



Rt Hon. Nicky Morgan MP  
Chair  
Treasury Committee  
House of Commons  
London  
SW1A 0AA

15 February 2018

A handwritten signature in black ink that reads "Dear Nicky Morgan,".

**RBS' Global Restructuring Group and its treatment of SMEs**

I am writing in response to the Committee's request for further evidence on two points raised during my evidence to the Committee on 30 January.

At Question 17, Mr Jack asked about how many GRG and former GRG staff we interviewed as part of our work. I agreed with you that we would provide further information on that point and subsequently (at Q71) I agreed to confirm the position in relation to staff that had left RBS by the time of our review.

During the course of the review, we interviewed just over 380 RBS staff. We were not normally able to interview staff no longer employed by RBS.

To provide the Committee some context: during the course of the review we interviewed RBS staff in two general circumstances. First as part of our review of GRG policy and overall procedures, we interviewed a number of senior staff from various areas of GRG – this occurred during the early stages of our work and involved then serving RBS staff.

Second, to help us to understand the events we were reviewing in relation to the individual cases in our sample, we sought to interview the GRG relationship manager(s) and other RBS staff involved in the day-to-day handling of the case. We requested interviews with all the relevant managers who had handled each case – this would normally include 'mainstream' bank staff (who had managed the relationship prior to the transfer to GRG) as well as GRG relationship managers who had handled the case whilst the customer was in GRG. In total, we were able to interview staff in respect of 169 of the 207 cases we reviewed. As the purpose of these interviews was to explore the issues raised in individual cases, usually there was more than one person from RBS interviewed at the same time.



Many staff had been redeployed within RBS or had left the employment of RBS by the time of our case reviews. Whilst we did seek to interview staff who had left RBS employment this was not normally practicable.

It is also relevant to note that some of the people we interviewed were interviewed on more than one occasion (typically because they would have been involved in multiple cases within our sample).

These interviews were of course not the only source of information for our review – indeed most of our conclusions were based on the written material we obtained from RBS (and from customers). It is also relevant to note that we were able to speak to customers in 108 of the cases we reviewed.

I hope this information is of assistance.

A handwritten signature in black ink, appearing to read "Tony Boorman". The signature is fluid and cursive, with a large loop at the end.

**Tony Boorman**  
Managing Director  
Promontory Financial Group (UK) Limited,  
an IBM Company