POL00412210

Appendix 1

Key:

5 = Excellent	4 = Very good	3 = good/ at required standard	2 = Requires development	1 = Requires significant development

2018 Board Evaluation Questionnaire

	Question	**5**	**4**	**3**	**2**	**1**
	Skills, experience, diversity, knowledge					
1.	How appropriate is the composition of the Board for the requirements of the business?					
2.	How would you rate the Board's understanding of the following areas of the Business and areas of business transformation:					
	Retail					
	Financial Services and Insurance					
	Telecoms					
	IT					
	Risk					
	Banking Framework					
	Digital Identity					
Please include any thoughts you have on the skills, experience, diversity and knowledge represented by the Board collectively, including whether you think there are any areas that need to be strengthened or gaps filled (whether currently, or as a future requirement because of PO Limited's strategic direction).						
	Leadership, ways of working, time management					
3.	How would you assess the Chairman's encouragement of debate within the Board, including ensuring that all directors are able to contribute to the discussion?					
4.	How effective is the Board at focussing on the right issues (e.g. gaining an appropriate level of assurance on how strategy is being implemented and the business is being run, setting strategy, providing support and challenge to management).					
5.	How effective are the relationships between:					
	Board Members					
	Non-Executive Board Members and Management (in providing both support and challenge).					
6.	Are issues brought to the Board at an appropriate time?					
7.	Are there any issues or topics *that are not discussed* that should be considered at the Board?					
Please include any thoughts you have on how the Board operates, including areas where there should be less focus or more focus.						
	Question	**5**	**4**	**3**	**2**	**1**
	Decision-making and Risk					
8.	How would you assess the Board's consideration of risk when taking strategic and operational decisions?					

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9.	How strong is the Board's understanding of the business' competitors?					
10.	How strong is the Board's understanding of the business' performance drivers?					
11.	How effective is the process of board decision making?					
12.	To what extent does the Board review past decisions?					
13.	How seriously does the Board take the development of individual directors and the Board as a whole, and where it needs to improve?					
Please include any thoughts you have on the Board's decision-making processes.						

	Specific Questions for NEDs, Executive Directors and UKGI Representative					
14.	The quality and value of NEDs contributions at board meetings?					
15.	To what extent do NEDs get involved in issues outside the Boardroom?					
16.	How effective are the EDs in assisting the Board's understanding of the business issues?					
17.	To what extent do the EDs act in a collegiate manner with the overall interests of the business in mind?					
18.	The level of insight provided by the UKGI representative into the strategic direction that the Shareholder aspires to.					
19.	The level of engagement and contribution made by the UKGI representative.					
Please include any thoughts you have on the NED, ED and UKGI representative's contribution.						

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	Question	5	4	3	2	1
	Information and Support					
20.	How would you rate the management information received by the Board and its timeliness (i.e. is it the right information at the right time to provide you with the assurance you need and the understanding of the business you need)?					
21.	How would you rate the quality of papers and presentations received by the Board?					
22.	How effective are the Board Committees at communicating decisions and outcomes to the full Board?					
23.	How would you rate the access you have to any additional information and support you need to fulfil the requirements of your role (i.e. from management, secretariat or from external advisers, where required?)					
24.	Does the Board feel that the frequency and length of meetings are appropriate?					
25.	How effective are the communications between the Board and the management between formal meetings?					
26.	Does the Board have sufficient time in private (either formally or informally) to discuss matters of concern?					
Please include any thoughts you have or suggestions on what could work better on the information and support provided.						
	Stakeholder engagement					
27.	How would you assess the Board's approach to considering the following stakeholder needs/ views when taking decisions:					
	Customers					
	Postmasters/agents and clients					
	Special Shareholder					
	Employees					
	Suppliers					
	Regulators					
Please include any thoughts you have on the Board's approach to considering stakeholder needs:						
Please include any other thoughts or comments on how the Board operates or suggestions for the future.						

ARC Evaluation Questionnaire 2018

	Question	5	4	3	2	1
	Skills, experience, diversity, knowledge					
1.	How appropriate is the composition of the Committee for the requirements of the business?					
2.	How would you rate the Committee's understanding of the					

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	following areas of the Business:					
	Financial reporting and management					
	Risk					
	Compliance					
	Internal Audit.					
	Leadership, ways of working, time management					
3.	How would you assess the Chair's encouragement of debate within the Committee, including ensuring that all members are able to contribute to the discussion?					
4.	How effective is the Committee at focussing on the right issues?					
5.	How effective is the Committee at providing both challenge and support to management?					
6.	Does the Committee feel that the frequency and length of meetings is appropriate?					
7.	How effective is the Committee at testing the information provided by its external advisers?					
	Information and Support					
8.	How would you rate the quality of papers and presentations received by the Committee?					
9.	How comfortable are you that compliance with the regulatory landscape is adequately managed and reported?					
10.	How would you rate the access you have to any additional information and support you need to fulfil the requirements of your role (i.e. from management, secretariat or from external advisers, where required?).					
11.	Please comment on the effectiveness of the interaction with Internal Audit.					
Please include any thoughts you have about the operation of the Committee and any ideas for its future operation.						

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Nominations Committee Evaluation Questionnaire 2018

	Question	**5**	**4**	**3**	**2**	**1**
	Skills, experience, diversity, knowledge					
1.	How appropriate is the composition of the Committee for the requirements of the business?					
2.	How would you rate the Committee's knowledge of the following issues:					
	Succession planning					
	Board recruitment and appointment processes (including PO Insurance)					
	Corporate governance requirements.					
	Leadership, ways of working, time management					
3.	How would you assess the Chair's encouragement of debate within the Committee, including ensuring that all members are able to contribute to the discussion?					
4.	How effective is the Committee at focussing on the right issues?					
5.	How effective is the Committee at providing both challenge and support to management?					
6.	Does the Committee feel that the frequency and length of meetings is appropriate?					
7.	How effective is the Committee at testing the information provided by its external advisers?					
	Information and Support					
8.	How would you rate the quality of papers and presentations received by the Committee?					
9.	How would you rate the access you have to any additional information and support you need to fulfil the requirements of your role (i.e. from management, secretariat or from external advisers, where required?).					
10.	How effectively does the Nominations Committee assess the quality of the management team below Board level and manage succession planning?					
Please include any thoughts you have about the operation of the Committee and any ideas for its future operation.						

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Remuneration Evaluation Questionnaire 2018

	Question	**5**	**4**	**3**	**2**	**1**
	Skills, experience, diversity, knowledge					
1.	How appropriate is the composition of the Committee for the requirements of the business?					
2.	How would you assess the Committee's knowledge of the following issues:					
	Structure of senior executive remuneration packages and approvals process for these (PO Limited and PO Insurance)					
	Structure of staff remuneration packages and approvals process for these (PO Limited and PO Insurance).					
	Leadership, ways of working, time management					
3.	How would you assess the Chair's encouragement of debate within the Committee, including ensuring that all members are able to contribute to the discussion?					
4.	How effective is the Committee at focussing on the right issues?					
5.	How effective is the Committee at providing both challenge and support to management?					
6.	Does the Committee feel that the frequency and length of meetings is appropriate?					
7.	How effective is the Committee at testing the information provided by its external advisers?					
	Information and Support					
8.	How would you rate the quality of papers and presentations received by the Committee?					
9.	How would you rate the access you have to any additional information and support you need to fulfil the requirements of your role (i.e. from management, secretariat or from external advisers, where required?)					

Please include any thoughts you have about the operation of the Committee and any ideas for its future operation.