of the WRC, mediation is a free service for users.

October 2025 saw the 10th anniversary of the commencement of the Workplace Relations Act 2015 and a decade of case resolution by mediation without reference to adjudication, as defined under section 39 of the Act. In that time, there has been significant change not only in the volume of cases resolved by mediation, but also how mediation is delivered and how it is reported.

A full internal review of the delivery model of mediation under section 39 of the Act was undertaken in 2022 which resulted in several changes to the service. The most impactful change was the implementation of face-to-face mediation for all unfair dismissal and other complex employment law complaints, where previously they had taken place through telephone mediation. This intervention, coupled with the changes in adjudication hearings following the Supreme Court's decision in *Zalewski v An Adjudication Officer, the WRC, Ireland and others* [2021] IESC 24 (where hearings were moved to be held in public, and decisions are no longer anonymised), has seen significant change in the take up of mediation year-on-year.

The WRC's mediation offering is unique in the Irish employment law landscape for several reasons:

- All Mediation Officers are appointed under the Workplace Relations Act 2015; are statutorily independent in the performance of their functions; and the service is provided to users at no cost.

- Under section 192A of the Taxes Consolidation Act 1997[1], a payment made by an employer through a WRC mediation settlement can be treated as if a payment made on foot of a recommendation, decision or determination by a an adjudication officer of the WRC for the purposes of the exemption contained in the Act from income tax for certain payments made by employers to employees arising from claims under employment legislation.

[1] Part 07-01-27 - Exemption from income tax in respect of certain payments made under employment law

- This gives a WRC mediated agreement a different status to compromise agreements reached directly between parties which are subject to a number of other conditions.

- The Mediation Act 2017 does not apply to mediation under section 39 of the Workplace Relations Act 2015.

- The Maternity Protection, Employment Equality and Preservation of Certain Records Act 2024 which amends the Employment Equality Acts 1998-2021 to prohibit the use of non-disclosure agreements (NDAs) in respect of allegations of discrimination, harassment, sexual harassment, and/or victimisation, does not apply to a settlement arising out of a WRC mediation.

- The volume of employment law and equality mediations that take place at the WRC is unmatched in individual workplace dispute resolution and is well supported by our service users.

A total of 1,034 pre-adjudication mediations took place in 2025, the first time over 1,000 mediations were conducted in a single year. This figure of 1,034 represents a 16% increase on the 2024 figure of 894 and an increase of 32% on the 2023 figure of 785. Now that statutory mediation as an alternative resolution to an adjudication hearing is firmly embedded in the equality and employment law sphere, and has created a substantial dataset relating to mediation, we at the WRC believe that it is timely to conduct an in-depth analysis of the impact of our mediation offering, to provide stakeholders with an insight into the service and to hopefully encourage an even greater take-up amongst disputing parties.

This report provides an in-depth analysis of 1,000 pre-adjudication mediations, both resolved and unresolved, completed between January and December 2025. The review covers telephone; in-person; and virtual mediation formats, highlighting resolution rates; representation patterns; complaint types; and settlement data. To generate the data on which this report is based, WRC Mediation Officers completed an anonymised, detailed questionnaire after each mediation they completed in 2025.

To assist with understanding the data, it is important to note that the WRC categorises a mediation case as “resolved” when the parties have engaged in talks facilitated by a WRC Mediation Officer that has resulted in a signed mediation agreement, in line with section 39(4) of the Act. A mediation case is categorised as “unresolved” when the parties have engaged in talks facilitated by a WRC Mediation Officer that has not resulted in resolution and the Mediation Officer has informed both the parties and the Director General of that outcome in writing, in line with section 39(5) of the Act.

Disclaimer

This review of WRC mediation cases is published for informational purposes only. Its key objective is to be an insightful, useful and practical resource for all stakeholders. The report does not purport to provide advice for users of the WRC pre-adjudication mediation service or adjudication service.

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AI Statement

Microsoft Copilot was utilised to support the analysis of anonymised data. All results were subject to human review, interpretation, and approval to ensure accuracy, relevance, and appropriate use.

Key Insights

Key insights from the 1,000 mediation cases analysed in 2025 reveal differing settlement rates between mediation types; varying agreement rates across complaint areas; and no correlation between representation and outcomes.

- Telephone mediations showed the highest settlement rate at 67.2% compared to in-person mediations at 48.7% and virtual mediations at 49.5%.
- Unfair dismissal (29.9%); employment equality (18.4%); and pay (15.7%) were the most frequent complaint areas discussed at mediation.
- The highest settlement rates were achieved in minimum notice (67%); hours of work (66%) and terms and conditions of employment (58%), all of which are generally mediated by telephone. Of the more complex complaint areas, unfair dismissal shows a strong settlement rate of 56%.
- The representation rate for respondents (65.7%) is higher than that for complainants (42.5%). In all of the top ten complaint areas by volume, respondents were more likely to be represented compared to complainants.
- For both complainants and respondents who were represented at mediation, legal representation was the most common form of representation.
- Having representation was not a major predictor of successful mediation outcomes for either complainants or respondents.

- Settlement amounts vary by mediation format, with in-person and virtual mediations tending towards higher median values than telephone mediations.

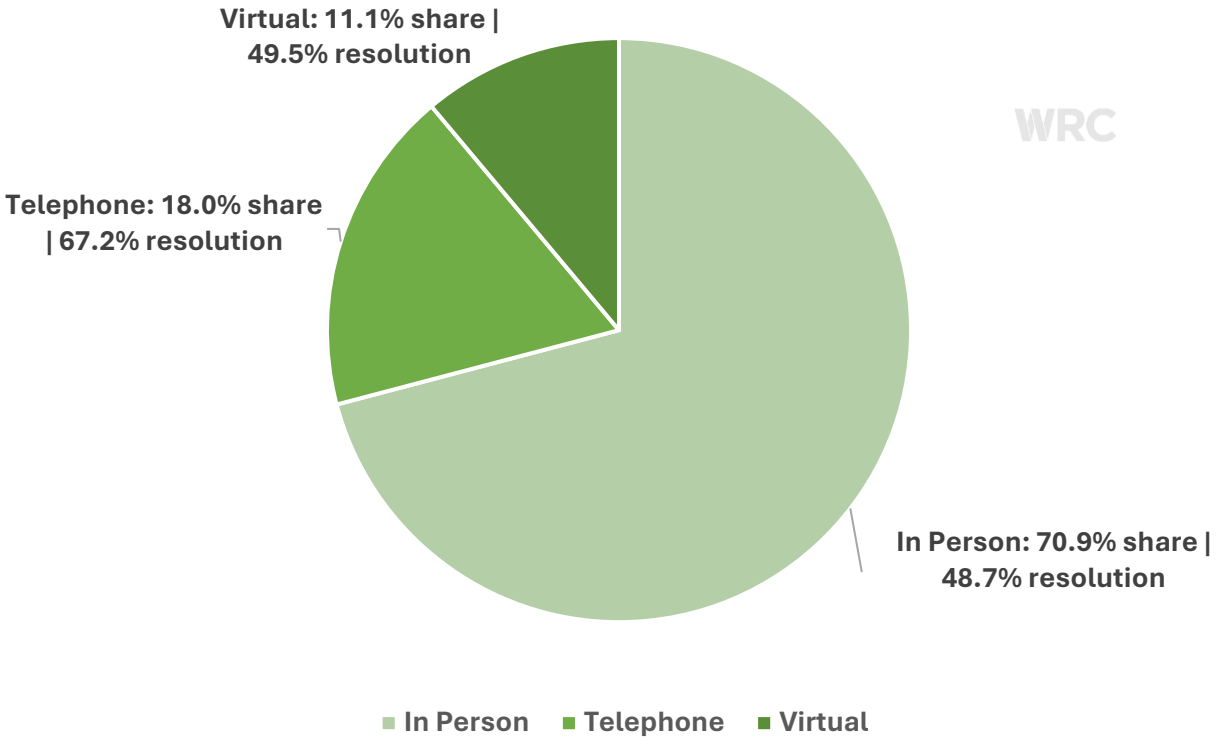
- Our analysis shows that virtual mediations are more likely to take longer than in-person mediations. Data in relation to this is explored further in the report.

How We Mediate

Types of Mediation – Share and Resolution Rates

Of the 1,000 mediation cases analysed, 70.9% took place in person; 18% were conducted by phone and 11.1% were held remotely.

Figure 1: Mediation by type – share and resolution rates



Telephone mediations show the highest settlement rates at 67.2%. (48.7% for in-person and 49.5% for virtual) which is most likely attributable to the fact that the

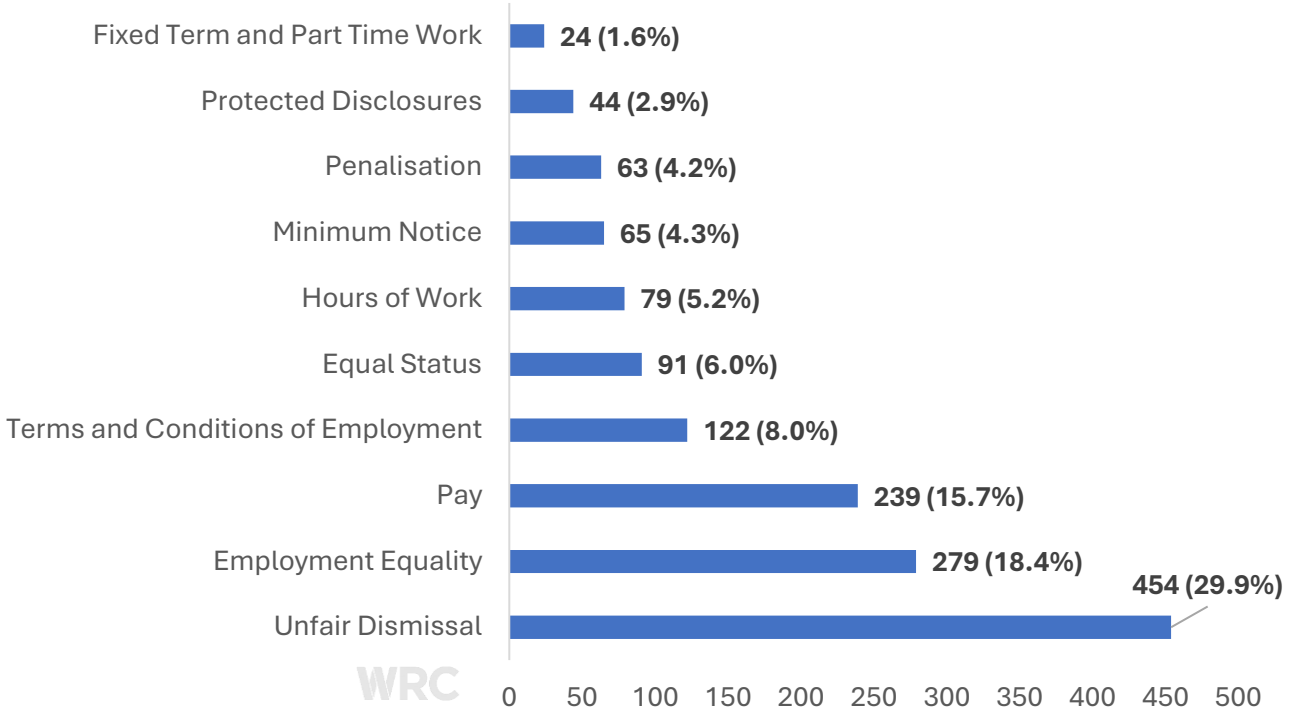
least complex areas of employment law such as payment of wages; hours of work; and terms and conditions of employment are generally mediated by phone. More complex areas of employment law are dealt with in-person or, where the circumstances dictate, through virtual mediation.

The decision to hold a mediation virtually is generally made where parties might not otherwise be able to attend mediation due to factors such as the requirement for reasonable accommodations; or where all the decision-makers are not based in Ireland; or where the mediation occurs very close to the scheduled adjudication hearing and a venue for the mediation is not available at short notice.

Complaints that Come to Mediation

Distribution of top complaint categories highlights unfair dismissal (29.9%); employment equality (18.4%); pay (15.7%); terms and conditions of employment (8%); and equal status (6%) as the five most frequent areas where parties engage in mediation. This is reflective of the pattern of complaint types referred to the Adjudication Service of the WRC in 2025 where the top five complaint categories were pay; unfair dismissal; discrimination/equality/equal status; terms and conditions of employment; and hours of work.

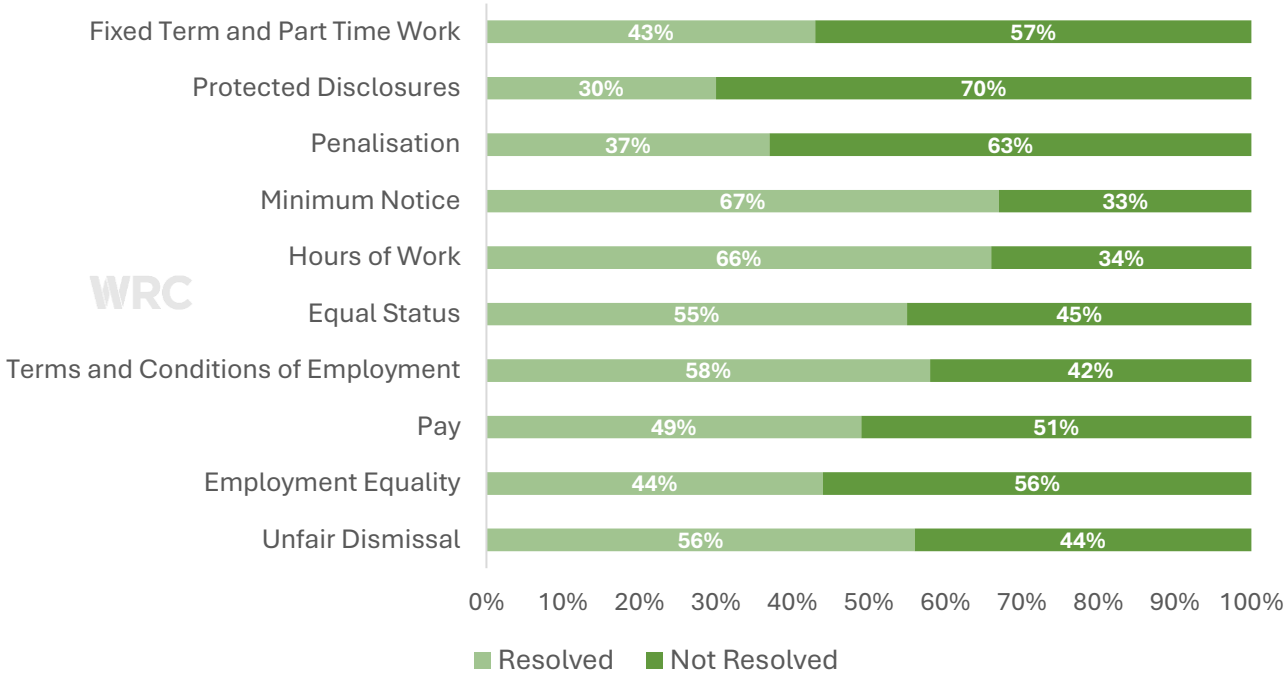
Figure 2: Complaint area by frequency (top 10)



Outcome by Complaint Area

The resolution rate at mediation varies between complaint areas from relatively high rates for minimum notice; hours of work; terms and conditions of employment; and unfair dismissals to relatively low settlement rates for penalisation and protected disclosures.

Figure 3: Outcome by complaint area (top 10 areas by volume)



The 56% settlement rate for unfair dismissal cases at mediation is reflective of the well-established legal precedents in this area which may inform the parties' negotiation strategy at mediation.

The relatively low level of redress provided for in legislation in complaint areas such as terms and conditions; hours of work; and minimum notice provides an incentive for complainants to engage in, and settle at, mediation to avoid the stress; formality; and lack of confidentiality associated with adjudication.

Penalisation and protected disclosures stand out for their low settlement rates of 37% and 30% respectively. These cases are generally very complex and contentious and, particularly in protected disclosure cases, a complainant may feel compelled to make the matter public, something which is precluded at mediation.

Representation

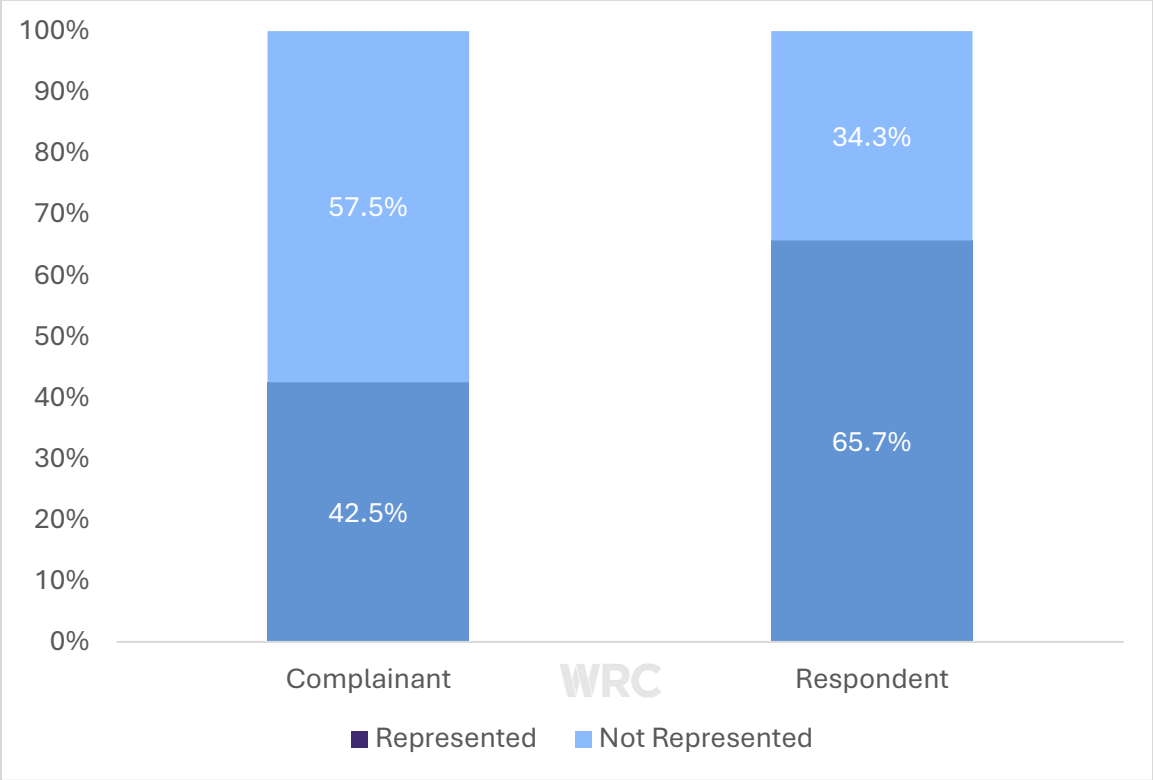
Complainants and respondents can choose to be represented at mediation. While representatives or advisors are welcome at mediation, the WRC does not require parties to be represented. The appointed mediator will facilitate all the parties involved in reaching agreement and will discuss, at the outset of the mediation, how best third parties can contribute to the mediation process in their respective support role.

Complainants and respondents must attend in person at a face-to-face or virtual mediation and cannot send a third party along to negotiate in their absence. During telephone mediation, representatives can act on behalf of a complainant or respondent. This is because the telephone mediation happens over a number of days and multiple engagements and not in "real time" in comparison to in-person or virtual mediations. Mediated agreements are signed by the complainant and respondent, not by a representative. This is a requirement under section 39(4) of the Workplace Relations Act 2015.

Representation Rates

Unsurprisingly, given the differing levels of resources generally available to the participants in mediation, respondents exhibited a greater level of representation of 65.7% compared to a representation rate of 42.5% for complainants.

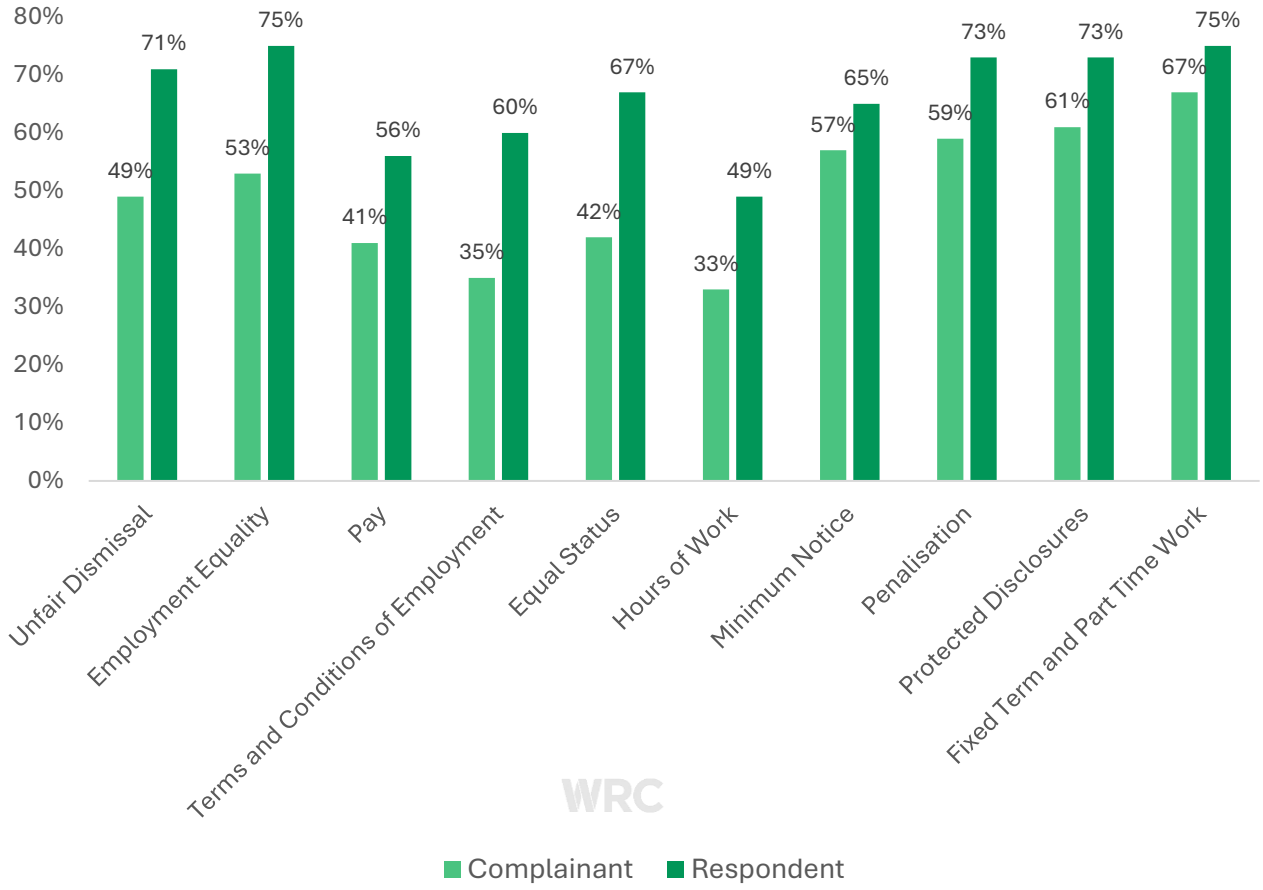
Figure 4: Representation rates – complainants v respondents



Representation Rates by Complaint Area

The higher overall representation level of 65.7% exhibited by respondents is reflected in the representation rates for the top ten complaint areas by volume with five complaint areas showing a respondent representation rate of over 70%, whereas no complaint areas show a complainant representation rate over 70% and only two complaint areas show a complainant representation rate over 60% - protected disclosures (61%) and fixed term and part time work (67%). Associated costs of having representation are likely a determining factor in the representation rates for complainants.

Figure 5: Representation rates by complaint area (top 10 areas by volume)



Complainant Representation

Representation by legal practitioners at 65% is the most preferred representation type for complainants; union and advocacy services appear less frequently at 26% and 5% respectively.

26% of complainants who had representation were represented by a trade union. This means that only 12% of all complainants (represented and unrepresented combined), excluding in equal status cases, were represented by a trade union. At first glance, this may seem surprisingly low. It should be noted however, that of the 1,000 mediations which are analysed in this report, 92% concern private sector organisations. According to the Irish Congress of Trade Union's (ICTU) *Opening Statement to the Oireachtas Joint Committee on Enterprise, Trade and Employment on the regulatory and legislative changes required for the transposition of the Adequate Minimum Wage Directive*[2], trade union membership in Ireland stood at around 22% in 2025. Approximately 600,000 of the 2.8 million workforce are represented by a trade union. It is generally accepted that union membership in the private sector is lower than the public sector and it is through that prism that the level of trade union representation at mediation should be viewed, as well as the use of collective bargaining and local engagement at employer level as the main method of dispute resolution in employments where trade union representation is present.

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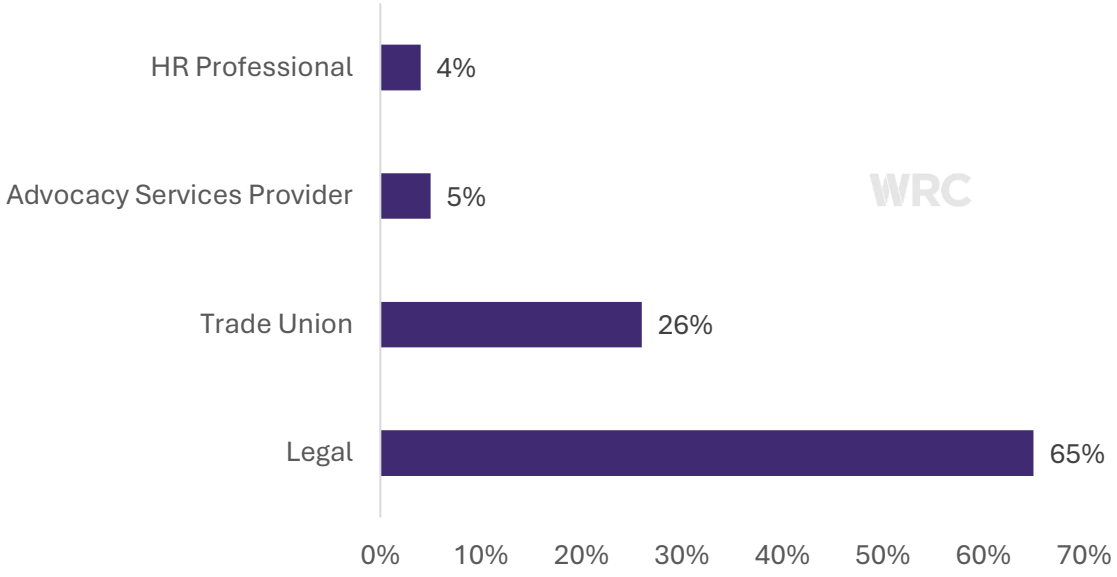
[2] https://data.oireachtas.ie/ie/oireachtas/committee/dail/33/joint_committee_on_enterprise_trade_and_employment/submissions/2024/2024-01-24_opening-statement-owen-reidy-general-secretary-ictu_en.pdf

Furthermore, the ethos underpinning the various forms of representation is also a contributory factor in the types of representation seen at mediation. Legal services are generally provided on a transactional basis whereas trade unions and advocacy groups have other considerations when deciding whether to provide support at mediation for individual cases, such as the merits of the case and the likely chance of success; efficient and cost-effective management of their resources; and the potential reputational impact for the representative group.

Figure 6: Breakdown of complainant representation



Complainant - Representation Type v Outcome

As shown in figure 6 above (breakdown of complainant representation), 91% of complainants who have representation are represented by either a legal practitioner or a trade union. Of these, complainants who are represented by legal practitioners show the highest resolution rate of 51.3% in comparison to other chosen representatives as shown in the table below.

From figure 7 below, unrepresented complainants settle slightly more often at 54.5% than represented complainants at 48.5%. While the difference is not significant, it does suggest that unrepresented complainants chose mediation to avoid the formality, stress and publicity associated with adjudication and are positively predisposed to resolving the matter at mediation.

Figure 7: Complainant representation v outcome

Was the Complainant represented?	No Agreement	Signed Agreement	Total
No	260 (45.2%)	315 (54.8%)	575
Yes	219 (51.5%)	206 (48.5%)	425

Figure 8: Complainant - representation type v outcome

Type of representation	No Agreement	Signed Agreement	Total
Legal	134 (48.7%)	141 (51.3%)	275
Trade Union	66 (60.6%)	43 (39.4%)	109
Advocacy Services Provider	12 (52.2%)	11 (47.8%)	23
HR Professional	7 (38.9%)	11 (61.1%)	18

Complainant Resolution by Representation Type – face-to-face only

Figure 9 below provides a further breakdown of resolution rates in face-to-face mediations i.e. in-person and virtual mediations. Interestingly, the additional cost of retaining the services of a barrister does not correlate to increased success. Resolution rates of 52.8% for complainants represented solely by a solicitor are greater than the resolution rate of 44.2% for complainants who were represented by both a solicitor and a barrister.

Figure 9: Complainant success by representation type (F2F only)

Representation	Agreements/Total	Success rate
Trade Union	39/104	37.5%
Solicitor only	105/199	52.8%
Solicitor + Barrister	23/52	44.2%

More in-depth analysis of the success rates for complainants in face-to-face mediations depending on the composition of their legal representation i.e. solicitor only or solicitor and barrister is provided in figures 10 and 11 below which show resolution rates by mediation type.

Complainant Resolution Rate by Representation Type – In-Person Mediations

For in-person mediations, solicitor-only representation exhibits the highest resolution rate at 56.4% compared to 43.8% for complainants who were represented by both a solicitor and a barrister.

Figure 10: Complainant resolution rate by representation type – in-person

Trade Union	39/104	37.5% success
Solicitor only	92/163	56.4% success
Solicitor + Barrister	21/48	43.8% success

Complainant Resolution Rate by Representation Type – Virtual Mediations

On the other hand, for virtual mediations, complainants who were represented by both a solicitor and a barrister achieved the highest resolution rate at 56.4% compared to 43.8% for solicitor-only representation. However, it should be noted that as shown in figure 1 on page 12 above, virtual mediations accounted for only 11.1% of total mediations.

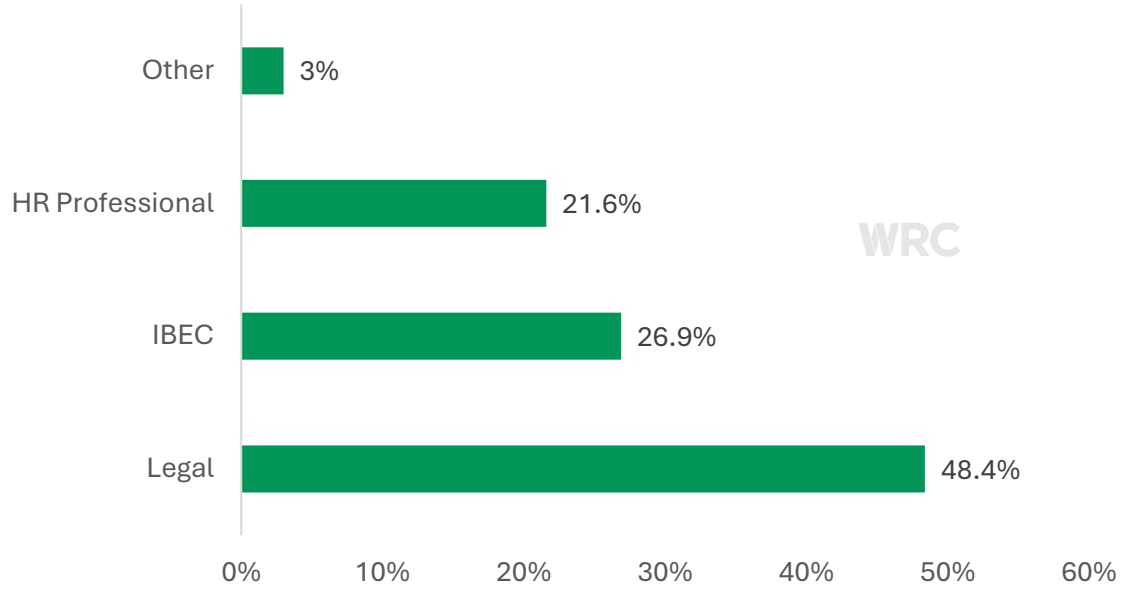
Figure 11: Complainant resolution by representation type – virtual

Trade Union	No cases recorded	
Solicitor only	13/36	36.1% success
Solicitor + Barrister	2/4	50% success

Respondent Representation

Respondents are most frequently represented by solicitors at 48.4%; followed by lobby and business representatives, IBEC at 26.9%; HR professionals at 21.6%; and others, such as industry federations and sector representative bodies at 3%.

Figure 12: Breakdown of respondent representation



Respondent Representation v Outcome

As can be seen from figure 13 below, while there was a significant difference between the number of respondents who were represented (65.7%) and those who were not (34.3%), there was no significant difference in outcome between the two cohorts. Respondents with representation show a settlement rate of 52.8% compared to a settlement rate of 50.7% for unrepresented respondents.

Figure 13: Respondent representation v outcome

Was the Respondent represented?	No Agreement	Signed Agreement	Total
No	169 (49.3%)	174 (50.7%)	343 (34.3%)
Yes	310 (47.2%)	347 (52.8%)	657 (65.7%)

Respondent - Representation Type v Outcome

Of the respondents who were represented by the most common representative types, those who were legally represented show the highest settlement rate at 57.2%.

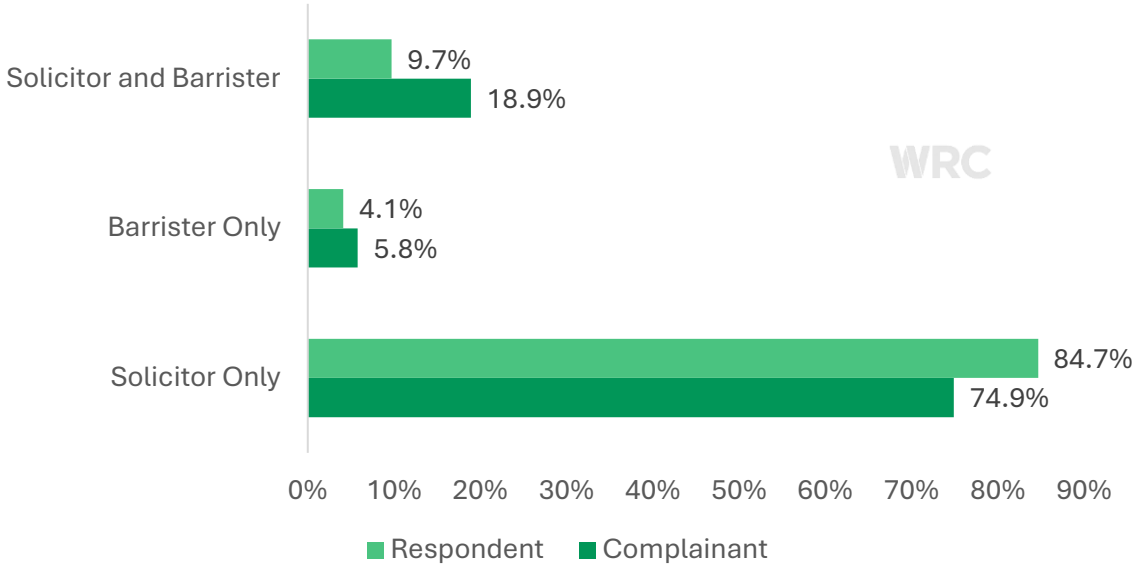
Figure 14: Respondent representation type v outcome

Respondent representation type	No Agreement	Signed Agreement	Total
Solicitor	130 (42.8%)	174 (57.2%)	304
IBEC	95 (53.7%)	82 (46.3%)	177
HR Professional	70 (48.6%)	74 (51.3%)	144

Breakdown of Legal Representation for Complainants and Respondents

From figure 15 below, it can be seen that parties who were legally represented were more likely to choose solicitors as their legal representation – 74.9% of complainants and 84.7% of respondents. The number of parties who were represented by barristers (5.8% of complainants and 4.1% of respondents) or solicitors and barristers (18.9% of complainants and 9.7 % of respondents) was significantly lower.

Figure 15: Breakdown of legal representation for complainants and respondents



Reasons Why Complaints do not Resolve at Mediation

While this review looks at mediations where parties engaged in talks with a Mediation Officer which ended with either a signed legally binding mediated agreement or a letter confirming that mediation did not resolve the matter, it is important to note that the WRC does not consider a non-resolution mediation to be a “failed mediation”.

The WRC has two key performance indicators in relation to mediation services:

1) Resolution rates at the conclusion of mediation across all mediation delivery methods
2) The closure of complaints before an adjudication hearing takes place

Data over a period of 5 years, and available in our annual reports, demonstrates that a significant number of cases that do not resolve during the mediation itself, later go on to be withdrawn before an adjudication hearing takes place. This demonstrates that engaging with WRC mediation services – either at the early stage of engagement with WRC officials or sitting down with a mediator to discuss resolution options, has a positive impact on reducing complaints proceeding to a full adjudication hearing.

As part of this research, Mediation Officers were asked to reflect on why they thought a mediation did not resolve. The following data is a qualitative exercise whereby mediators provided an assessment from their perspective on why a case did not resolve at mediation. It should be noted that this was just a private view expressed by the mediator which does not reflect any input from the parties.

Top 5 Reasons for Non-resolution

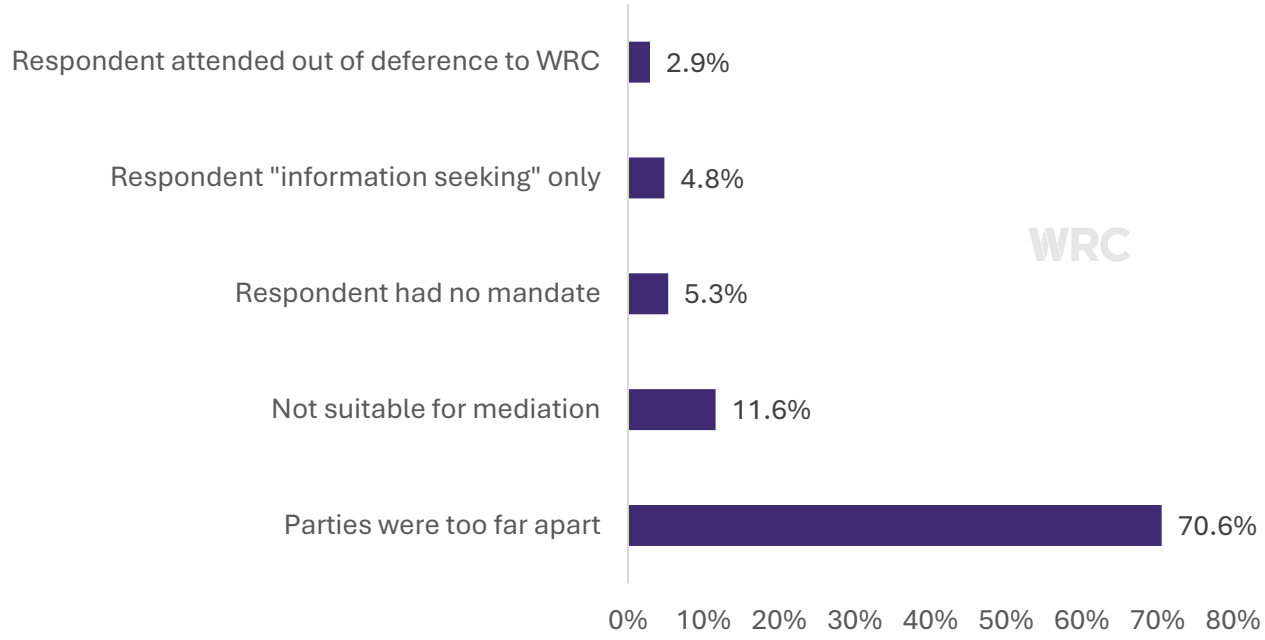
The most common reason for non-resolution (70.6%) from the mediators' perspective was that the parties were too far apart in the respective financial amount they considered acceptable to them, and it was not possible to bridge this gap at mediation.

According to the mediators, the next most common reason for non-resolution was that the case was not suitable for mediation, examples of which were that one or other party decided to withdraw from the mediation; the parties did not attend mediation in good faith; the parties did not have a good understanding of the purpose of pre-adjudication mediation; one or other parties had unrealistic expectations of the outcome of mediation; and the respondent was awaiting funding from a third party which was not guaranteed.

Mediators also found that the respondent's approach to mediation resulted in non-resolution in almost 13% of mediations for the following reasons: the respondent

had no mandate to settle (5.3%); the respondent attended mediation solely for the purpose of seeking information in preparation for adjudication hearing and not to negotiate; or the respondent attended out of deference to the WRC and had no intention of engaging in mediation.

Figure 16: Top 5 reasons for non-resolution

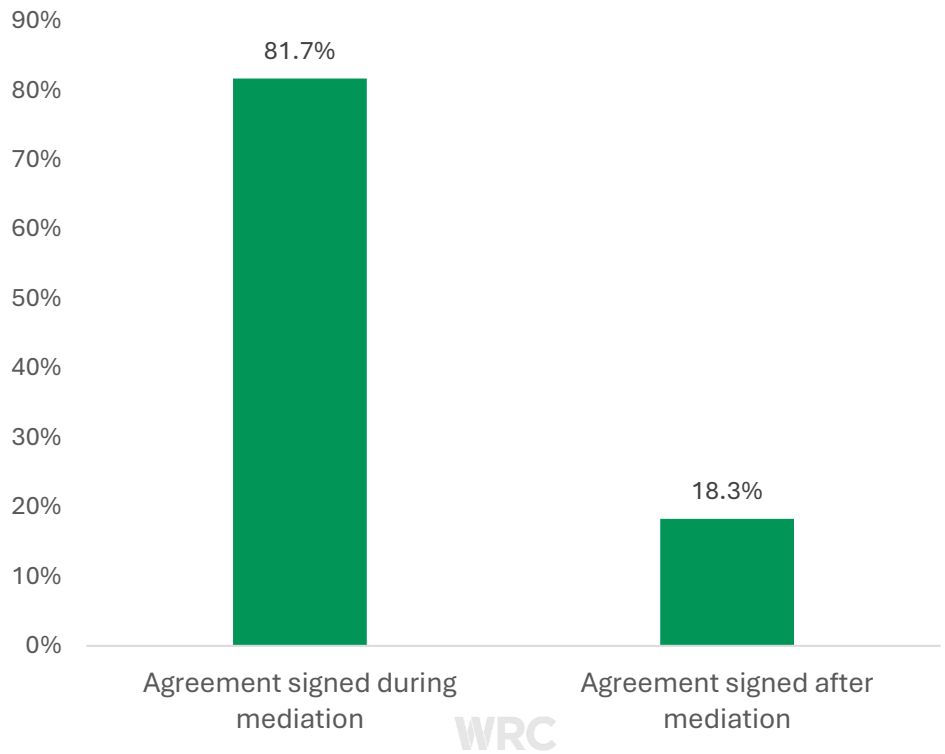


When Were Agreements Signed?

In in-person mediations

As can be seen from figure 17 below, most agreements (81.7%) were signed during the mediation session. Anecdotal feedback from regular service users is that it is a very positive experience for both parties when a settlement agreement is signed during mediation as it gives certainty to the outcome of the process and provides finality for all concerned.

Figure 17: Timing of signing of agreements in in-person mediations



Mediation Duration

In-person compared to Virtual

Mediations are generally scheduled for a half-day, either morning or afternoon, as it is the WRC's experience that most mediations conclude within a three-hour session. This is evidenced in the 1,000 cases that were analysed, in that the data demonstrates that 86% of mediations concluded within this half-day window, with a very low level of full-day or extended sessions.

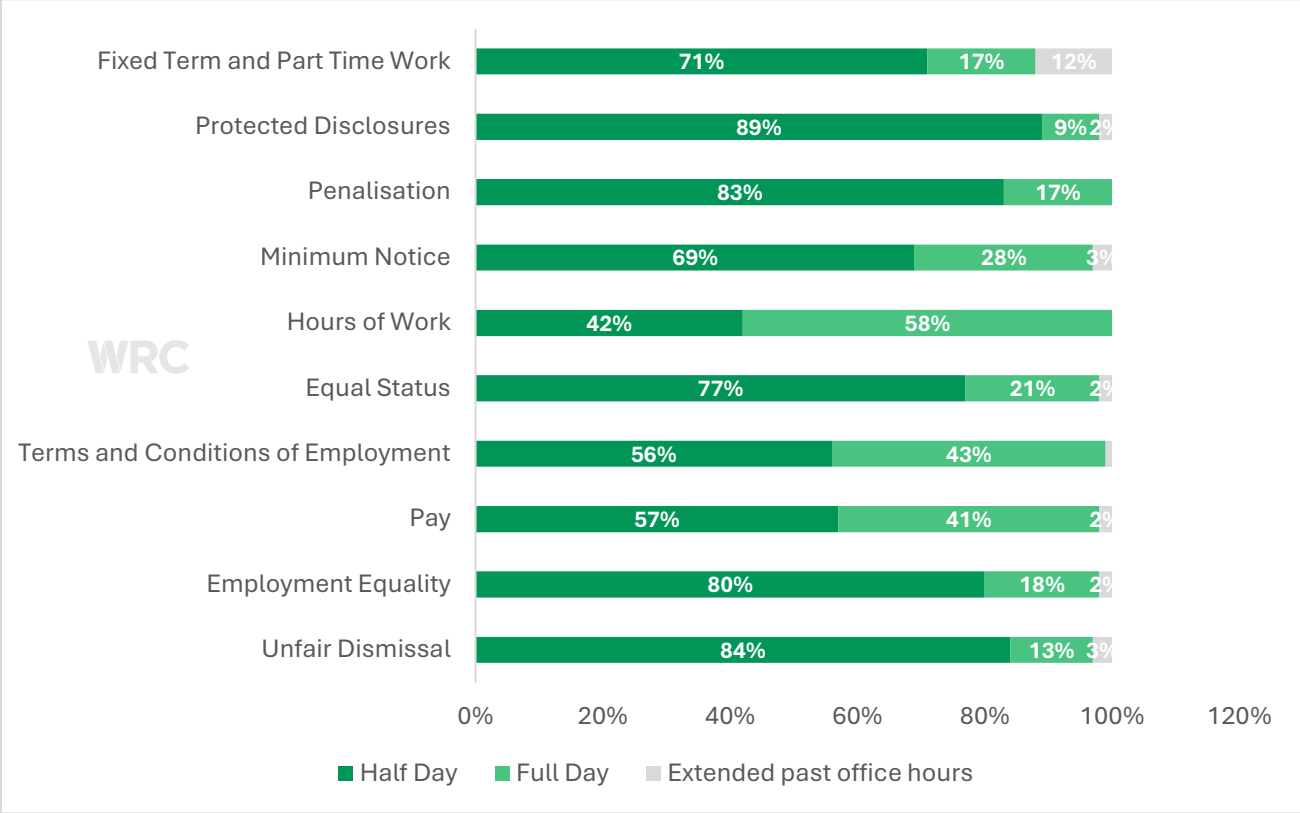
The data in relation to virtual mediations show longer durations, with 19.8% extending for a full-day and 3.6% extending past office hours. The Commission's experience is the use of technology in virtual mediations adds a layer of complexity which does not exist in in-person mediations and contributes to the extended duration. Additionally, Mediation Officers report that it is their experience that parties do not seem to engage as meaningfully or with as much intention when the mediation is conducted online.

Percentage breakdown of mediation duration by complaint area

As shown in figure 18 below, in excess of 50% of mediations in nine out of the top ten complaint types, with the exception of complaints relating to hours of work, concluded within a half-day session. Over 80% of mediations related to unfair dismissal, employment equality, penalisation and protected disclosures concluded within a half-day session. It should be noted that complaints relating to hours of

work are generally mediated via telephone which is generally provided in shorter sessions and may span a longer time period where it is difficult to calculate duration.

Figure 18: Mediation duration (top 10)



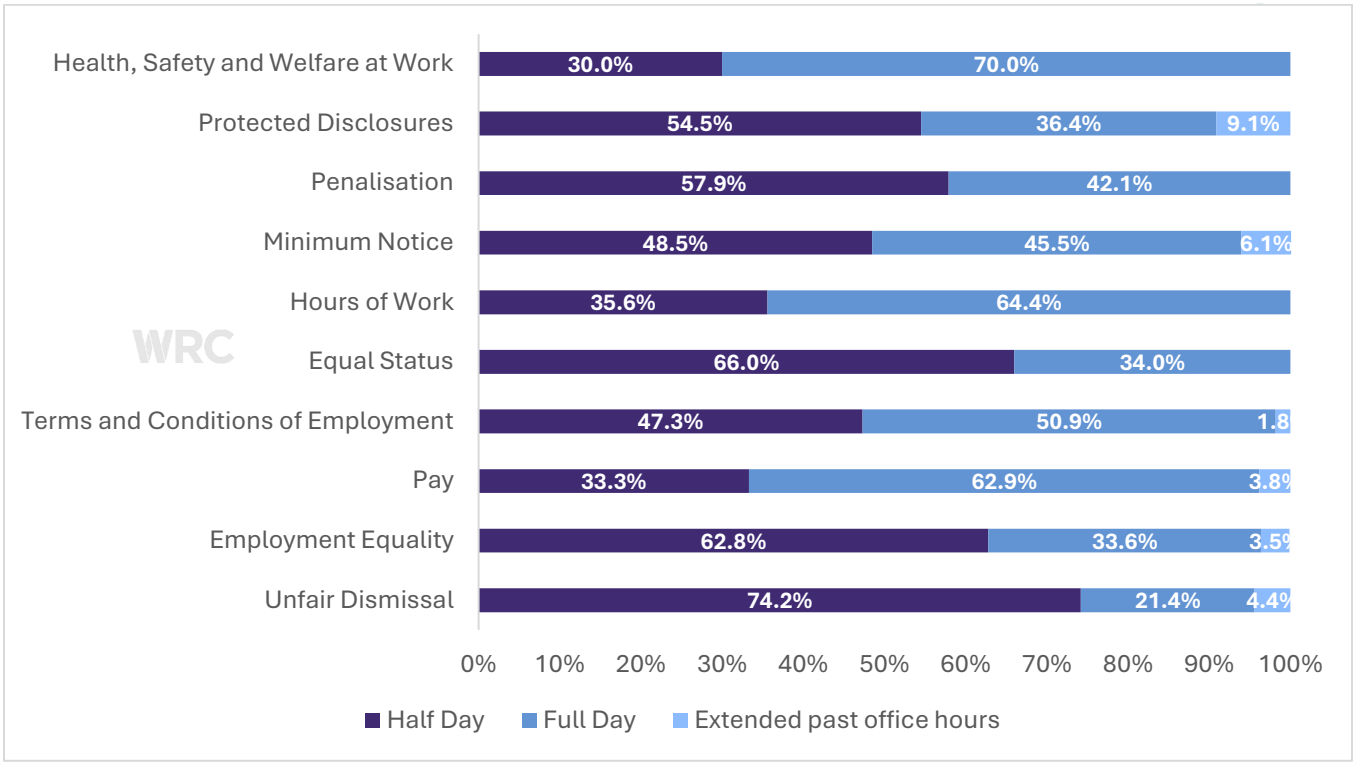
Mediation Duration for Settled Cases

While figure 18 provides the breakdown of the length of mediation for all 1,000 cases, figure 19 below provides a breakdown of mediation duration for cases where agreement was reached.

Of particular note is that of all unfair dismissal mediations and employment equality mediations resolved, 74.2% and 62.8% respectively concluded in a half-day mediation session. This result underlines the value of mediation as an efficient and cost-effective alternative resolution mechanism for potentially complex cases.

Again, it is apparent that complaint areas which are generally mediated by telephone such as pay; terms and conditions; and hours of work, show a longer duration for mediation than complaint areas which are more typically mediated in-person. As noted above, this may be due to the fact that mediation duration for telephone mediation is more difficult to calculate.

Figure 19: Mediation duration for settled cases (top 10)



Settlement Amounts

Of the 1,000 mediations reviewed in this report, 574 (54%) ended in resolution. For the overwhelming majority of these - 558 (97.2%) – resolution entailed the payment of a settlement amount. However, 16 cases were settled without any financial payment being made.

Mode

Of the 1,000 cases reviewed, the most frequently occurring monetary amount (the mode) in settlement agreements was €5,000. The breakdown by mediation type is aa follows:

- In-person: the most frequent amount was €5,000
- Virtual: €4,000 and €10,000 were equally frequent
- Telephone: €500 and €1,200 were equally frequent

Median

The overall median settlement payment (the middle or typical payment) in the cases reviewed was €6,000. The breakdown by mediation type is:

- In-person: the median was €7,500
- Virtual: the median was €10,000
- Telephone: the median was €1,090.72 which reflects the less complex cases which are typically dealt with by telephone mediation.

Additional Benefits of Reaching a Mediated Agreement

While it is recognised that the payment of an agreed monetary amount is usually key to resolving employment rights and equal status complaints at mediation, it is important to acknowledge the other benefits which stem from concluding a mediated agreement including:

- Engaging in mediation allows the parties to explore and agree solutions in a non-adversarial and creative manner without having to escalate matters in referring the dispute to an adjudication hearing.
- Any agreement reached at mediation services is legally binding on the parties.
- WRC Mediation is legally confidential and avoids the public disclosure of the parties' details which is not the case at adjudication where hearings are held in public and decisions containing the parties' names and details are published.
- If either party contravenes any term of the mediated agreement, the contravention is actionable in any court of competent jurisdiction (section 39(6), Workplace Relations Act 2015).

- Under the Employment Equality Acts any person who discloses information in contravention of that Act may be guilty of an offence (section 97(4), Employment Equality Acts). Under the Equal Status Act 2000 any person who discloses information in contravention of section 36(2) of the 2000 Act is guilty of an offence under section 36(4) of that Act.
- Mediation is a faster process than the preparation for, and attendance at, an adjudication hearing that can result in additional costs of representation to the parties if deemed necessary.
- Mediation is informal and non-legalistic compared to adjudication.
- Mediation is less administratively burdensome than adjudication. There is no requirement to provide submissions or evidence in mediation.
- At mediation, the parties agree the outcomes and there are no limitations to remedies that might resolve an issue, once both parties are agreeable.

Conclusion

The analysis of 1,000 pre-adjudication mediations conducted throughout 2025 demonstrates that mediation is central to the WRC strategic objective in delivering early, fair and proportionate resolution of employment rights and equality complaints. The increasing number of both complainants and respondents electing to engage in mediation reflects a growing awareness and confidence in the process as a timely and cost-effective means of resolving complaints.

The findings confirm that mediation enhances accessibility and facilitates parties in exploring resolution options while maintaining procedural fairness. While parties may choose to be supported by representation, the WRC's approach ensures that the process remains balanced, inclusive and focused on engagement between the parties. The data in respect of resolution rates do not show a significant variation when parties are represented or not at mediation, reinforcing the WRC's objective that pre-adjudication mediation is not dependent on legal formality and/or adversarial processes.

The data also indicates a proportion of complaints which do not resolve at mediation are subsequently withdrawn prior to referral to a formal adjudication hearing. This demonstrates that engagement with the mediation process has allowed parties to better understand respective positions and to reflect on the core issues of the dispute.

A WRC pre-adjudication mediation is conducted on a confidential basis. The appointed Mediation Officer will ensure impartiality and guarantee integrity throughout the process. Mediation provides a faster, more streamlined process towards resolution while delivering flexible and proportionate outcomes across the categories of complaints analysed, resulting in a legally binding mediation agreement for the parties.

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