

## Re: Grievance Process and Interim Arrangements

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**From:** Daniel Jackson x101@live.co.uk

**To:** Employee Relations Ireland emprelations.ireland@infosys.com

**Cc:** david.sheridan@infosys.com

**Date:** Sun, 30 Nov 2025, 09:31

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Dear Keith and Deirdre,

Cc: David Sheridan

I am writing to raise serious concerns about how my Dignity at Work grievance is being handled, and the impact this is now having on my ability to work safely. I am addressing this primarily to Employee Relations, but I am copying David as he has recently become involved in trying to support my working arrangements.

My understanding of the Company's Dignity at Work and grievance procedures is that, once a formal complaint is made, an initial meeting with the complainant should normally be held within a short, defined timeframe (typically one week), and that if this is not possible, the complainant should receive a written explanation and an updated timescale. That has not happened in my case. I submitted a detailed written complaint and supporting dossier, and by the time you authorised 13 days' paid leave from 6–23 November, more than twice that "initial meeting" window had already passed without any meeting or any written explanation for the delay.

Had that first meeting taken place when policy envisages, I believe the current situation could have been avoided. By the end of that 13-day period, we could reasonably have reached at least a provisional understanding of the issues and discussed meaningful, longer-term arrangements for my role and reporting line. Instead, I have been placed into an extended, improvised "interim arrangement" that is proving unworkable in practice and is now actively undermining my confidence in the process.

You have also been clear that the interim measures are not a finding against anyone. In your email you wrote that these measures "are not a presumption of wrongdoing by anyone" and are "purely temporary steps to ensure the dignity and comfort of everyone involved." While I am of the view that there has been wrongdoing, I fully accept that what I have reported must be investigated and that no conclusions can be drawn in advance. I have not refused to work with anyone on

the basis that my allegations are already proven; where I have asked not to work with particular individuals, it has been either because the Company has instructed me not to, or because interim arrangements have clearly broken down and are now causing further harm.

In practice, however, the interim measures and the way they have been implemented have put me in an impossible position:

I was instructed that I should not have direct contact with individuals named in my complaint and that my work-related matters should instead be routed through an alternative reporting line. My understanding from your emails is that, as matters have evolved, I should now route all work-related matters through Colm and avoid direct contact with anyone referenced in my report.

From the outset I identified a fundamental problem: Colm's working hours do not align with mine. Once I saw his schedule, it became clear that we only share around eight hours of overlap per week. I raised this explicitly with Employee Relations at 09:00 on Monday, again at 18:00 the same day (when I went into "meeting" status because I had no safe support available), and again at 15:30 on Thursday, explaining that the interim plan could not operate in practice without exposing me to the very team leaders I have reported, or leaving me without any support at all.

In those emails I also asked clear, practical questions: who I may safely contact when Colm is not working; whether I am permitted to use the Billing Support chat; and when I would receive the employee handbook and relevant policies so I could understand my rights and responsibilities during this interim period. I still have not had a written response to those specific points.

Despite these warnings, I have been expected to implement an interim arrangement that simply does not work on the ground. That has directly contributed to the very difficult interaction I then had with Colm on Saturday.

On Thursday evening and Friday, I worked under the support of Anthony, who is not referenced in my grievance. I had no difficulty working with him; he was respectful, attentive and helpful. I hope this demonstrates that I am ready and willing to work, and that the core issue is not my willingness but the Company's failure to put a safe and coherent support structure in place.

On Saturday:

I started late due to oversleeping and accept that this was not ideal given my current situation. However, the difficulty I am raising here is not about the late start, but about what followed once I was logged in.

I had been told Colm would be working at some point that day, but I was not told when. He appears as permanently "offline" on Teams, and by midday I had not heard from him. In the absence of any alternative safe reporting line, and with no response from Employee Relations to my earlier emails, I made the decision to go into meeting code as a precaution. When Colm eventually contacted me at 14:05 asking whether I was in meeting code, I replied immediately, confirmed that I was, and stated that now he was available I would return to taking calls.

When we spoke later on WebEx, his tone from the outset was angry and accusatory. He stated in strong terms that my decision to use meeting code was unacceptable and framed it as call avoidance. I tried to explain that I had raised my concerns with Employee Relations in advance, that I had not received any guidance, and that I was trying to act consistently with the instructions you had given me about who I may and may not work with.

During this conversation, I mentioned that I had recorded our previous WebEx meeting. Colm became extremely upset about this and said he had not consented. Given the level of stress surrounding my situation, I wanted to be sure I had an accurate record of what was said so I could follow management guidance correctly. I therefore recorded the meeting in order to make precise notes afterwards. I now appreciate I should have asked for explicit consent, and I am sorry that I did not.

He also pressed me hard to disclose which team leaders were named in my grievance. I explained that, when he was appointed as my interim manager, I had been told he would not be aware of the details of my grievance, and that I did not think it appropriate to discuss the contents of my complaint with him. He was very unhappy with this. He then changed tack by naming specific individuals and asking whether they were included; under that pressure I confirmed that certain names he mentioned were referenced in my report. He then paused the meeting to "discuss" my working arrangements with others. When he returned, he said he had spoken to David and that, although the situation was not ideal and I would not have a clear line of reporting, the conclusion was that this was not a reason for me not to work.

Crucially, he then told me that the expectation was that I would take calls throughout my shift on Sunday and that if I did not, I would not be paid. Given the context – unresolved safety concerns, unanswered ER emails, and my attempts to follow your instructions – I experienced this as threatening and punitive. It felt as though I was being told that if I did not simply “get on with it” under an unsafe and ill-defined interim arrangement, my pay would be withheld.

He described this as a “documented conversation”. On that basis, I asked him twice on Teams later that afternoon to share the documentation with me. Both requests were ignored. For a conversation he has chosen to formally document – in a context where I am in a Dignity at Work process – I find it extremely concerning that I am being refused access to the record.

I want to be clear that I do not see Colm as the root cause of these problems. I accept that he may believe he is acting in line with what the Company expects of him and that he has been seriously under-briefed about how to handle acting as an interim reporting manager for someone who has raised a Dignity at Work grievance. However, that does not lessen the impact of his approach on me, especially where it conflicts with the assurances given by Employee Relations that my wellbeing is the priority and that any interim measures are intended solely to support that.

There is an additional impact that I am now struggling with: because the people I have reported all work together in the same office, and because Colm has had to “discuss” my working arrangements with others in order to make decisions, I have no confidence that information about who I cannot safely work with has not been shared informally. This creates a real fear of gossip and makes the idea of returning to shared group chats, for example, emotionally very difficult.

In light of all of the above, I am asking for the following:

1. Compliance with policy timeframes

Confirmation of when my grievance was formally accepted as a Dignity at Work complaint.

An explanation of why an initial meeting has not taken place within the usual one-

week timeframe, and why no written explanation or revised timescale has been provided.

An urgent date for that first investigation / fact-finding meeting so that we can move away from open-ended "interim" measures.

## 2. A workable, safe interim arrangement

Confirmation in writing of who I may safely report to during each of my shifts, ensuring that these are managers not named in my complaint.

Clear confirmation that I will not be required to seek day-to-day support from anyone referenced in my grievance, and that I will not be put under pressure to disclose the contents of my complaint to managers who have close working relationships with those individuals.

Assurance that I will not be penalised or threatened with loss of pay for following ER's instructions or for pausing work where no safe reporting line is available.

## 3. Clarification of Colm's role and boundaries

In light of the events described, I no longer feel it is appropriate or safe for Colm to remain my interim reporting manager. This is not a finding of wrongdoing on his part, but a recognition that the trust required for a workable reporting relationship has now broken down, and that continuing in this arrangement is having a negative impact on my wellbeing and my ability to engage constructively with the grievance process.

Confirmation that Colm will be fully and appropriately briefed about the constraints of his role in this context, including the need to respect the confidentiality of the grievance and to avoid seeking details he has been told he will not receive.

Confirmation that any "documented conversations" relating to my Dignity at Work situation will be shared with me on request so that I can correct any misunderstandings and maintain my own record.

I remain willing and keen to work. What I am asking for is that my grievance is handled in line with Company policy and that the steps taken in the meantime

genuinely reflect the assurances you have given about dignity, safety and the absence of any presumption of wrongdoing.

I would be grateful for a prompt written response, given that I am scheduled to work today and need clarity on how to proceed safely.

Thank you,

Daniel  
EIN: 617692612

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**From:** Daniel Jackson <x101@live.co.uk>  
**Sent:** Thursday, November 27, 2025 3:28:32 PM  
**To:** Employee Relations Ireland <emplrelations.ireland@infosys.com>  
**Subject:** Re: Grievance Process and Interim Arrangements

Hi Keith and Deirdre,

I wanted to follow up as I have not yet received a response to the emails I sent on Monday, including the one I sent at 6pm when I went into meeting code due to a lack of guidance.

I feel it is important to clarify what has happened over the last few days, as the working arrangement remains unclear and this has led to further difficulties.

1. Monday's support gap

Due to technical issues at the start of my shift on Monday, I was unable to take calls immediately. Once those were resolved, I was still without any guidance because I had not heard back from Colm since the previous Thursday. I began drafting an email to Employee Relations to ask how to proceed, but I stopped when Colm finally contacted me around 15:30.

2. No response from Employee Relations

I emailed Employee Relations before my shift on Monday morning, and again at 18:00 when I went into meeting code because I did not have any safe or appropriate avenue for support at that time. I still have not had any reply.

### 3. Missing documentation

Last Tuesday I requested the employee handbook and relevant policy documents from HR, and on Monday I asked again through Employee Relations. I still do not have these documents. Having them is important in understanding my rights and responsibilities during this interim period.

### 4. Confusion during today's call with Colm

My conversation with Colm this afternoon became highly confused. He appeared to believe I was avoiding calls, when in fact I had been emailing Employee Relations for direction and was following the instructions given to me about who I may and may not contact. This was an uncomfortable situation and is exactly the kind of scenario I am trying to avoid during the review period.

### 5. Team leaders referenced in my grievance

As many team leaders are named in my grievance, it is essential I have clear, written confirmation about who I may safely contact and whether the Billing Support chat is appropriate to use.

To avoid any further misunderstandings and to ensure I can work safely and consistently, could you please confirm in writing:

1. Whether I am permitted to use the Billing Support chat.
2. Which team leaders I am allowed to contact for support at times when Colm is not working.
3. When I can expect the employee handbook and the other policy documents I requested.
4. What the next steps and approximate timeline are for the investigation meeting.

I remain committed to working and doing so in a safe and properly supported way. Clear written guidance on these points will prevent further confusion and allow me to manage my duties appropriately.

Thank you,  
Daniel

Sent from [Outlook for iOS](#)

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**From:** Daniel Jackson <x101@live.co.uk>

**Sent:** Monday, November 24, 2025 6:18:21 PM

**To:** Employee Relations Ireland <emprelations.ireland@infosys.com>

**Subject:** Re: Grievance Process and Interim Arrangements

Hi Keith,

I just wanted to make you aware that Colm has finished for the day. As I am on shift until 21:00, this leaves me without the support structure you outlined in your interim arrangement.

Given the nature of my grievance and the commitments made regarding safe support, I want to be sure I am following the correct process. Could you please advise whether I should continue with calls this evening without a team leader available, or whether I should pause work until appropriate support is in place?

Thank you,  
Daniel

Sent from [Outlook for Android](#)

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**From:** Daniel Jackson <x101@live.co.uk>

**Sent:** Monday, November 24, 2025 8:13:54 AM

**To:** Employee Relations Ireland <emprelations.ireland@infosys.com>

**Subject:** Grievance Process and Interim Arrangements

Hi Keith,

Thank you for your detailed email on Friday and for the steps the Company has taken so far. I appreciate the clarity, the interim arrangements, and the goodwill gesture regarding pay. It has made a meaningful difference, and I am grateful.

I am logging in as normal today and will contact Colm at the start of my shift, in line with your instructions. My intention is to return to work smoothly and constructively. While I understand that Colm will not be aware of the details of my grievance, I trust that directing any escalations or support queries to him will be an appropriate temporary measure, and that if anything arises that causes concern, I can contact Employee Relations for guidance.



I would be grateful if you could clarify Colm's working schedule, as I imagine it does not mirror my own (Monday, Thursday and Friday 12:30 to 21:00, and Saturday and Sunday 09:00 to 17:30). If indeed our schedules do not fully align, I would appreciate confirmation of the reporting arrangements that will apply during the periods where our shifts differ. Having clarity on this will help me manage my work sensibly and avoid any repeat of the issues described in my report.

I also wanted to ask about the next steps in terms of timeline. You mentioned that I will be invited to an investigation meeting, and I would appreciate an indication of what that meeting will involve and when I might expect it to take place.

Separately, I emailed HR last Tuesday requesting a copy of the employee handbook. I have not yet received a response within the stated 72-hour timeframe, so I would be grateful if you could provide this along with the Company's Disciplinary and Grievance Policy and any other relevant documents.

Finally, although I understand there are currently no remote Tech Support vacancies, I would appreciate it if my interest could be kept on record should any opportunities arise in future.

Please let me know if there is anything further required from me as I resume work today.

Thank you again for your support.

Daniel  
EIN: 617692612

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