

Dear Marcus Teale

Your employment: Confidential settlement proposal

We are writing to you because, as you are aware, we have had some concerns about your performance and the performance improvement plan that began on 1 June 2026, where the targets were still not met at the review on 28 September 2026.

We consider that, in these circumstances, one option is to offer you a settlement agreement to bring our employment relationship to an end, and we invite you to consider the proposal set out below.

If we are unable to reach such an agreement, then you should be aware that it is our intention to proceed to the next stage of our performance management procedure which is set out in section 9 of the staff handbook on the intranet.

You should note that there is no obligation for you to enter into discussions with us in relation to this proposal.

Whether you choose to do so or not, please also note that any response to this letter, and any correspondence or discussions which may follow, will have no bearing on any performance management procedure or decision taken by us, in the event that we are unable to reach an agreement.

The terms we would like to offer you are as follows:

Your employment would end on 30 November 2026.

You would receive:

- payment of £4,200 in lieu of wages/salary, bonus/commission, and outstanding holiday entitlements, subject to tax and NI
- a lump sum payment of £6,000, free of tax and NI

You would agree not to bring a claim of unfair dismissal to an employment tribunal.

You would receive an agreed reference covering your period of employment with us.

If you wish us to arrange a meeting with you to discuss this proposal and the terms of the offer then we will do so; please let us know. You may be accompanied by a work colleague, trade union official or trade union representative at any such meeting.

This offer is made subject to final agreement of full terms, and it is open for you to consider until 5pm on 20 October 2026.

If you do wish to accept this offer we will draw up a formal agreement in writing. The law provides that you would need to obtain independent advice on the terms and effect of the proposed agreement before signing it.

It is our intention that this letter will be covered by section 111A of the Employment Rights Act 1996. This means that the offer we are making and any subsequent discussion about it may not be admissible as evidence in any subsequent unfair dismissal claim. Further information on the provisions of section 111A and details on who may act as your independent adviser can be found in the Acas Code of Practice on Settlement Agreements, and associated guidance, which can be accessed at www.acas.org.uk

Yours sincerely,

Signed

Dana Whitlock, HR Director