



Lloyd's Register

Group Human Resources
71 Fenchurch Street
London
EC3M 4BS

Telephone +44(0)20 7709 9166
Direct line +44(0)20 74232613
Facsimile +44(0)20 74232059
Email neal.hoggar@lr.org

<http://www.lr.org/>

To whom it may concern

Re: Marilyn Smyth

Lloyd's Register first engaged Marilyn in a training consultant capacity to train our HR Advisers in conducting grievance and employee relations-related investigations. The design and delivery of this programme reflected both Marilyn's practical and common sense approach to dealing with employment relations issues coupled with her extensive knowledge of employment legislation and employment tribunal precedent. The feedback from this programme was excellent, to the extent that it was evident that Marilyn would be a valuable external resource that Lloyd's Register would want to call upon for a diverse range of HR issues and initiatives in the future.

The most significant issue on which Marilyn has supported us to date relates to a particularly complex, high level and sensitive harassment and bullying complaint. Marilyn led the investigation into this complaint, which required highly developed people skills, objectivity, determination and resilience, integrity and an overriding commitment to arriving at a fair and just conclusion. Marilyn delivered in all these respects and more – a feature of her work with us is that, as a matter of course, she will contribute and deliver more than you could reasonably expect from her without ever losing sight of the brief originally given to her. She is totally motivated to delivering client satisfaction, is flexible in terms of her working time, will always return 'phone calls and emails at the first available opportunity, finds solutions rather than problems and is proactive in providing alternative approaches to issues. Underpinning all these personal qualities is her employment law knowledge and employment tribunal experience, which she is able to draw upon to fully support the needs and best interests of her clients.

Marilyn is also a pleasure to work with and I would have no hesitation in recommending her to other potential clients.

A handwritten signature in black ink, appearing to read "Neal Hoggar".

Neal Hoggar
Group HR Policy Manager
Lloyd's Register