

Chairman Feedback, Post Office Limited 2019/20**Process**

The POL Board and the Permanent Secretary, BEIS, are asked to provide feedback on the POL Chairman annually. This informs the discussion with the Non-Executive Directors (NEDs) on the performance of the Chairman¹, facilitated by the Senior Independent Director (SID). Following this discussion, the SID provides a feedback summary for submission to UKGI together with the Chairman's self-assessment. The SID and a UKGI Director (in this case, Tom Cooper) hold an appraisal discussion with the Chairman and a written report from that discussion is provided to the Shareholder as assurance that appropriate governance and oversight arrangements are in place.

Input requested

You are requested to provide feedback on the POL Chairman which will inform the SID's discussion with the NEDs and help him in drafting his feedback summary for the appraisal discussion. Responses will not be attributed in the feedback provided but will be seen by the SID and the Company Secretary. The questionnaire is structured according to the headings recommended by BEIS and the questions draw on the role of chair defined in the FRC's Guidance on Board Effectiveness. If there are questions where you are unable to comment please mark as not applicable.

	Questionnaire
1.	Leadership²
1.1	a) Does the Chairman lead Board discussions in a way which encourages constructive challenge, appropriate oversight and the participation of all Directors? b) Is there anything further the Chairman could do to promote a successful boardroom culture?
1.2	a) Does the Chairman direct the Board to make effective decisions with proposals tested and their risks and benefits analysed thoroughly? b) Could the Chairman do anything further to support robust decision-making?
2.	Governance
	a) Is the Board agenda focussed primarily on strategy, performance, value creation, culture, stakeholders and accountability with the appropriate matters reserved for Board decision? b) Is there anything further the Chairman could do to focus the agenda on these areas?
3.	Board dynamics
3.1	a) Does the Chairman foster relationships based on trust, mutual respect and open communication, inside and outside the boardroom and between non-executives and the executive team?

¹ Provision 12 of the UK Corporate Governance Code, July 2018

² The Board Evaluation questionnaire asks for your feedback on the Chairman's encouragement of debate within the Board.

	b) Is there anything further the Chairman could do to support and maintain the development of strong relationships within the Board and between the Board and the wider executive team?
3.2	In your experience, has the Chairman developed a productive working relationship with the Chief Executive, providing support and advice while respecting executive responsibility?
4.	Strategy
	a) Does the Chairman focus enough of the Board's time on strategy and with the right focus (e.g. timescales, interconnection between different parts of the business)? b) Could the Chairman do anything further to promote the development and delivery of a successful and sustainable strategy for POL?
5.	Stakeholder engagement
5.1	a) Does the Chairman encourage the Board to consider its stakeholder views (shareholder, customers, postmasters, employees, suppliers etc.) when taking decisions? b) Could the Chairman do anything more to ensure the Board pays appropriate regard to stakeholder views when taking decisions?
5.2	a) Does the Chairman ensure that appropriate levels of assurance are provided to the Shareholder at Board level? b) Is there anything further the Chairman could do to provide the Shareholder with the assurance it requires to have sufficient oversight of the day-to-day management of POL and the development of its strategy?
6.	Financial management
	a) Does the Chairman give appropriate focus and attention to financial management in Board discussions on financial performance and when taking decisions on strategic issues? b) Is there anything further the Chairman could do to support the strong financial management of POL?
7.	Anything else?
	Please provide any further feedback you have which has not been covered through other questions.