
From: Nick Read [GRO]
Sent: Wed 06/12/2023 10:21:09 AM (UTC)
To: Karen McEwan [GRO]
Subject: RE: Nick's objectives

Get it...

Nick Read
Group CEO

EA: [GRO]

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From: Karen McEwan [GRO]
Sent: 06 December 2023 09:10
To: Nick Read [GRO]
Subject: FW: Nick's objectives

The other key point here (cultural) is the message about me 'being on the side of management'. It's a counter-cultural ethos. We want to foster a culture of inclusivity, and not hierarchy, i.e., we don't want to 'have sides', and the sooner we dispel this the sooner we have a great place to work.
K

Karen McEwan
Group Chief People Officer

People Team

[GRO]

From: Nick Read <[GRO]>
Sent: 02 December 2023 13:02
To: Karen McEwan [GRO]
Subject: FW: Nick's objectives

Fyi...welcome your thoughts, Karen.
Obviously sharing in confidence as I always will...gives you a sense of where the Chairman is coming from.
Happy to discuss.
Nick

Nick Read
Group CEO

EA: [GRO]

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From: Henry Staunton [GRO]
Sent: 29 November 2023 23:05
To: Nick Read <[GRO]>
Subject: Fwd: Nick's objectives

Nick ,
FYI - as I discussed yesterday except that Karen has not discussed with you . I would have thought that , following our conversation , we should include a comment on para 3 that the management change process needs to have " started " or some such .
Taking out the point on " Costs " may not be all bad .
We could put the Hubs bit back in if you thought we should - i personally think we should .
Please ensurethat Karen's " tweaking " has not made it more difficult for you . We could weight the items with a bigger weighting to point 1 .

Karen made a point at the RemCo that management " had a sense of entitlement " with the STIP etc .
I picked her up on it in the meeting - I thought she was meant to be on the side of management !
From now on I will step back and let her speak more on behalf of the management .
I was surprised you were not there for all the discussion except on your bonus .

BW ,
Henry

Sent from [Outlook for iOS](#)

From: Karen McEwan [GRO]
Sent: Wednesday, November 29, 2023 5:39 pm
To: Henry Staunton [GRO] >
Cc: Karen McEwan [GRO]

Subject: Nick's objectives

Henry,

Please find below, the reworked objectives as requested. I have amalgamated the first two, removed the banking hubs and the cost savings, and tweaked the wording on the remaining.

I trust this will satisfy the questions from yesterday.

Let me know if there is anything further, I will leave you to discuss and finalise with Nick in the meantime.

Karen

1. Deliver the budgeted revenue targets and the growth plan.

- Revenue IRRELEVANT and the trading profit target of IRRELEVANT
- grow the business by delivering the mails strategy, launching Parcels Online and growing carrier propositions to 25k across the Network.

2. Culture; Split 2/3 and 1/3.

Deliver a 1% increase in Postmaster engagement – relationship (19%) and postmaster support (24%) - from 2022 results. Increase Postmaster participation by 25%. Improve Strategic Partner scores by a similar % uplift.

Deliver a 1% colleague engagement score improvement based on the 2022 baseline (71%).

3. Build, upweight and develop a high performing Senior Team to lead the business through the Public Inquiry and deliver the Transformation agenda.
4. Lead the business through the Public Inquiry such that the reputation of the current Post Office is maintained (non bonusable).