

**From:** [Henry Staunton](#) [REDACTED] on behalf of [Henry Staunton](#) [REDACTED]@postoffice.co.uk>  
**To:** [Benjamin Tidswell](#)  
**Subject:** Re: Rose 1 allegation  
**Date:** 12 December 2023 14:00:52

---

Ben , Your offer and note generally is much appreciated . Thank you . Henry

Sent from [Outlook for iOS](#)

---

**From:** Benjamin Tidswell [REDACTED]@postoffice.co.uk>  
**Sent:** Tuesday, December 12, 2023 1:46:01 PM  
**To:** Henry Staunton [REDACTED]@postoffice.co.uk>  
**Subject:** Re: Rose 1 allegation

Thanks Henry.

I think [REDACTED] has given you good advice and I fully support your decision to consult lawyers.

I do understand how upsetting and frustrating this is and I am here to help if I can. You are entitled to support just as anyone else is. I recognise that you might not find it appropriate to access that through the usual POL channels, but please say if you would like me to explore that.

Do give me a call if there is anything else you would find it helpful to discuss.

Ben

Sent from my iPad

On 12 Dec 2023, at 13:12, Henry Staunton [REDACTED]  
[REDACTED]@postoffice.co.uk> wrote:

Ben ,

Many thanks .

Of course I deny all the charges of Racism and Misogyny.

These charges have come many many months after the charges she levelled against Nick . it seems obvious that Rose has one purpose and one purpose only and that is to increase her bargaining power - it has NOTHING TO DO WITH THE TRUTH .

I have told Ben Foat that I will be taking legal advice . I treated the matter with disdain last night but [REDACTED] advised that I take this more seriously . Now that I have seen the one sentence charge today I think [REDACTED] is right .

People build up reputations over 50 years and PO/ UKGI allow reputations to be trashed in a sentence . I am incandescent .

Many months ago Nick was put under massive personal stress by Rose's allegations . I supported him as best as I could because I could see that Rose was negotiating . I fear that there is no one available to support me but I guess that come with the territory of being Chairman . It does not help though with dealing with the stress .

All those legal proceedings are completely abnormal . At one point all members of the GE were being “ Investigated “ including the CEO at the same time except for Ben Foat . In addition two Board Directors were also being “ Investigated “ . I joked with the team that I would be next and lo and behold it has come to pass . There is something very wrong with the culture .

Yours ,  
Henry

Sent from [Outlook for iOS](#)

---

**From:** Benjamin Tidswell [REDACTED]@postoffice.co.uk>

**Sent:** Tuesday, December 12, 2023 12:00:43 PM

**To:** Henry Staunton [REDACTED]@postoffice.co.uk>

**Subject:** Rose 1 allegation

Henry,

As just discussed, here is the wording of the allegation (as provided to me by Ben Foat for the purposes of raising it with you yesterday). The mark up shows the more specific aspects as compared with the previous version which was in the barrister's original terms of reference.

Ben

=====

Allegation 2.7 in the Terms of Reference be amended as follows (additions shown in red):

2.7 A board member (as yet unnamed) **During a meeting on 25 January 2023, Henry Staunton** referred to women as “pains in the arses” **and in the same meeting, said of one candidate for the RemCo Chair position, words to the effect of “she doesn’t look coloured, where does she come from?” and in view of her age referred to the same candidate as a “girl” (when other women were referred to as “ladies”).**

## **Terms of Reference**

### **Investigation into Concerns raised under Post Office Limited's ("POL") Speak Up Policy**

**Commissioning Executive:**

Karen McEwan - Group Chief People Officer

**Investigations Steering Group ("ISG"):**

Amanda Burton, Non-Executive Director and Chair of the Remuneration Committee

Lorna Gratton, Non-Executive Director

**External Investigator:**

Marianne Tutin, Devereux Chambers

**POL Investigations Contact:**

[REDACTED]

#### **1. Background and Instructions**

The matters that are to be investigated are set out in paragraph 2 ("the Concerns") below. The Investigator is required to conduct a fact-finding investigation into the Concerns. The investigation should be conducted in a fair and impartial manner. The Investigator is asked to make findings in relation to each of the Concerns and to make recommendations in relation to any identified potential breaches of POL's Policies and Procedures.

A copy of the relevant documentation is enclosed.

## **2. The Concerns (“the Concerns”)**

To investigate whether:

- 2.7 During a meeting on 25 January 2023, Henry Staunton referred to women as “pains in the arses” and in the same meeting, said of one candidate for the RemCo Chair position, words to the effect of “she doesn’t look coloured, where does she come from?” and in view of her age referred to the same candidate as a “girl” (when other women were referred to as “ladies”);

### 3. Witness Interviews

The Investigator shall reasonably identify individuals who should be interviewed as part of the investigation. At this stage, the following have been identified as individuals who will need to be interviewed in the course of the investigation:

- [REDACTED];
- [REDACTED];
- [REDACTED];
- Henry Staunton, POL Chairman;
- [REDACTED];
- [REDACTED].

Before commencing an interview with any person, the Investigator will liaise with [REDACTED] [REDACTED], to coordinate Speak Up-related actions. The Investigator will be accompanied to interviews by a note-taker who will produce a note of the meeting.

### 4. Confidentiality and Data Protection

The Investigator should ensure that safeguards are in place throughout the investigation so that breaches of confidentiality are avoided as far as possible and so that the Investigator complies with all relevant requirements of the GDPR in so far as they relate to information gathered as part of the investigation.

[REDACTED] will act to ensure any Speak Up reporters are protected in compliance with PIDA.

### 5. Updates and Delivery of the Report

The Investigator will provide fortnightly updates to the Commissioning Executive and the ISG.

At the conclusion of the investigation, the Investigator will produce a written report to summarise key evidence and to set out findings on each of the Concerns, including whether there has been a potential breach of any of POL's Policies and Procedures, together with any recommendations for the ISG to consider.

Supporting documents shall be appended to the report and will include:

- all documents relied upon for the purposes of preparing the report, with relevant documents being referenced within the report;
- notes of all interviews conducted by the Investigator in the course of the investigation; and
- any witness statements or other written information obtained from individuals in the course of the investigation.

On its completion, the report will be submitted to the ISG, Ben Foat, and [REDACTED].

### 6. Proposed Timeline

The Investigator is asked to complete the investigation as soon as is reasonably practicable. It is hoped that a conclusion can be reached and an investigation report submitted by 30 November 2023 at the latest.

It is recognised that timescales for completion of the investigation will be dependent upon the number of witnesses reasonably identified as relevant and the availability and willingness of those individuals to attend interviews and/or respond to requests for information and any further investigation which may be required.

The Investigator is asked to keep the ISG and Ben Foat updated with regard to timescales, especially if the anticipated completion date is not possible.

**Date: 5 December 2023**

**From:** [Ben Foat](#)  
**To:** [Benjamin Tidswell](#); [Karen McEwan](#)  
**Subject:** FW: Interview - Rose2  
**Date:** 15 January 2024 20:13:37  
**Attachments:** [image001.png](#)  
[2.9 Email and Letter to HS.pdf](#)  
[Terms of Reference - 2.0 \(Redacted\) Redacted.pdf](#)

---

Further to my note, I did suggest to Henry that I contact [REDACTED] to get documents for him but he seemed to have had a visceral reaction to that (ie that I don't care about him or Nick etc) so I didn't repeat that offer in my correspondence below. However, I did want to both of you aware of that.

Kind regards  
Ben

**Ben Foat (He/Him)**  
**Group General Counsel**  
100 Wood Street  
London  
EC2V 7ER  
Email: [REDACTED]@postoffice.co.uk

[REDACTED]

*I work flexibly – so whilst it suits me to email outside normal working hours, I do not expect a response during that time.*

---

**From:** Ben Foat  
**Sent:** 15 January 2024 19:31  
**To:** Henry Staunton [REDACTED]@postoffice.co.uk>  
**Cc:** Benjamin Tidswell [REDACTED]@postoffice.co.uk>; Karen McEwan [REDACTED]@postoffice.co.uk>  
**Subject:** Interview - Rose2

Dear Henry

As requested earlier this afternoon, I attach two documents you may find helpful in preparation for your meeting with Marianne. You will recall that you received these documents in the email below.

Both Pinsent Masons and the external investigator have confirmed that she has not provided witnesses with documents in advance of meetings and this wouldn't be normal practice. However, I hope that the summary in the email below together with a copy of the TOR and the attached email assists you for your meeting.

It is also worth noting that Marianne does have other investigation meetings in the diary for this week and there may be additional documents which arise from those which are relevant to the allegations she wishes to address with you. Of course, we do not yet have such information.

Kind regards  
Ben

**Ben Foat (He/Him)**  
**Group General Counsel**  
100 Wood Street  
London  
EC2V 7ER  
Email: [REDACTED]@postoffice.co.uk

[REDACTED]

*I work flexibly – so whilst it suits me to email outside normal working hours, I do not expect a response during that time.*

---

**From:** Ben Foat  
**Sent:** 20 December 2023 09:48  
**To:** Henry Staunton [REDACTED]@postoffice.co.uk>  
**Cc:** Nick Read [REDACTED]@postoffice.co.uk>; Benjamin Tidswell [REDACTED]@postoffice.co.uk>  
**Subject:** RE: Legal fees ad legal briefing

Hi Henry

Thank you for your email. I received your vm and your email at 3.06pm yesterday afternoon advising me that you had appointed solicitors and would be having a meeting this afternoon in relation to this matter.

For the purposes of your meeting, I attach:

- The Terms of Reference ("ToR") for the investigation which POL has commissioned following a Speak Up complaint received from POL's former Chief People Officer, Jane Davies. These contain the background to the matter and the specific allegations that have been raised against Henry; and
- The letter dated 24 May 2023 which is referred to in Para 2.9 of the ToR.

The investigator has already interviewed Jane Davies. In relation to the Para 2.7 of the ToR in addition to you, the investigator is intending to interview Dan Richards from Green Park who Jane Davies says was present at the meetings and heard the comments allegedly made by you. As you will see the allegations in respect of you are very limited albeit very serious.

As requested, I will shortly be providing the attached documents to your solicitor this morning in advance of your meeting.

On the issues of costs, I don't have authority but am discussing the matter with Nick this morning and will revert.

Many thanks

Ben

**Ben Foat (He/Him)**  
Group General Counsel  
100 Wood Street  
London  
EC2V 7ER  
Email: [REDACTED]@postoffice.co.uk

*I work flexibly – so whilst it suits me to email outside normal working hours, I do not expect a response during that time.*

---

**From:** Henry Staunton [REDACTED]@postoffice.co.uk>  
**Sent:** 19 December 2023 23:20  
**To:** Ben Foat [REDACTED]@postoffice.co.uk>  
**Cc:** Nick Read [REDACTED]@postoffice.co.uk>; Benjamin Tidswell [REDACTED]@postoffice.co.uk>  
**Subject:** Legal fees ad legal briefing

Ben ,

I have my first meeting with the lawyers tomorrow . I would appreciate formal confirmation as previously requested that PO will meet these costs .

I had hoped to brief myself with the notes previously requested . I am in the office in the morning doing three interviews with NEDs . Could you please put your head round the door to brief me on why nothing has come through and when they will come through . I will go to the lawyers regardless .

Many thanks ,  
Henry

Sent from [Outlook for iOS](#)



**Private and confidential**

**10 January 2024**

**For: Henry Staunton, Chairman**

**By email:** [REDACTED] [@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)

Dear Mr Staunton,

**‘Speak Up’ Complaint Investigation**

I write further to my letter of 27 October 2023.

As you know, I have been appointed by Post Office Limited (“**POL**”) to carry out an independent and impartial investigation into certain allegations raised by Jane Davies, former Chief People Officer, by way of a ‘Speak Up’ complaint. Whilst the investigation was initially commissioned by Ben Foat, Group General Counsel, the Commissioning Executive is now Karen McEwan, the new Chief People Officer.

I have now had the opportunity to speak to Ms Davies (and other witnesses). I would like to arrange a time to speak to you to enable you to provide your response to the allegations and/or share context related to them which would be helpful for me to consider as I seek to establish the facts.

In particular, I would like to discuss the following allegations made by Ms Davies with you:

Devereux Chambers  
Queen Elizabeth Building  
Temple London EC4Y 9BS

Tel +44 [REDACTED]

DX [REDACTED]

[REDACTED]@devchambers.co.uk  
[REDACTED]@devchambers.co.uk  
[www.devereuxchambers.co.uk](http://www.devereuxchambers.co.uk)

- (5) During a meeting on around 25 January 2023, you referred to women as “pains in the arses” and at the same meeting, said of one candidate for the RemCo Chair position words to the effect of “she doesn’t look coloured, where does she come from?” and in view of her age referred to the same candidate as a “girl” (when other women were referred to as “ladies”);

Please note that allegation (5) has changed since I last wrote to you on 27 October 2023, as to which I understand Ben Tidswell, Senior Independent Director, has made you aware.

I would like to hold the meeting in person at POL’s Head Office in the week commencing 22 January, subject to availability. Please could you or your PA notify me by email whether you are available to meet in this period and if so, when? I will be accompanied at the meeting by a note-taker so that there is a record of our meeting to assist me in my investigation and I would aim to agree the notes with you. Please do not make a recording of the meeting.

You are also welcome to email me any information or documents you would like me to review before we meet.

The investigation may mean that I am in receipt of your personal information. I am a registered data controller with the Information Commissioner’s Office with personal responsibility for ensuring that your personal information is properly protected. Your personal data will be processed in accordance with the Devereux Chambers Privacy Policy (available [here](#)). The information I receive in the course of the investigation will only be used for the purposes of the investigation and will only be disclosed to those persons within POL and any of their external advisers to whom it is relevant.

Devereux Chambers  
Queen Elizabeth Building  
Temple London EC4Y 9BS

Tel +44 [REDACTED]

DX [REDACTED]

[REDACTED]@devchambers.co.uk  
[REDACTED]@devchambers.co.uk  
[www.devereuxchambers.co.uk](http://www.devereuxchambers.co.uk)

The investigation is and remains confidential. Please do not share the fact of or the content of the investigation with anyone other than any legal advisers.

I look forward to meeting with you. In the meantime, should you have any questions please do not hesitate to contact me.

Kind regards,

Marianne Tutin  
Devereux Chambers

██████████ [@devchambers.co.uk](mailto:██████████@devchambers.co.uk)

**From:** [Henry Staunton](#) [REDACTED] on behalf of [Henry Staunton](#) [REDACTED] <[\[REDACTED\]@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)>  
**To:** [Amanda Burton](#) [REDACTED]; [Benjamin Tidswell](#)  
**Subject:** Re: Confidential  
**Date:** 17 January 2024 20:24:38

---

Amanda ,  
So no allowance for the fact that I have not had time to look at anything because of all the PO issues .  
Odd as Nick has been given more time . He told me today he has not had any time in this either .  
Not satisfactory really .  
Henry

Sent from [Outlook for iOS](#)

---

**From:** Amanda Burton [REDACTED] <[\[REDACTED\]@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)>  
**Sent:** Wednesday, January 17, 2024 5:48:44 PM  
**To:** Henry Staunton [REDACTED] <[\[REDACTED\]@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)>; Benjamin Tidswell [REDACTED] <[\[REDACTED\]@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)>  
**Subject:** Re: Confidential

Dear Henry

Apologies I have not responded earlier but I have been involved in other matters today. However I have spoken to Lorna and also Pinsent Masons (who have instructed Marianne to conduct the investigation on our behalf).

Lorna has reiterated that the shareholder is keen to conclude this matter as soon as possible (as am I) and we had hoped to have Marianne's report by the end of January.

Assuming yours takes place on Monday 22 January (as previously arranged) we should be able to do this next week.

I appreciate it feels that everything is taking a long time, but much of the delay has been due to Jane herself. Marianne did write to you on 27 October setting out the items she wanted to discuss, and then repeated them in her letter to you of 10 January (there is one change which clarifies that Jane alleges you made certain comments, which was not known about in October). I will forward them to you separately in case you can't locate them.

We are hoping that the detail we are going through ensures we have sufficient information to file a defence when the time comes. We are therefore trying not to duplicate work.

Marianne has advised she does have other availability next week if the 22nd does not work for you. Please can you let Marianne know what works.

Amanda

Sent from [Outlook for iOS](#)

---

**From:** Henry Staunton [REDACTED] <[\[REDACTED\]@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)>  
**Sent:** Wednesday, January 17, 2024 12:14:56 AM  
**To:** Amanda Burton [REDACTED] <[\[REDACTED\]@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)>; Benjamin Tidswell

██████████@postoffice.co.uk>

**Subject:** Re: Confidential

Amanda ,

I have not yet spent a second on the matter . The PO issues has taken up ALL my time . Hence , I have to postpone until after the Board . ( I have not yet even had my first meeting with my lawyer . ) This has gone in for months and suddenly everything is being rushed - all v unsatisfactory .

I understand from what has been sent by Ben Foat relates to the two issues about me . Responding to " issues raised by Jane " is news to me - I am unaware of what is involved . It seems as if you and Ben have lots more information than me . I have been kept in the dark . This is all a mess .

I would be happy to meet Marianne as arranged if it did not require any preparation wrt the issues around me and , on the understanding that I know nothing about the other issues I will be questioned about .

Is my suggestion a fair compromise ?

This is turning into a shambles .

Henry

Sent from [Outlook for iOS](#)

---

**From:** Amanda Burton ██████████@postoffice.co.uk>

**Sent:** Tuesday, January 16, 2024 7:42 pm

**To:** Henry Staunton ██████████@postoffice.co.uk>; Benjamin Tidswell

██████████@postoffice.co.uk>

**Subject:** Re: Confidential

Thanks Henry I will speak to Lorna.

We had hoped to finalise everyone else before then so that we can be ready to file a defence to JD's claims

Also if you are able to answer some of the issues raised by JB this could mean we don't need to duplicate with Nick. In these circumstances it would be really helpful if you are able to see Marianne as originally diarised.

Amanda

Sent from [Outlook for iOS](#)

---

**From:** Henry Staunton ██████████@postoffice.co.uk>

**Sent:** Tuesday, January 16, 2024 7:31:10 PM

**To:** Benjamin Tidswell ██████████@postoffice.co.uk>

**Cc:** Amanda Burton ██████████@postoffice.co.uk>

**Subject:** Re: Confidential

Ben ,

Also very happy for Amanda to talk to Lorna .

I told Nick this evening that I have not had time to look at a single word wrt the charges against me .

Henry

**Henry Staunton**

Chairman

100 Wood Street, London, EC2V 7ER

[postoffice.co.uk](http://postoffice.co.uk)

*I work flexibly – so whilst it suits me to email outside of normal working hours, I do not expect a response during that time.*

**From:** [Henry Staunton](#) [REDACTED] on behalf of [Henry Staunton](#) [REDACTED] [REDACTED]@postoffice.co.uk>  
**To:** [Amanda Burton](#) [REDACTED]; [Benjamin Tidswell](#)  
**Subject:** Re: Confidential  
**Date:** 17 January 2024 22:58:21

---

Amanda ,  
CONFIDENTIAL

The problem is I am busy next week . Why don't I see her and tell her what I recall without research . I will offer to get back to her if she wants more information . I will tell her I have not had time to spend any time on this with everything else going on . You will find out tomorrow that the last fortnight has been a dawn to dusk job - hence the lack of time for this . I have to prioritise and I doubt any business man would think this exercise was the priority for PO in the last fortnight , other than those driving this ie Lorna ! PLEASE keep that to yourself but you may find that is a view shared by our CEO too .

Best ,  
Henry

Sent from [Outlook for iOS](#)

---

**From:** Amanda Burton [REDACTED] [REDACTED]@postoffice.co.uk>  
**Sent:** Wednesday, January 17, 2024 9:42:52 PM  
**To:** Henry Staunton [REDACTED] [REDACTED]@postoffice.co.uk>; Benjamin Tidswell [REDACTED]@postoffice.co.uk>  
**Subject:** Re: Confidential

Thanks for agreeing to meet with Marianne next week.

When the Board asked for the issues to be investigated, and you then asked me, Lorna also asked to be involved which you and I both agreed with.

As I said, Marianne does have other availability next week if you want some time? If you need some specific documents, I can see what can be pulled together from what she already has?

Amanda

Sent from [Outlook for iOS](#)

---

**From:** Henry Staunton [REDACTED] [REDACTED]@postoffice.co.uk>  
**Sent:** Wednesday, January 17, 2024 8:46:58 PM  
**To:** Amanda Burton [REDACTED] [REDACTED]@postoffice.co.uk>; Benjamin Tidswell [REDACTED]@postoffice.co.uk>  
**Subject:** Re: Confidential

Amanda ,  
I will meet Marion

What has it got to do with Lorna ? If she is calling the shots should I speak to her ? You do not deal with the issue of a delay to give me time to prepare.  
Henry

**From:** [Karen McEwan](#)  
**To:** [Benjamin Tidswell](#)  
**Subject:** Re: Interview - Rose2  
**Date:** 18 January 2024 21:41:37  
**Attachments:** [image001.png](#)

---

Thanks Ben

We are together anyway so can use that time. Very happy to discuss with you both. It's becoming more pressing, particularly after the events of today which you have been copied on.

Look forward to seeing you

K

---

**From:** Benjamin Tidswell [REDACTED]@postoffice.co.uk>

**Sent:** Tuesday, January 16, 2024 5:38 pm

**To:** Karen McEwan [REDACTED]@postoffice.co.uk>

**Subject:** Re: Interview - Rose2

Thanks Karen, yes that would be good. Is it something we could discuss when we speak with Amanda later in the week? Or happy to discuss one to one if you prefer.

Best

Ben

---

**From:** Karen McEwan [REDACTED]@postoffice.co.uk>

**Sent:** Tuesday, January 16, 2024 2:04 PM

**To:** Benjamin Tidswell [REDACTED]@postoffice.co.uk>

**Subject:** FW: Interview - Rose2

Hi Ben

I do hope this finds you well

When we get some clear time, it would be helpful for us to pick up a conversation on this matter (ideally confidentially)

Many thanks

K

---

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



---

**From:** Henry Stauntor [REDACTED] <[REDACTED]@postoffice.co.uk>

**Sent:** 15 January 2024 20:56

**To:** Ben Foat [REDACTED] <[REDACTED]@postoffice.co.uk>

**Subject:** Re: Interview - Rose2

Ben ,

Many thanks .

As I said I have spent every waking hour working on all the serious issues that have hit PO over the last week or so - much to the detriment of looking after my personal position . However , I now must have a hasty look at these accusations .

Regards ,

Henry

Sent from [Outlook for iOS](#)

**From:** [REDACTED] on behalf of [REDACTED] [REDACTED] <[REDACTED]@postoffice.co.uk>  
**To:** "Henry Staunton [REDACTED]" <[REDACTED]@postoffice.co.uk>  
**Subject:** FW: Letter from Marianne  
**Date:** 18 January 2024 08:36:22  
**Attachments:** [REDACTED]

---

Morning Henry, please see attached and other emails relating...  
Kind regards

[REDACTED]

---

**From:** Henry Staunton [REDACTED] <[REDACTED]@postoffice.co.uk>  
**Sent:** 17 January 2024 20:21  
**To:** [REDACTED] <[REDACTED]@postoffice.co.uk>  
**Subject:** Fwd: Letter from Marianne

[REDACTED],

This letter is dated October but the first I heard about all this was in mid December . Can you find this letter in my in tray ?

Many thanks ,

Henry

Sent from [Outlook for iOS](#)

---

**From:** Amanda Burton [REDACTED] <[REDACTED]@postoffice.co.uk>  
**Sent:** Wednesday, January 17, 2024 5:50:14 PM  
**To:** Henry Staunton [REDACTED] <[REDACTED]@postoffice.co.uk>  
**Subject:** Letter from Marianne  
Sent from [Outlook for iOS](#)