



CEDR Accreditation:	2005
CEDR Panel Admission:	2006
Languages:	English • Italian
Location:	United Kingdom

Gillian Caroe

“You again performed admirably in settling a dispute that I felt was unlikely to settle.”

Solicitor Feedback

Overview

Gillian Caroe has been a practising mediator since 2004 (CEDR accredited 2005). Throughout her mediation career, she has been involved in hundreds of successful interventions. She has mediated disputes across a wide range of sectors, both public and private. Her above-average settlement rate is testimony to:

- her considerable professional expertise and inter-personal skills
- her personal dedication to clients as people
- her passion for helping parties to explore all avenues to enable resolution

Gillian was invited to join CEDR’s panel of lead mediators in 2006 and, in addition to mediating all over the UK and beyond, she is also on CEDR’s Faculty as a Lead Trainer delivering the flagship MST training course as well as other bespoke conflict training in a number of countries across the globe. She has been instructed as a mediator by multiple leading law firms including DAC Beachcroft, Weightmans, Shakespeare Martineau and Eversheds Sutherland.

Professional Background

Before becoming a full-time mediator, Gillian had a successful career in international business with one of the world’s top companies. She worked in UK, European and Global roles across a range of business functions in a number of different countries. As well as establishing a successful track record in delivery, she also developed a deep and broad understanding of business issues, interests and imperatives. She brings this wealth of experience into her mediation practice.



Personal Statement

I became a mediator because I had seen the cost of conflict to people and organisations - financial, professional and personal. I have a deep commitment to help parties find fresh ways to move from what is often a negative, hopeless or angry place, to a place of resolution, relief and forward momentum. I bring all of myself to create a safe space where I offer authentic interaction and non-judgemental, empathic listening. Building trust in this way enables me to have the tough conversations with parties at the appropriate time in order to get a deal done.

Even the most entrenched disputes have people at their heart. My skills in addressing clients as individuals, and helping them to clarify what they need to move forward, has time and again brought creative and practical resolution.

Mediation Experience by Sector

- Arts
- Aviation
- Banking & Finance
- Charities
- Clinical Negligence
- Commercial Contracts
- Construction & Engineering
- Ecclesiastical
- Employment & Workplace
- Education
- Energy & Natural Resources
- Healthcare & Pharmaceutical
- Information, Communication & Technology
- Insurance
- Media & Entertainment
- Partnership/Shareholder
- Professional Negligence
- Property
- Public Sector
- Sports
- Transportation
- Trusts, Wills & Probate

Experience by Dispute Area

- Agency Agreements
- Boundary Disputes
- Clinical Negligence
- Commercial Contracts
- Costs
- Distribution Agreements
- Employment & Workplace
- Franchising
- Insolvency
- Land Ownership
- Landlord & Tenant
- Matrimonial Finance
- Partnership & Shareholder
- Professional Negligence
- Rights of Way
- Sales of Goods & Services
- Trusts, Wills & Probate

Dispute Experience



Property

Gillian has experience in mediating a wide range of property disputes include landlord/tenant and multi-party boundary disputes.

"I'll say it as it is – you did a good job, in a difficult case."

- **Solicitor Feedback**

- Breach of contract claim between firm of chartered surveyors and client.
- Boundary dispute between two neighbours over usage, surfacing and measurements of a shared access area.
- Breach of contract claim between a landlord and tenant where tenant was seeking damages because of alleged disrepair.
- Dispute between two neighbours over boundary, privacy issues and threatening behaviour.
- Breach of contract claim between a landlord and tenant in a prestigious residential area in central London.
- Dispute between two neighbours over a contested boundary which also gave rise to a harassment claim.
- Dispute between a school and an individual landowner regarding ownership of a piece of land including adverse possession.
- Dispute between two neighbours in a cul-de-sac regarding ownership of a piece of land.
- Mediation between a property owner and neighbours living in an AONB regarding the proposed building of a track on National Trust property.

Healthcare / Pharmaceutical

Gillian has delivered a wide range of healthcare interventions in the public and private sectors involving diverse levels within the organisations. The mediations have involved issues of governance, relationships, allegations of discrimination (all types), and bullying and harassment.

"I thought she was patient, sympathetic and challenged us at the right and appropriate times. I thought she was very good."

- **Barrister Feedback**

- Mediation between a senior clinician and NHS Foundation Trust over bullying and harassment claims and a sexual discrimination claim.



- Mediation between a senior surgeon and NHS Foundation Trust over a long-term exclusion based on allegations of professional misconduct.
- Mediation between two NHS paediatric consultants whose relationship had become very difficult and was impacting on the wider team and staff.
- Relationship breakdown between three colleagues at a private health clinic.
- Mediation between a senior consultant and a team of clinical nurse specialists where there was significant relationship breakdown.
- Discrimination claim brought by senior manager of a high profile pharmaceutical company.

Commercial Contracts

Gillian has multiple experiences of supporting parties in breach of contract claims to identify the key issues involved, to weigh up their options and to arrive at a pragmatic solution.

“Thank you for guiding us through the process - it was handled expertly.”

- **Solicitor Feedback**

- Breach of contract claim between food manufacturer and packaging sub-contractor.
- Breach of contract claim between a car dealership and car manufacturer.
- Breach of contract case between a tyre manufacturer and a national tyre-fitting company.
- Breach of contract claim between a recruitment consultancy and a global engineering firm.
- Breach of contract claim between a global IT recruitment specialist and a high street enterprise.
- Three party pre-litigation alleged breach of contract involving manufacturer, printer and merchandiser.
- Breach of contract claim between a county council and a leisure provider.
- Breach of contract claim between a large county council and an emergency accommodation provider.

Education



Gillian has mediated disputes in a number of educational settings in both the public and private sectors. These mediations have involved academics, teaching staff, support staff and students both in schools (primary and secondary, state and independent, day and boarding), and higher education (universities including Russell Group and Oxbridge).

“It was a very useful process which gives me confidence and optimism going forward into the new academic year. Many thanks again for your time and empathy.”

- **Client Feedback**

- Dispute between two senior leaders at a world famous institution.
- Primary school in dispute with local residents over access to school property.
- Relationship breakdown between two members of the Finance Department in a Russell Group university.
- Relationship deterioration between Boarding House staff and Medical Centre staff following claims of misconduct and bullying.
- Serious communication breakdown between two senior teachers at a large grammar school.
- Workplace mediation between Head of a large secondary school and Head’s PA.

Public Sector

Gillian has enabled parties to reach settlement at mediation in the following public sector areas:

- Education
- Healthcare
- Law enforcement (police and armed forces)
- Social care
- Government departments
- Local government
- Infrastructure

“Helped reach agreement in a very tricky and politically sensitive matter.”

- **Solicitor Feedback**

- Long-running dispute between government department and former employee.



- Dispute between city council, county constabulary and organisers of a major event over public nuisance issues.
- Long running dispute between members of a Parish Council.
- Dispute between large police force and three police officers who had brought a claim of racial discrimination.
- Claim of racial and sexual discrimination as well as victimisation brought by a high profile former police officer against a large police force.
- Relationship breakdown between a line manager and report in a government-established financial organisation.
- Relationship breakdown between two senior managers in a global FTSE 250 organisation which provides a range of public services including Justice and Immigration.
- Dispute between town clerk and two serving town councillors with allegations of bullying, harassment and financial impropriety.

Ecclesiastical and Multi-Faith Disputes

Gillian has long experience of operating within Christian denominations and is also accredited as a Faith Dispute Mediator (ADR-ODR International) for inter-faith disputes as well as disputes within the Islamic, Jewish, Sikh and Christian faiths.

“Very skilled, very amenable, very wise.”

- **Client Feedback**

- Relationship breakdown between two church leaders.
- Congregation-wide intervention in a large city-centre church.
- Mediation between two employees at a Cathedral regarding allegations of bullying.
- Dispute between two senior leaders of a metropolitan congregation.
- Mediation between new incumbent and PCC coming from diverse faith traditions.
- Relationship difficulties between two lead elders of a large city-centre church.
- Mediation between Archdeacon and priest following a CDM (Clergy Discipline Measure).
- Dispute between senior leaders of a large denomination regarding performance and personal conduct.

Partnership/Shareholder



Gillian has experience in disputes involving the termination of, or disagreements within, partnerships as well as franchise businesses.

"Your services were very much appreciated and, should I need a mediator again, you will be top of my list!"

- **Solicitor Feedback**

- Dispute between co-owners of a pub about the termination of the partnership and ensuing financial implications.
- Mediation between two former partners of a property business regarding unpaid rental income and beneficial interest.
- Dispute between two owners (brothers) of an international business facing bankruptcy who had previously not been able to agree on the terms for an IVA.
- Employment Tribunal claim for unfair dismissal and entitlement to bonuses and shares in a franchise business specialising in weight loss.

Charities

Having been on the board of an international charity, Gillian understands the particular characteristics and pressures within this sector. She has worked with small local charities as well as large global charities to bring about solutions.

"Helpful, professional but also friendly and hopeful... A very positive experience, skilfully facilitated"

- **Client Feedback**

- Directors of charity in dispute about management of funds.
- Dispute between co-workers affecting performance and morale.
- Bullying and harassment claim between a trainer and course delegate.
- Claim for unfair dismissal by former director of a charity.
- Dispute between Directors of a national charity regarding alleged bullying.
- Relationship breakdown between CEO and Deputy CEO impacting performance.
- Dispute between senior managers in an Almshouse charity.



"Thank you for your services, it has been excellent and I am impressed that you were able to achieve an agreement considering where the starting point was for the two individuals..."

- **Commissioner Feedback**

- Breach of contract claim between a global IT recruitment specialist and a high street enterprise.
- Two senior IT managers in dispute regarding alleged bullying.
- Claims of bullying and harassment at a global technology service provider.
- Relationship breakdown between CEO and Deputy CEO of global internet organisation.

Insurance

"Been speaking to the wife telling her how useful some of the things I learnt, most importantly I think you have helped me and [my colleague] move forward."

- **Client Feedback**

- Insurance company claimed damages from a bank following early termination of a policy.
- Two senior managers of global insurance company with relationship breakdown due to allegations of bullying.
- Multi-million pound employment claim based on allegations of discrimination and unequal pay.

Media and Entertainment

"Thank you for all your hard work too. I very much appreciated the honest and safe space you created for [my colleague] and I to meet and dialogue. I am very hopeful for our future working relationship."

- **Client Feedback**

- Discrimination claim brought by a former employee of large media organisation.
- Relationship breakdown between two senior leaders within a global media organisation.

Professional Negligence

- Claim for unpaid invoices by large solicitor firm and counter-claim for professional negligence. Claim and counter-claim were over £350,000.



Banking & Finance

"Gillian was terrific, sustained energy throughout the day and did an excellent job of bringing the parties together."

- **Solicitor Feedback**

- Dispute between well-known global bank and high-profile insurance company.
- Dispute between former employee and global bank in relation to an alleged overpayment following redundancy.
- Dispute between Senior Manager and direct report at a well-known financial institution.
- Dispute between two brothers who were joint directors of a company which became insolvent and who needed to agree terms of a CVA.

Clinical Negligence

- Alleged clinical negligence case brought against an orthopaedic surgeon regarding outcome of hip revision surgery.
- Pre-litigation claim relating to delay in diagnosing appendicitis allegedly leading to bowel perforation and other complications.

Construction & Engineering

"Gillian was brilliant from the first phone call!"

- **Client feedback**

- Breach of contract claim between homebuilder and sub-contractor.
- Dispute between a homeowner and a builder about an extension.
- Mediation between two team members in a global engineering firm.

Sale of Goods and Services

"My initial attitude to mediation was very negative. However ... I was very surprised at how very productive it was."

- **Solicitor Feedback**

- Claim arising from alleged non-payment of invoices between two high-street motor businesses.



Sports

“Patience, sensitivity, intuitiveness, kindness – and many other positive attributes too numerous to mention...”

- **Client Feedback**

- Mediation between a sports club and a member whose relationship had broken down.
- Dispute between a senior rowing coach and a manager of an Oxbridge boathouse.

Arts

“Mediation was arranged with Gillian so that we could find a way of functioning professionally. The whole process has provided me with an unexpected perspective of myself and my work.”

- **Client Feedback**

- Mediation between two senior leaders of a national professional body for the arts.

Aviation

“Gillian was very good at highlighting and pin pointing the issues and conveying them in a way that allowed the emotion to be removed/controlled.”

- **Client Feedback**

- Mediation between a team of senior leaders whose working relationships had broken down.

Employment & Workplace

“Gillian has a very gentle, and yet professional style, which creates trust and rapport very quickly. Her non-judgmental and empathetic listening skills are second to none.”

- **Client Feedback**

Gillian has extensive expertise in the fields of employment and workplace mediation and a full and separate summary is available on request.

Wills, Trusts & Probate



"You again performed admirably in settling a dispute that I felt was unlikely to settle."

Gillian has extensive expertise in the area of Trusts, Wills and Probate mediation and a full and separate summary is available on request.

- **Solicitor Feedback**

Personal Style

Feedback on Gillian's style praises her natural ease and her superb communication skills. She has an inherently engaging style which allows her to tackle volatile and seemingly intractable issues in a way that makes people feel safe. She has particular expertise in disputes where the parties have a need or desire to restore relationships. Gillian is able to flex her style according to the needs of the situation and can move confidently and appropriately between a facilitative and a directive style.

Gillian's commitment to supporting people and helping find a route to resolution starts from first contact. She builds relationships from pre-mediation contact onwards and that allows her to get to the heart of an issue quickly in the mediation itself. Parties come to mediation in order to try and get a deal done and Gillian's sustained energy, her settlement-focused drive and her ability to challenge appropriately in service of exploring all possible solutions, all contribute to a highly successful practice.

Praise for Gillian's Expertise

Legal Representatives

"I'll say it as it is – you did a good job, in a difficult case."

- **Solicitor Feedback**

"I thought she was patient, sympathetic and challenged us at the right and appropriate times. I thought she was very good."

- **Barrister Feedback**

"Thank you for your efforts last week. We made clear progress because of your skill in working with both parties."

- **Barrister Feedback**

“Helped reach agreement in a very tricky and politically sensitive matter.”

- **Solicitor Feedback**

“Your services were very much appreciated and, should I need a mediator again, you will be top of my list!”

- **Solicitor Feedback**

“Gillian was terrific, sustained energy throughout the day and did an excellent job of bringing the parties together.”

- **Solicitor Feedback**

“My initial attitude to mediation was very negative. However ... I was very surprised at how very productive it was.”

- **Solicitor Feedback**

“Thank you for your work yesterday and helping us to conclude this matter.”

- **Solicitor Feedback**

“Thank you for today. We are so pleased that a resolution has been made.”

- **Solicitor Feedback**

Client feedback

“Helpful, professional but also friendly and hopeful... A very positive experience, skilfully facilitated”

- **Client Feedback**

“Patience, sensitivity, intuitiveness, kindness – and many other positive attributes too numerous to mention...”

- **Client Feedback**

“From my perspective, it was very fruitful. I would also like to say that I thought Gillian Caroe was truly excellent... I found her work to be superb.”



- **Client Feedback**

"Very skilled, very amenable, very wise."

- **Client Feedback**

"The mediation far exceeded my expectations in terms of the outcomes."

- **Client Feedback**

"I would not have felt comfortable in having a conversation like the one we had with [the other party] on my own. I was very impressed with Gillian's professionalism and skills. In particular, her empathy helped me open up which was important for the process."

- **Client Feedback**

"The whole thing vastly exceeded my expectations."

- **Client Feedback**

"I'm very grateful for the day, how safe you made to feel and for the positive outcomes."

- **Client Feedback**

"Patience, sensitivity, intuitiveness, kindness – and many of other positive attributes too numerous to mention. They made the day more bearable and ensured positive outputs. Gillian was very sensitive and gained a quick insight into the nature of our very challenging situation. She did not accept wishy washy statements at face value but probed deeper to get to the truth. She was not fobbed off by nebulous statements and prevarication."

- **Client Feedback**

"Thank you for hosting the mediation. It was a long day and what was achieved I can live with and move on! It would not have happened without you and your tenacity so a big thank you."

- **Client Feedback**

"Thanks Gillian. It was useful and will I'm sure ensure a more positive relationship from now on."

- **Client Feedback**



"I also want to thank you for all your hard work and expertise surrounding this process."

- **Client Feedback**

"Thanks for yesterday – I thought it was a really productive day and very useful."

- **Client Feedback**

"Helpful, professional but also friendly and hopeful. Absolute independence, integrity, flexibility, kindness, compassion, understanding. She listened very carefully and was responsive to our needs. Gave me the opportunity to say what I had to say in a way that was both positive and cathartic. Also created an environment where we were able to be honest with each other and better able to empathise with each other's situation. Enabled us to draw a line under past difficulties and move forward in a genuine way. I felt listened to – and heard. A very positive experience, skilfully facilitated."

- **Client Feedback**

"Very calm and empathetic."

- **Client Feedback**

"I just wanted to thank you for all your help this week! You did an absolutely brilliant job!"

- **Client Feedback**

"I do not have words to express to you my sincerest thanks for what you accomplished yesterday and your tireless and professional approach."

- **Client Feedback**

"I felt in safe hands."

- **Client Feedback**

Professional Skills

As well as being an experienced mediator for multi-party and team disputes where she brings great tact and reassurance when dealing with highly sensitive issues, Gillian also uses her skills as a coach, trainer and facilitator. She has a Certificate of Professional Development in Advanced Transformational Coaching endorsed by ILM (Institute of Leadership & Management)



and a training accreditation which reflects over twenty years' experience of delivering engaging and impactful training across the globe. She has been on the CEDR Training Faculty since 2015, and in 2018 was invited to become Lead Faculty for the flagship CEDR MST courses.

As a facilitator, she has been recommended for her ability to facilitate meetings that address interpersonal difficulties where constructive on-going relationships are vital. Gillian is regularly invited to design and lead interventions for teams within organisations who are looking for dynamic facilitation on topics such as leadership, negotiation, communication, working collaboratively, effective decision-making and conflict resilience.

A more detailed biography of Gillian's coaching, training and facilitation expertise is available on request.

Publications and Speaking

2019 Speaker at Clinical Risk Forum, Capsticks, Birmingham

2018 Panel member at CEDR Employment and Workplace Mediation event, Allen & Overy, London

2017 Speaker at Mediation in Public Healthcare Conference, QEII Conference Centre, London

2016 Workshop Lead for Employment and Workplace Mediation at the Civil Mediation Council Annual Conference, London

She is a featured contributor to the book 'The Spirit at Work Phenomenon' (Azure 2004) and has been invited to speak about mediation on BBC Radio.

Gillian has a degree in Modern and Medieval Languages from Cambridge University and speaks competent French and fluent Italian. Outside of work she enjoys hiking, tennis and drinking wine in the country of origin.