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**From:** Owen Woodley [REDACTED] GRO  
**Sent:** Tue 13/02/2024 5:54:22 PM (UTC)  
**To:** Saf ismail [REDACTED] GRO [REDACTED] Elliot Jacobs  
[REDACTED] GRO [REDACTED]  
**Cc:** Karen McEwan [REDACTED] GRO [REDACTED]; Nicola  
Marriot [REDACTED] GRO [REDACTED]  
**Subject:** RE: Martin Roberts

Both

An update on the exchanges below...

We have now agreed that Nic Marriott, HR Director, will run up an investigation into the concerns you have raised and ensure that any appropriate action is taken on the back of her findings.

Nic will shortly be reaching out to interview you both, with support from Jo Stammers who is our Head of IR. Nic will be looking for further information and supporting evidence from you on the issues raised - both in the notes documented by Henry and in Elliot's subsequent list of 6 items earlier in this email chain - and will investigate from there.

I will be speaking to Martin tomorrow morning to explain the approach that we will be taking, which will also consider any concerns he may wish to raise, and I will be clear that no further communication on this will be coming from you or Elliot until the investigation concludes.

Rgds.

Owen

**Owen Woodley**

Deputy CEO

3<sup>rd</sup> Floor,  
100 Wood Street  
London, EC2V 7ER

[REDACTED] GRO [REDACTED]



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**From:** Owen Woodley  
**Sent:** Tuesday, February 6, 2024 3:48 PM  
**To:** Saf ismail [REDACTED] GRO [REDACTED]  
**Cc:** Elliot Jacobs [REDACTED] GRO [REDACTED]; Karen McEwan  
[REDACTED] GRO [REDACTED]

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**Subject:** RE: Martin Roberts

Funnily enough, Saf, Karen and I caught up on this earlier today.

Long story short, the right way to deal with this is to now run a formal investigation into the allegations you and Elliot have raised about Martin. Karen is organising a hearing manager and will be in touch soon. In the meantime, I suggest you maintain the stance of not responding to Martin's email. If he chases, please let me know and Karen or I will follow up with him.

Rgds.

Owen

**Owen Woodley**

Deputy CEO

3<sup>rd</sup> Floor,  
100 Wood Street  
London, EC2V 7ER

 GRO



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**From:** Saf ismail  GRO  
**Sent:** Tuesday, February 6, 2024 3:28 PM  
**To:** Owen Woodley  GRO  
**Cc:** Elliot Jacobs  GRO  
**Subject:** RE: Martin Roberts

Hi Owen

Hope all is well, has there been any progress with a response for Martin?

Regards

**Saf Ismail**  
**Non-Executive Director**

100 Wood Street,  
London, EC2V 7ER  
[postoffice.co.uk](http://postoffice.co.uk)

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**From:** Owen Woodley  GRO

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**Sent:** Wednesday, January 31, 2024 8:42 PM

**To:** Elliot Jacobs [REDACTED] **GRO** [REDACTED] >; Saf ismail [REDACTED] **GRO** [REDACTED]

**Cc:** Benjamin Tidswell [REDACTED] **GRO** [REDACTED] Nick Read

[REDACTED] **GRO** [REDACTED]; Karen McEwan [REDACTED] **GRO** [REDACTED]

**Subject:** Re: Martin Roberts

Thanks Elliot. I need to get some advice on this so I suggest you don't respond at this point and continue with tomorrow's meeting as planned. Karen or I will revert.

Rgds.

Owen

Sent from Outlook for iOS

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**From:** Elliot Jacobs [REDACTED] **GRO** [REDACTED]

**Sent:** Wednesday, January 31, 2024 6:05 pm

**To:** Saf ismail [REDACTED] **GRO** [REDACTED] Owen Woodley [REDACTED] **GRO** [REDACTED]

**Cc:** Benjamin Tidswell [REDACTED] **GRO** [REDACTED] >; Nick Read

[REDACTED] **GRO** [REDACTED]

**Subject:** Martin Roberts

Hi Owen,

As promised, Saf and I sat down and talked with Martin after the Board meeting yesterday.

An honest and open discussion was had and we believe we had put the matter to bed.

This evening, we have received the email below from Martin asking us to retract the statements made in the document.

Whilst we have both made clear the tone and way it was delivered was unacceptable and should never had been circulated; the content is not something we feel is incorrect with regards to the Retail team leadership and performance.

When we look at the points in question, our position remains that these are both important and urgent issues that must be addressed, not ignored - regardless of how they have come into his mailbox.

1. Phoenix - this should be dealt with by now and has been left too long without resolution.
2. Proposed PM NED replacement plan - will leave a significant void in the PM capability in senior decision making/knowledge in the business. Which members of Board have commented as not in the business' best interest at this time.

3. Putting stamps on PM's Horizon systems without consent is plain wrong and should never have happened the way it was done.
4. Not having properly dealt with the multiple complaints that we have been told exist and have been registered against MR is unacceptable and goes to the Culture issue which we have discussed at length.
5. Lack of engagement by the PM Engagement team with the NEDs - we are sidelined and rarely consulted by the PM Engagement team on anything.
6. Path-clearing presents a significant issue for the company both optically and operationally - as flagged previously at multiple Board meetings, but now far more evidently.

None of the above represent issues that we believe we can or should withdrawal from the record - however they were inappropriately delivered to the people who received them as a result of Henry's actions.

We have a call booked with Martin for our quarterly catch up tomorrow morning (a standing call in the diary) - and we are not looking to inflame matters further, but clearly, we cannot just issue some sort of blanket withdrawal.

As such, your guidance would be appreciated on how you think we should approach this.

Elliot

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**From:** Martin Roberts [REDACTED] **GRO**  
**Sent:** Wednesday, January 31, 2024 5:39 PM  
**To:** Elliot Jacobs [REDACTED] **GRO** [REDACTED]; Saf ismail [REDACTED] **GRO** [REDACTED]  
**Subject:** Project Pineapple

Elliot /Saf,

I appreciate you taking the time last evening to apologise and explain the dreadful situation I found myself in over the last few weeks.

The allegations and comments were uncalled for and upset me a great deal and should never have happened and the detail sent to me under the title Project Pineapple was unacceptable.

I would now ask that you please put in writing the apology and retract all the allegations and statements presented in the email that I was copied in on.

I look forward to receiving the email reply so we can move on and continue working together.

Best

Martin

**Martin Roberts**  
Group Chief Retail Officer

EA:  **GRO**

**GRO**

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