

**STRICTLY PRIVATE & CONFIDENTIAL
INVESTIGATION MEETING**

Date	3 June 2010
Time	09.18 – 09.33
Location	7 th Floor, 1 Cabot Square
Interviewee	Amy Walker (AW)
Parties Present	Romily O'Connor, HR Contact (ROC)
	Nichola Dobinson, Decision Manager (ND)
Notetaker	Joanna Murphy, Ubiquis

ROC opened the meeting at 09.18, explaining that a separate investigation was underway into an incident in April which would remain separate and not to be discussed in this meeting. She went on however that on the back of that incident concerns had arisen with regards to bullying and harassment behaviour by Michael Shillaker (MS). This was therefore now being investigated and AW had been identified as someone to speak to as part of this investigation as she had herself made reference to bullying in her police statement.

ND asked how AW would describe MS's behaviour. AW said that it was humiliating rather than threatening, although it was bullying insofar as the attacks could be personal. ND asked in what way the attacks were personal. AW explained MS would use adjectives such as 'stupid', criticising the person, rather than their work. These attacks were made loudly in an open-plan office which made it uncomfortable for victim and as well as those present. His behaviour was also inconsistent; this made AW nervous as she was unsure how he would behave from one day to the next or what would 'set him off'. AW went on that it seemed some of his reactions were disproportionate and, although she did not work directly with him, there would be tension in the atmosphere when MS was in the office.

ND asked whether MS's behaviour was directed at anyone in particular. AW responded that it tended to be directed at individuals, and that it had a time-phase component. New joiners were respected and encouraged, but once they were established and starting to make a name for themselves the negative behaviour intensified. She had witnessed this happening with Alessandro Abate (AA), Hannah Kirby (HK) and Eily Ong (EO), all of whom had been there for two or more years.

Asked about other examples of MS's behaviour, AW said it had struck her how he would make a criticism repeatedly, with an escalating level of animosity, towards someone who had made a mistake. The criticism was not constructive, but a relentless repetition of the issue. This caused others to think the person had made an 'enormous mistake' and it also seemed to be a disproportionate amount of negative feedback, as opposed to constructive feedback or positive reinforcement. On occasion this escalated to literal 'screaming matches'. ND asked if these would be two-way or one-way. AW said they would be two-way; following the relentless attack, the other person would 'break down and scream'. On other occasions these incidents would happen in an office, but it was a glass-fronted office which was in front of the team, so everyone would see it. AW said she had witnessed this occurring with Nicola Tate (NT) and EO. It would be apparent the person was in tears, which was also disturbing for those who witnessed it.

ND asked if any individuals had complained to AW about MS's behaviour. AW responded that HK had not done, as AW was her junior, but she had talked to Rhian Tucker (RT) about it. EO and AA had spoken to AW; she had tried telling them not to take it personally, but advised them to raise the issue if they felt able to. Neither had felt comfortable doing this;

AW thought this was because MS was a lot more senior; he was well thought of and had a good relationship with the Head of Research. EO had been trying to take control of the mining team and had thought MS was actively limiting her ability to do her job, having vetoed her marketing initiative and contact with sales. EO had felt this was an attempt to limit her exposure and had raised this with Chris Carpmael (CC). However, CC had not offered her support, so she had felt 'stonewalled'.

AW went on that it had been disturbing when EO had called her from the hospital following a string of incidents at work, saying she had been suffering from stress and fainting at home as a result. ND asked if EO had had time off. AW said it had been odd; she had disappeared and it had not been communicated where she was. AW thought she had been on gardening leave, but HK had explained EO was having time off due to poor health. AW then spoke about HK. HK had felt she needed to move downstairs. The team had been told this was to improve her profile, but AW said HK had wanted to escape from the environment. AW said there was lots of acrimony in the team. ND asked if EO had returned to the team. EO said she had not done, she had resigned. ND asked if this had been discussed in the team. AW replied that it might have been within the team, but it had not been communicated to her.

ROC asked if AW had ever spoken to the management about her concerns. AW said she had not; she thought she was too junior and peripheral for this to be appropriate. However, RT had approached CC or Richard Kersley (RK) about it. HK had had a difficult time, but AW had not thought it appropriate to get involved. ND asked if this behaviour was unusual on the Research floor. AW said she only saw one half of the floor, but she believed it was fairly exceptional behaviour. The behaviour was well-known and the team would exchange glances to relieve tension. Arnaud Lehman (AL) and Harry Goad (HG) also noticed it, as did Capital Goods. AW had not seen anyone else behave in this way.

AW said she had not observed any other behaviour directly, although she had received information from others who had been upset by what MS had done. The abusive language, seeing people breaking down in tears and 'screaming matches' were all she had had direct experience of. She confirmed she would deem MS's behaviour to be bullying. AW went on that it was a 'high octane' environment; some people were difficult to work with but remained professional in the way they dealt with problems. MS was driven and demanding, but there was a lack of consideration and professionalism in his dealings with his team, which created an atmosphere of fear and tension, both for them and the surrounding teams.

ND asked if AW could suggest further interviewees she would consider critical to the investigation. AW replied that she thought EO, AA, HK, NT, and other than that people who sat nearby, such as RT and Lars Kjellberg (LK), would be useful to the process. The meeting closed at 09.33.

From the notes of

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