

| <b>PANORAMA – COMMUNICATIONS PLANNING GRID</b>                                                                                                                                                                                                                                                                        |                                                             |                                    |              |                        |                                           |
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| This grid sets out plans for informing colleagues of the forthcoming Panorama programme on Horizon and external communications tactics. It sets out roles and responsibilities and a timeline. All named below should please check their responsibility and raise any queries with Mark R Davies or Melanie Corfield. |                                                             |                                    |              |                        |                                           |
| <b>Business area/channel</b>                                                                                                                                                                                                                                                                                          | <b>Who?</b>                                                 | <b>How?</b>                        | <b>When?</b> | <b>Materials</b>       | <b>Business lead contact</b>              |
| Crown/WHSmith                                                                                                                                                                                                                                                                                                         | BMs, AM, CMs and RMs plus WH Smith BDMs                     | Conference call plus lines to take | June 23      | Note and lines to take | Roger Gale                                |
| Agency                                                                                                                                                                                                                                                                                                                | <i>[Tracy to complete please? Who will be on the call?]</i> | Conference call plus lines to take | June 23      | Note and lines to take | Kevin Seller/Michael Larkin/Drew McBride  |
| Multiples                                                                                                                                                                                                                                                                                                             | [Kevin S: can you guide as to right people please?]         | Conference call plus lines to take | TBC          | Note and lines to take | Kevin Seller                              |
| Supply Chain                                                                                                                                                                                                                                                                                                          | [TBC]                                                       | Email update                       | June 25      | Note and lines to take | ?                                         |
| FS community                                                                                                                                                                                                                                                                                                          | [Kevin Cooper/Carmel to advise]                             | Conference call?<br>Email update   | TBC          | Note and lines to take | Nick Kennett/Kevin Cooper/Carmel McCarthy |

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| Service centres, customer complaints | NBSC/POEX/FSC/HRSC/complaints teams/social media teams                                                                                                                                                                    | Conference call plus lines to take | TBC           | Note and lines to take                                        | Amanda Stevens/Joe Connor/Rod Ismay                 |
| Contract teams                       | John Breeden, Lin Norbury, Paul Inwood , Contract Advisors                                                                                                                                                                | Angela to brief                    | TBC           | Lines to take                                                 | Angela VDB                                          |
| Social media [strategy]              | Darren Jones/MD                                                                                                                                                                                                           | Meet/email                         | TBC           | Standard Twitter response/lines to take/Angela film/statement | Darren Jones                                        |
| Advertising plan [contingency]       | National media                                                                                                                                                                                                            | Full page advert                   | TBC           | Copy                                                          | Pete Markey/Mark Davies/Mel Corfield/Keith Gulliver |
| Public statement                     | Press Association/BBC                                                                                                                                                                                                     | Press notice                       | June 25 (TBC) | Statement (proactive)                                         | Mark Davies/Mel Corfield                            |
| Commercial stakeholders              | <ul style="list-style-type: none"> <li>• BoI</li> <li>• RMG</li> <li>• DWP</li> <li>• DVLA</li> <li>• Home Office</li> <li>• POMS</li> <li>• FRES</li> <li>• Suppliers</li> <li>• Other [Colleagues to advise]</li> </ul> | Email                              | June 25       | Note: level of contact to be determined by business owner     | Martin George<br>Nick Kennett                       |
| People stakeholders                  | <ul style="list-style-type: none"> <li>• CMA</li> <li>• CWU</li> <li>• NFSP</li> </ul>                                                                                                                                    | Call/email                         | June 25       | Speaking note                                                 | Nick Beal/Tom Moran                                 |
| Other stakeholders                   |                                                                                                                                                                                                                           | Call/email                         | June 25       | Speaking note/email                                           | Mark Davies (Go                                     |

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|                      | <ul style="list-style-type: none"> <li>Go On UK</li> <li>POAC</li> <li>Children in Need</li> <li>[OTHER?]</li> </ul> |               |                                          |                                | OnUK)<br>POAC (Jane Hill)<br>Children in Need<br>(Alan Taylor) |
| BIS                  | Richard Callard/ministers                                                                                            | Call/email    | Daily                                    | Materials for minister         | Mark Davies/Patrick Bourke/Tom Weschler                        |
| MPs                  | MPs <ul style="list-style-type: none"> <li>BIS select committee</li> <li>Tier 1 MPs</li> <li>Sparrow MPs</li> </ul>  | Email         | June 29                                  | Note                           | Jane Hill                                                      |
| Central teams        | All central team colleagues                                                                                          | Email         | June 25                                  | Statement/lines to take        | Mark Davies/Paul Swanton/Mel Corfield                          |
| GE/ET                | Group Executive/Executive Team                                                                                       | Email         | June 22<br>June 25<br>June 29<br>June 30 | Overall plan/updates           | Mark Davies/Jane Mc                                            |
| Board                | PO Board                                                                                                             | Email         | June 25<br>June 29<br>June 30            | Overall plan/updates           | Paula Vennells/Mark Davies/Tom Weschler/Jane Mc/Alwen Lyons    |
| Senior leaders       | SLT/Band 4s                                                                                                          | Email         | June 25<br>June 29                       | Update/lines to take           | Mark Davies                                                    |
| ALL                  | All colleagues (PO)                                                                                                  |               | June 25                                  | Message from Paula/Angela film | Mark Davies/Paul Swanton                                       |
| Subspace Online/News | Subspace                                                                                                             | Subspace News | June 26                                  | Message from Paula/Angela film | Mark Davies/Richard Weaver/Paula Swanton                       |

| TIMETABLE          |                                                                                                                          |                                                        |
|--------------------|--------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|
| Tuesday, June 16   | Email to Panorama editor<br>Email to BBC Executives                                                                      | Mark Davies<br>Mark Davies                             |
| Wednesday, June 17 | Brunswick check step<br>BIS check step<br>BIS select committee chairman elected                                          | Melanie Corfield<br>Mark Davies<br>Jane Hill           |
| Thursday, June 18  | Contact new BIS chairman (if not AB)                                                                                     | Jane Hill                                              |
| Friday, June 19    | Update for Group Executive                                                                                               | Mark Davies                                            |
| Monday, June 22    | Contact with Panorama re interview<br>Provide GE/ET with core materials for commercial stakeholders for ongoing briefing | Mark Davies<br>Mark Davies/Melanie Corfield            |
| Tuesday, June 23   | Briefing with Crown/Agency teams                                                                                         | Mark Davies/Patrick Bourke/Melanie Corfield            |
| Wednesday, June 24 | Legal letter<br>Record AVDB interview (for internal                                                                      | Susan Barty<br>Melanie Corfield/Mark Davies/Angela VDB |

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|                                                    | channels/social media)<br>Briefing with service centres/customer complaints                                                                                                          | Mark Davies/Patrick Bourke/Melanie Corfield                                                                                           |
| Thursday, June 25                                  | Board update note<br>Email to SLT/Band 4s<br>Issue Press Association statement<br>GE Update<br>Stakeholder contact (unions/NFSP)<br>Other stakeholder contact                        | Mark Davies/Alwen Lyons<br>Mark Davies<br>Melanie Corfield/Ruth Barker (TBC)<br>Mark Davies<br>Tom Moran/Nick Beal<br>Various as plan |
| Friday, June 26                                    | Subspace News<br>Communications Conference call (timing TBC)                                                                                                                         | Richard Weaver<br>On call rota/Mark Davies/Melanie Corfield                                                                           |
| Saturday, June 27                                  | Monitoring<br>Communications conference call (timing TBC)                                                                                                                            | On call rota/Mark Davies/Melanie Corfield                                                                                             |
| Sunday, June 28                                    | Monitoring<br>Communications Conference Call (evening)                                                                                                                               | On call rota/Mark Davies/Melanie Corfield                                                                                             |
| Monday, June 29 – <b>PANORAMA DUE TO BROADCAST</b> | CEO email to business (inc AVDB video)<br>MP email<br>[Memoview?]<br>Proactive media bid approach<br>Live Twitter rebuttal/response from<br>@postofficenews<br>National advertising? | Mark Davies<br>Jane Hill<br>Jonathan Knox<br>Melanie Corfield<br>Mark Davies/team<br><br>Mark Davies                                  |
| Tuesday, June 30                                   | GE/Board update<br>SLT/Band 4 update<br>National advertising?                                                                                                                        | Mark Davies<br>Mark Davies                                                                                                            |

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| <b>MATERIALS REQUIRED</b><br>[All to be cleared with Mark Davies and Sparrow team] |                                          |
| Panorama emails                                                                    | Team                                     |
| Core note for internal teams                                                       | Mark Davies/Melanie Corfield             |
| Lines to take for customers                                                        | Mark Davies/Melanie Corfield             |
| Lines to take for postmasters/colleagues                                           | Mark Davies/Melanie Corfield             |
| Social media copy                                                                  | Mark Davies/Darren Jones                 |
| Advertising copy                                                                   | Melanie Corfield                         |
| Public statement/lines to take                                                     | Mark Davies/Melanie Corfield/Ruth Barker |

|                           |                                 |
|---------------------------|---------------------------------|
| MP note                   | Jane Hill                       |
| Paula note                | Mark Davies                     |
| Angela film               | Melanie Corfield                |
| Board/GE/SLT/Band 4 notes | Mark Davies                     |
| Subspace copy             | Melanie Corfield/Richard Weaver |
| Legal letter (s)          | Susan Barty                     |
| Media training            | Brunswick/Mark Davies           |
|                           |                                 |
|                           |                                 |