

28 November 2018

Dear Paula,

Before we get into a world of announcements, reactions and plans, I wanted to share what I am feeling.

Overwhelmingly, it's gratitude.

I have loved the last 4 years. It has been a privilege to serve Post Office and that has been made possible by you: Grasp me in, treating me like a valued partner and supporting me so well. For all of your generosity, thank you.

Because your values are so strong, I have learnt so much from you and often ask myself "what word Paula do?" I especially admire your self-control, your restraint, your constant desire to listen first and your endless ability to make tough decisions and have honest conversations without ever forgetting the individual you are dealing with.



You have a different and a better impact than any MD or CEO I have worked for - the joy of our culture is how unpolitical it is, how collegiate we can be and how shared our sense of urgency is. None of that would have been created without you.

However you are treated (I hope well and fairly), I know and I hope you understand what a difference you have made to peoples' lives across the UK.

I really can't imagine doing this without you...

Thank you so much,

Al.