



Manuel Cortes
General Secretary
TSSA
2nd Floor
Devonshire Square
London
EC2M 4SQ

Pauline Holroyd
Group HR Director
The Quadrant: MK
Elder Gate
Milton Keynes
MK9 1EN

1 March 2021

Dear Manuel

Thank you for discussing the defamatory comments made about me.

When I joined Network Rail measures were immediately put in place to make sure I was not able to benefit in any way from any contract that Quo Change (or KDB Yorkshire) has with Network Rail or any other contract those companies have with any other client. Legal arrangements were put in place to freeze any legacy interest in these companies. This had the immediate effect of making sure that I could not benefit from those companies' business. Since these immediate steps I have resigned as a director and disposed of my interest with no benefit since I joined Network Rail. For completeness I have been fully transparent with Network Rail and taken all the steps that I have been advised to take. These are the facts and they also reflect the commitment I made in joining Network Rail.

I hope people understand that I am passionate about the benefits systems thinking can bring to individual's working lives – at its heart is the principle that people are best at designing the work they do. They are the ones who know how to make things better. Quo Change was set up to bring this highly inclusive change methodology to many industries. When I joined Network Rail, I considered this approach could be very beneficial for our people. So, I introduced the concept and an independent panel reviewed the service that could be provided.

I love Network Rail and am very committed to helping recovery. I can see how systems thinking will help. This way of working is important to me, and I am committed to us building in-house capability, so through the interventions that have already started we have created opportunities and jobs for people to learn the method.

Yours sincerely

A handwritten signature in black ink, appearing to read "Pauline Holroyd". The signature is fluid and cursive, written in a professional style.

Pauline Holroyd
Group HR Director