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**From:** Karen McEwan [GRO]  
**Sent:** Fri 08/03/2024 10:40:11 AM (UTC)  
**To:** Simon Recalدين [GRO]; Nicola Marriot [GRO]  
**Subject:** FW: Grievance Outcome and Full Report  
**Attachment:** [GRO] Grievance Investigation Report.pdf

Hi Simon

As promised on Wednesday, I attach a copy of the full report, you will be familiar with the entire content from our conversation.

I appreciate your concerns regarding;

1. Reflecting the PDR grade as 3, and
2. How to manage the return to [GRO] substantive role, both in terms of the working relationship, and in terms of the incumbent situation.

As I mentioned, I am recommending that we ask Jo Stammers, who is extremely experienced in ER matters, to partner you through these challenges, and to support a full review of OD across your areas of responsibility.

By copy, @Nicola Marriot could you please arrange for Jo to connect with Simon as quickly as possible, I am also aware that this investigation has taken some time to conclude, all for very good reason.

Please treat the attached as private and confidential, not for onward communication with anyone outside of this e mail.

Thanks Simon for your patience whilst the investigation has run, and for your time to discuss the outcome on Wednesday

K

**Karen McEwan**  
Group Chief People Officer

People Team

**GRO**

PA: [GRO]

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**From:** Nicola Marriot [GRO]  
**Sent:** Saturday, February 17, 2024 12:13 PM

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**To:** Karen McEwan { **GRO** }  
**Subject:** Fw: Grievance Outcome and Full Report

Hi Karen

Please find attached the grievance investigation report for { **GRO** }. It is extensive in terms of the findings given the level of allegations made, but this also summarises my decision and recommendations.

In addition to the recommendations detailed here for your discussion with Simon, I would also recommend:

- Leadership coaching particularly in relation to effective team dynamics and managing performance

Whilst I do not believe escalation is required to the misconduct policy in relation to Simon, the investigation does raise concerns around the effectiveness of his performance and a number of further actions are now needed to get to the bottom of and correct issues that are likely present within the function including ineffective OD and lack of a resourcing plan as well as cultural issues arising from an 'us and them' mindset within the leadership team.

I was also made aware of a further issue on Friday where Simon is seemingly bringing in a contractor through the procurement rather than HR route to avoid the HR process after the appointment was previously not authorised.

Happy to discuss prior to you picking up with Simon.

Thanks

Nic

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**From:** Nicola Marriott  
**Sent:** 17 February 2024 12:05  
**To:** { **GRO** } { **GRO** }  
**Subject:** Grievance Outcome and Full Report

Hi { **GRO** }

As discussed on Thursday please find attached the formal grievance outcome and full investigation report. As discussed, I am happy to arrange time to talk this through further if necessary.

Thank you for your patience with regard to this matter.

Many Thanks

Nic