



Post Office Limited

Induction Programme

Nigel Railton, Interim Chair

Chair of the Nominations Committee

Member of the Remuneration Committee

May 2024

(v4)

Chair and Non-Executive Board Members

Meeting with	Title	Date	Time
Ben Tidswell	Senior Independent Director Chair – Remediation Committee Member – Remuneration Committee Member – Nominations Committee	Tuesday 7 th May 2024	12.00hrs to 12.30hrs
Simon Jeffreys	Non-Executive Director Chair – Audit, Risk & Compliance Member – Nominations Committee		
Lorna Gratton	Non-Executive Director Shareholder Representative – UKGI Member – Audit, Risk & Compliance Member – Remediation Committee Member – Remuneration Committee Member – Nominations Committee Member – Investment Committee		
Amanda Burton	Non-Executive Director Chair – Remuneration Committee Member – Nominations Committee	Thursday 16 th May 2024	11.00hrs to 12.00hrs
Saf Ismail	Postmaster Non-Executive Director Member – Nominations Committee		
Elliot Jacobs	Postmaster Non-Executive Director Member – Audit, Risk & Compliance Member – Investment Committee		
Andrew Darfoor	Non-Executive Director Chair – Investment Committee Member – Audit, Risk & Compliance		
Brian Gaunt	Non-Executive Director Member – Remuneration Committee Member - Remediation Committee		

Leadership Team

Date & Time	Meeting with	Title	Discussion points	Documents to provide
Tuesday 7 th May 09.00hrs to 10.00hrs	Nick Read	CEO	• Overview • Current issues	
Tuesday 7 th May 10.00hrs to 11.00hrs	Owen Woodley	Deputy CEO	• General Overview of DCEO Role	
Tuesday 7 th May 11.00hrs to 12.00hrs	Karen McEwan	Group Chief People Officer	• Performance management • Past Roles and Project Phoenix • Reward and pensions • Culture • Succession planning	
Thursday 9 th May 15.00hrs to 16.00hrs	Kathryn Sherratt	Interim CFO	• Financial sustainability • UKGI / BEIS relationship • Finance business partnering • Financial planning and analysis •	• Financial performance pack • Budgets • Strategic 3 year plan
Thursday 9 th May 14.00hrs to 15.00hrs	Chris Brocklesby	Chief Transformation Officer	• SPMP • Enterprise architecture • Software engineering • IT contract management • IT service and operations • Disaster recovery and business continuity • Information security • Cyber security	

Leadership Team (continued)

Date & Time	Meeting with	Title	Discussion points	Documents to provide:
Tuesday 14 th May 16.00hrs to 17.00hrs	Sarah Gray	Interim Group General Counsel	• Legal • Compliance • Risk • Assurance • Enterprise Governance	
	Martin Roberts	Group Chief Retail Officer	• Retail	
Tuesday 16 th May	Tim McInnes	Group Transformation and Strategy Director	• Group strategy • Strategic portfolio office • Transformation portfolio delivery • Transformation portfolio assurance • Change Community management	
Thursday 9 th May 17.00hrs to 17.30hrs	Charlotte Cool	Corporate Affairs and Communications Director	• Postmaster communications • Internal communications • External communications • Change communications • Event planning • Corporate social responsibility • Brand and Marketing	
Thursday 9 th May 10.00hrs to 11.00hrs	Chrysanthy Pispinis	Chief of Staff	• Phase 7 preparation • Grant Thornton • Operating Model	

Hot Topic Series

Subject	Meeting with	Date	Time
Session 1 NBIT Timing and Costs, Horizon Operations and the Inquiry	Chris Brocklesby, Chief Transformation Officer Tim McInnes, Strategy Director Simon Oldnall,	Tuesday 21 st May	15.00hrs to 17.00hrs
Session 2 Phase 7, IDG and Improving POL in light of CIJ, HIJ and the P7 Inquiry	Tim McInnes, Strategy Director Chrysanthi Pispinis, Chief of Staff Diane Wills, Public Inquiry Director		
Session 3 Historical Matters and the Inquiry and Compensation	Diane Wills, Public Inquiry Director Simon Recaldin, Remediation Unit Director Kathryn Sherratt, Interim CEO		
Session 4 Spending Review and Funding, the DBT Policy Review and Wider HMG Relationships	Tim McInnes, Strategy Director Kathryn Sherratt, Interim CEO Jack Foden, Head of Public Affairs and Policy Max Jacobi, Finance Director - Commercial Asha Patel, FP&A Director		
Session 5 Governance	Rachel Scarrabelotti, Company Secretary Chrysanthi Pispinis, Chief of Staff Mark Underwood, Head of Operations	Thursday 16 th May	TBC
Session 6 Controls Framework	Kathryn Sherratt, Interim CEO Sarah Gray, Interim Group General Counsel Anshu Mathur, Director of Assurance Johann Appel, Director of Internal Audit Rebecca Barker, Head of Risk Jono Hill, Head of Compliance	Thursday 16 th May	TBC
Session 7 Network Evolution and Losses, Branch Formats and Our Network Strategy	Martin Roberts, Group Chief Retail Officer Martin Edwards, Network Strategy and Delivery Director		
Session 8 Royal Mail, Disintermediation, Our Multi-Carrier Future and the Impacts of Online Mails	Owen Woodley, Deputy CEO Neill O'Sullivan, Managing Director, Parcels and Mails		
Session 9 The Banking Framework, Banking Hubs and the Future of Cash	Owen Woodley, Deputy CEO Ross Borkett, Banking Director		
Session 10 Postmaster Engagement	Martin Roberts, Group Chief Retail Officer Tracy Marshall, Retail Engagement Director		
Session 11 Postmaster Remuneration	Martin Roberts, Group Chief Retail Officer Martin Edwards, Network Strategy and Delivery Director		
Session 12 Culture and Blueprint	Chrysanthi Pispinis, Chief of Staff Karen McEwan, Group Chief People Officer Tim Perkins, People Director - Services		

Introductions with other key internal personnel

Meeting with	Title	Discussion points	Date	Time
Diane Blanchard	EA to Chairman, Non-Executive Directors and General Counsel	Ways of working and Board Support	Wednesday 8 th May	12.30hrs
Sarah Gray and John Bartlett	Interim Group General Counsel and Head of ACI	Overview of Legal and ACI		
Liam Carroll	Director of Procurement	Public Procurement Regulations		
Tracy Marshall Melanie Park Pete Marsh Laura Joseph	Retail Engagement Director Central Operations Director Retail Operations Director Customer Experience (CX), Marketing & Digital Director	Retail		
Ross Borkett Barbara Brannon Ed Dutton Neill O'Sullivan	Head of Banking Product Portfolio Director Product Portfolio Director Managing Director, Parcels and Mails	Commercial		

Introductions with DBT / UKGI - TBA

Meeting with	Title	Discussion points	Date	Time
David Bickerton	Director General, Business Sectors Department for Business and Trade			
Carl Cresswell	Director, Business Resilience Department for Business and Trade			
Charles Donald	Chief Executive UK Government Investments			

External Visits

Meeting with	Title	Discussion points	Date	Time
Post Office Branches				
Cash Centre IRRELEVANT				
Banking Hub				

Remuneration Committee Familiarisation

Meeting with	Title	Subjects	Date	Time
TBC				

Introductions with key external advisors

Meeting with	Title	Discussion points	Date	Time
PwC				