

## Post Office Limited Board Actions as at 18.09.2023

Action No.	MINUTE REFERENCE	ACTION	ACTION OWNER	DUE DATE	STATUS	OPEN/CLOSED
<b>Board Meeting 07 June 2022</b>						
1.	<b>5.1 Financial Performance Report</b> <b>b)</b>	[Individual product profitability report] AC advised that last time this report was run it had shown that every product was profitable however margins varied considerably. ACTION AC advised that management had been refreshing this report and would bring this report back to the Board in July.	<del>Al Cameron/ Asha Patel/ Kathryn Sherratt</del>	<del>September 2023</del> <b>October 2023</b>	<p><u>30/06/2022</u>: Product profitability outcomes are being reviewed by the CEO and GE and will be circulated to the Board. AI will provide a brief, verbal summary on 12<sup>th</sup> July.</p> <p><u>21/10/2022</u>: The team will need to come back to this in the New Year. The priorities around the 3YP is the key focus for now.</p> <p><u>17/03/2023</u>: We will update the product profitability position in April for 2022-23 draft actuals and 2023-24 budgets and share them at June Board.</p> <p><u>10/05/2023</u>: Added to the Forward Planner for July 2023.</p> <p><u>06/06/2023 Board Meeting</u>: KS advised that she would consider item 1 and requested that this item be re-assigned to KS in AC's absence. LG advised that she had understood action item 1 had been raised in the context of NBIT, to see what products would remain profitable over what time.</p>	Open
<b>Board Meeting 24 January 2023</b>						
2.	<b>5.4 Spending Permissions</b>	ACTION In respect of any potential waiver regarding security headroom, RA requested that the mechanics of this be reviewed, so everyone was clear on sequencing.	Rachel Scarrabelotti/ Al Cameron/ Tim McInnes/ Tom Lee	<b>July 2023</b>	<p><del><u>17/03/2023</u>: Will be submitted to June Board.</del></p> <p><del><u>10/05/2023</u>: Added to the Forward Planner for July 2023.</del></p> <p><u>31/07/2023</u>: Discussions with DBT and UKGI on the waiver process are active and</p>	Open

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					ongoing, including on the mechanics of the steps required to ensure any waiver is in place prior to the point at which it is required. <u>12/09/2023</u> : The waiver is currently being drafted between DBT and POL legal. The mechanics of how it will work, reporting requirements placed on POL as part of the waiver and the length of the waiver are under discussion.	
3.	10.1 Health & Safety Report	<p>Board Meeting – 24<sup>th</sup> January 2023: ACTION EJ requested that virtual training on dealing with situations of aggression and assault be provided to Postmasters and their staff, along with options to acquire body cameras, as a Postmaster cost.</p> <p>Board Meeting - 11<sup>th</sup> July 2023: EJ noted previous conversations around Postmasters and their staff wearing cameras and advised that shop theft was high at present. The Chairman asked that this matter be returned for consideration at the next Board.</p>	Martin Hopcroft		<p><u>26/05/2023</u>: Guidance and training documents will be hosted on Branch Hub, signposted from the incident reporting webpage referred to in 10.1 below. We are leading an Inter-Bank H&amp;S group to share best practice and to source suitable online video based training and benchmarking partners. We have approached Kings Security to scope and cost a local SD card version of a body camera for PMRs and how these can be purchased. Will arrange a meeting with EJ and SI to share further details when received.</p> <p><u>06/06/2023 Board Meeting</u>: EJ advised that the activities set out in items 6 and 7 remained to be completed so requested that these actions remain open.</p> <p><u>30/06/2023</u>: Branch Hub reporting tool launched and communicated via channels. We continue to work with partners and the Inter-bank group to benchmark tools and identify or develop suitable video training and will scope and enhance current guidance and training for PMRs and staff. This will take some more</p>	Open

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					time and will require additional budget. Security and Kings have identified a SD version of body camera suitable for retail use and are waiting to meet the supplier. We will engage EJ, SI and HC to demonstrate and work on enhanced training solution. <u>18/09/2023</u> : Branch Hub reporting tool launched and communicated via channels. Data captured will be analysed with any trends, conclusions and action reported in the monthly PO Board H&S reports. We continue to work with partners and the Inter-bank group to benchmark tools and identify or develop suitable video training and will scope and enhance current guidance and training for PMRs and staff. This will take some more time and will require additional budget. Security and Kings have identified an SD version of body camera suitable for retail use. We have a meeting planned on 22nd September to share details with EJ, SI and HC. Martin will attend October Board and can discuss further, if required.	
<b>Board Meeting 28 March 2023</b>						
4.	<b>3.1 Committee Reports (verbal): Historical Remediation Committee</b>	ACTION In respect of the pecuniary principles, AC requested that the Board be engaged on these ahead of final consideration.	Simon Recaldin/ Neil McDaid	July 2023	<u>25/05/2023</u> : Draft Pecuniary Principles have been shared with legal representatives for a formal consultation period which is due to expire at the end of May. With any subsequent adjustments, Board will be engaged ahead of final consideration at POL Board on 11 <sup>th</sup> July or by written submission earlier if possible.	<b>Ongoing</b>

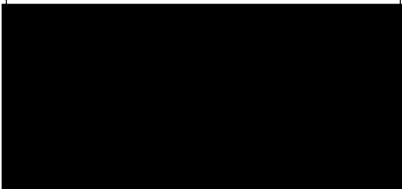
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					<p><u>28/06/2023</u>: The formal consultation period for the Draft Pecuniary Principles has taken longer than expected because of the time legal representatives took to respond. Responses have been generally positive and constructive but there are at least 6 points of principle where material difference of opinion remains. A roundtable with legal representatives is scheduled for 27th July to try and resolve points of difference. Amended principles will then be submitted to the September board for final consideration.</p> <p><u>12/09/2023</u>: The Without Prejudice consultation exercise with claimant representatives is ongoing. They have asked for a deadline of 15th September to consider the amended principles that were circulated mid-August, and which incorporated feedback from the lawyers roundtable held on 27th July. This means the pecuniary principles and the related Independent Assessor process are unlikely to be finalised in September.</p>	
Board Meeting 06 June 2023						
5.	3.2 Audit, Risk and Compliance Committee	AB contributed that if a COO was going to be recruited, then support to the risk committee could form part of that job description, as opposed to having another person. ACTION The Chair took an action to investigate the proposal with the management team and SJ and to bring the matter back to the Board.	Chairman/Nick Read/Simon Jeffreys		<p><u>31/08/2023</u>: There is no current plan to recruit a COO. Owen Woodley as deputy CEO will cover off Risk matters.</p>	To close
6.	4. CEO Report a)	ACTION AB queried whether the Board had considered changing the brand, to separate from the past but also to represent what we wanted to	Richard Taylor/ Simon Marshall	31 October 2023	<p><u>22/06/2023</u>: Yes, desktop exercise completed on opportunity to change brand, e.g. build new one for platform</p>	Open

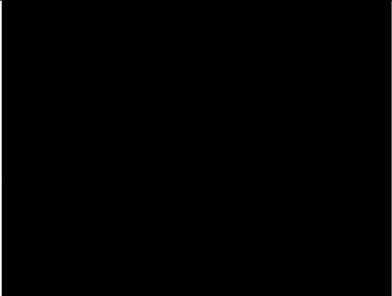
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		become. EJ contributed that the brand colours were an issue and contributed to an association with RMG. AB noted that whilst changing the brand was an enormous undertaking, questioned whether the brand stood for what the Board wanted to build. The Chair requested that an action be assigned, and this matter be returned to Board later in the year;			products; as well as risks and opportunities with greater distinction from Royal Mail. Full analysis and recommendations to be prepared for Board discussion for 26 September / 31 October Board meeting.	
7.	4. CEO Report f)	ACTION NR advised that J Lang was leading on culture. LG requested that J Lang present to the Board on culture.	Ian Rudkin/ Juliet Lang	September 2023	31/07/2023: This activity will be now superseded by the Culture activity that Owen Woodley will be leading on. He is planning on giving an update to Board in September, which will articulate the holistic Culture plans so a separate paper won't be necessary.	To close
8.	5. Financial Performance Report	ACTION KS advised that the report would be revised to provide greater insight into what was going on in the business and how this was driving results.	Kathryn Sherratt	September 2023	30/06/2023: Revised report to be prepared for September Board. 12/09/2023: A new report will be submitted to September Board, which sign posts on the cover page the changes we have made in response to Board feedback. We are always happy to take ongoing feedback to improve the reporting.	To close
9.	8.1 Inquiry Update a)	ACTION AB queried the contents of the terms of reference for Grant Thornton. DW advised that these could be circulated to the Board.	Diane Wills/ Joyce Abai/ Rachel Scarrabelotti		30/06/2023: The ToRs for Grant Thornton are not yet finalised, although we hope they will be fairly soon. Once completed, a copy of the final version will be circulated to Board. 	Open

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	<b>Board Meeting 11 July 2023</b>					
10.	<b>4.3 Remuneration Committee</b>	ACTION The metrics for the LTIP 23-26 remained to be finalised. AB requested that over the course of the Board Strategy Days that the Board consider activities that could be incentivised for the 23-26 period.	Board Members		Amanda Burton has discussed some options with Nick and Nick will consider some recommendations.	<b>Open</b>
11.	<b>4.4 Nominations Committee</b>	ACTION The Chairman advised that J Davies had left the Company and requested NR to continue with the search for an interim CPO.	Nick Read		<u>31/08/2023</u> : Karen McEwan (Chief People Officer) joins us on Monday 9th October 2023.	<b>To close</b>
12.	<b>5. CEO Report a)</b>	In relation to the appointment of the CTO, NR was due to meet with ZM, and C Brocklesby was due to commence circa 17 August. ACTION NR would advise the Board of the final arrangements once confirmed.	Nick Read		<u>31/08/2023</u> : Chris Brocklesby (Chief Transformation Officer) joined us on 21 August 2023. Zdravko Mladenov, Jeff Smyth and Simon Oldnall will report into him.	<b>To close</b>
13.	<b>5. CEO Report b)</b>	AD referenced the Pulse Survey for staff that was coming up and queried whether O Woodley would lead this and whether it was possible for this to be brought forward from September.	Nick Read		<u>31/08/2023</u> : No. The survey will be issued in September as it was not logistically possible.	<b>To close</b>

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		ACTION NR replied that O Woodley would be leading this, and that NR would consider whether the survey could be issued earlier than September.				
14.	5. CEO Report c)	ACTION BT noted the ongoing work in respect of culture and the link through to the Inquiry. The Board would need more visibility in the next few months around the narrative for Phases 6 and 7 and to understand what were the key themes that would need to be addressed.	Diane Wills		12/09/2023: This is an overarching matter that will be formally closed when we reach Phases 6 and 7 of the Inquiry (which could be several months away). Diane is aware of the requirement and will action at the appropriate time and provide updates in the regular Inquiry Report.	To close
15.	6. Financial Performance Report a)	ACTION SI queried the opportunity to re-distribute the proceeds from the online aggregator and to work with Postmasters on this, so that Postmasters embraced the online aggregator. NR advised that a conversation on this would need to be had with the Board and the Shareholder.	Nick Read/ Martin Roberts		31/08/2023: No decision has been taken on redistribution. The soft launch of the aggregator is underway – still premature to have a conversation about profit share.	Open
16.	6. Financial Performance Report b)		Max Jacobi			To close
17.	6. Financial Performance Report c)	ACTION AD queried the status of funding received. MJ advised that he would double check that the outstanding funds due from the shareholder as well as the NFSP quarterly funding had been receipted.	Max Jacobi		01/08/2023: All held back funding has now been released to Post Office. The <span style="border: 1px solid black; padding: 0 2px;">IRRELEVANT</span> outstanding funding from April was received on 26th June and this is the same as the NFSP quarterly funding.	To close
18.	7. Transforming Technology: Horizon Replacement	ACTION LG noted that staying on Horizon for longer would push out the payback period for	Zdravko Mladenov	October 2023	14/09/2023: An updated position and greater detail will be provided in the	Open

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	<b>Update a)</b>	NBIT and requested details of the delta;			October Board as part of the wider NBIT discussion.	
19.	<b>7. Transforming Technology: Horizon Replacement Update b)</b>	ACTION BT queried how accurate the costs estimated for cash counts in branch at the time of NBIT migration were and what analysis had been undertaken. ZM advised that further analysis could be undertaken;	Zdravko Mladenov	<b>January 2024</b>	<u>14/09/2023</u> : This action is in progress.	<b>Open</b>
20.	<b>7. Transforming Technology: Horizon Replacement Update c)</b>	ACTION BT queried whether analysis could be undertaken to understand the revenue and profit loss to the business of removing less strategically important products from the NBIT rollout.	Zdravko Mladenov	<b>December 2023</b>	<u>14/09/2023</u> : The revenue and profit information is available for distribution. It will be included in the next NBIT scope discussion with the Board, which will likely be after the NBIT Diagnostic from Accenture is completed in October 2023.	<b>Open</b>
21.	<b>7. Transforming Technology: Horizon Replacement Update d)</b>	EJ noted that stamps could be printed on SSKs at present and shared his view that some sort of automation for selling stamps by way of the Postmaster printing these as required would be the way forward. ZM thought this could be achieved subject to contractual arrangements and undertook to come back on this point with options.	Zdravko Mladenov	<b>December 2023</b>	<u>14/09/2023</u> : Similarly, to the above, as part of the next NBIT scope discussion with the Board, the team will offer options to the stamp stock management.	<b>Open</b>
22.	<b>7. Transforming Technology: Horizon Replacement Update e)</b>	ACTION The Chair asked that ZM meet with EJ and SI to assess whether there were any other items within the NBIT proposed product mix that could potentially be removed	Zdravko Mladenov	<b>December 2023</b>	<u>14/09/2023</u> : The NBIT team plans to have the engagement with EJ and SI on this topic in late October/early November, after the NBIT Diagnostic is completed. The results will be reported to the Board in December 2023/January 2024.	<b>Open</b>
23.	<b>7. Transforming Technology: Horizon Replacement Update f)</b>	ACTION ZM undertook to come back with a plan in relation to this option. NR asked that this process be tested in Q4.	Zdravko Mladenov	<b>January 2024</b>	<u>14/09/2023</u> : This action is in progress.	<b>Open</b>
24.	<b>7. Transforming Technology: Horizon Replacement Update g)</b>	TM agreed; if a decision was taken on this sooner it would be much easier to manage a programme of branch closures. ACTION LG requested that the team return with details of when decisions would need to be taken on this issue in order to	Martin Roberts/ Martin Edwards		<u>15/09/2023</u> : We are currently delivering against the network strategy approved by the Board in March 2023, which aims to address over [RELEVANT] loss making branches by March 2025 (including [RELEVANT] exits). We	<b>To close</b>

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		maximise savings options.			can't go further than this within this funding period without either: a) breaching the 11.5k requirement; or b) taking a more aggressive approach to D&C roll-out, which the Board decided was not appropriate in December 2022. If we wish to revisit these assumptions, then a decision by December 2023 would be preferable for planning purposes. The other constraint is funding availability – further branch exits will require incentives at an estimated cost of <span style="border: 1px dashed black; padding: 0 2px;">IRRELEVANT</span> for every additional 1,000 branches.  We would propose making decisions on our network strategy for the period <i>beyond</i> March 2025 by July 2024 at the latest.	
25.	<b>7. Transforming Technology: Horizon Replacement Update h)</b>	ACTION EJ queried whether technical path clearing could be included as part of path clearing activities. ZM advised that originally site surveys had been built in for every branch although on the basis of cost these had been taken out, however the team could look at this point again.	Zdravko Mladenov	September 2023	<u>14/09/2023</u> : The current significantly reduced funding envelope for NBIT will not allow for site surveys at this stage. The decision can be revisited later on.	To close
26.	<b>7. Transforming Technology: Horizon Replacement Update i)</b>	ACTION LG requested an estimate for buying off the shelf. ZM advised that the team could look at this and model for business savings.	Zdravko Mladenov	September 2023	<u>14/09/2023</u> : The off-the-shelf option has been put on hold and will be revisited only if the Build option is expected to fail.	To close
27.	<b>9.3 Project Darwin Drawdown Request</b>	ACTION The Chair noted the issues raised by BG and asked NR to look into this. BT queried whether the procurement team needed some advice around achieving more commercial outcomes however still operating within the framework.	Nick Read/ Liam Carroll		Sarah Clayton (POL Legal) and Liam Carroll (Procurement) met with Ben Kennedy (commercial lead from UKGI) on 17 July to look at how POL could maximise its flexibility under the procurement rules. There have also been two meetings with Brian Gaunt on 5 <sup>th</sup> May and 5 <sup>th</sup> June and	To close

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					he has been briefed on the detail of the Darwin procurement process. <u>31/08/2023</u> : The outcome of project Darwin remains uncertain given public sector procurement challenges. Nevertheless, BG has provided excellent support to the programme team and we have a much better chance of delivering a sensible commercial outcome.	
28.	9.5 Copper Stop Sell Funding Request a)	ACTION EJ queried whether Postmasters could be offered a credit of £500 to affect the move to copper themselves. LG noted the cost overruns on the project were unfortunate and questioned how much confidence the team had that the funding request was now final.	Zdravko Mladenov	September 2023	<u>14/09/2023</u> : This action has been covered through the NED pre-briefings and the revised submission to the September Board meeting.	To close
29.	9.5 Copper Stop Sell Funding Request b)	EJ noted the point in the paper in respect of Postmaster engagement and queried whether the area managers could be brought in to assist.	Martin Roberts		<u>15/09/2023</u> : There is work already in place to introduce/ utilise the dedicated Copper Stop project team, with Verizon, and the use of two desk-based administrators. We can complement this with comms and direct messaging, and for escalations the Area Manager team may be used on an exceptional basis.	To close
30.	10.3 Health & Safety Report	EJ noted previous conversations around Postmasters and their staff wearing cameras and advised that shop theft was high at present. The Chairman asked that this matter be returned for consideration at the next Board.	Martin Hopcroft		<u>18/09/2023</u> : Close action – part of response to action number 3.	To close
31.	10.4 Common Issues Judgement (CIJ) Dashboard	The Chairman expressed concern around the number of metrics with a red status. NR advised that he would take this up and report back to the Board at the next meeting.	Nick Read/ Martin Roberts/ Tracy Marshall		<u>16/08/2023</u> : Tracy Marshall and Mel Park attended the GE meeting on Wednesday 16 <sup>th</sup> August 2023. <u>Update from Tracy Marshall 31/08/2023</u> : To confirm, on the back of the board action, Nick suggested that I attended GE and went through every action on the dashboard showing as 'red'.	To close

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					<p>I attended GE two weeks ago at Nick's request and provided detail on what we were doing to remediate against each metric. We are now also discussing the dashboard and 'red' metrics in more detail at the retail committee each month.</p> <p>Many of the red metrics are related to branch losses and discrepancies. The Branch Discrepancies Improvement Programme (BDIP) has recently been stood up to improve operational conformance in branches across all stages of the postmaster lifecycle in a bid to reduce these issues and improve performance. We are also reporting regularly to GE and also via IDG on progress here.</p>	
32.	10.5 Inhouse Legal Team Independence	BT and AB queried why the paper was of relevance to the Board and AB invited any inhouse lawyers with concerns to speak to herself and BT. The Chairman requested NR provide feedback on the paper to the paper authors.	Nick Read		Completed.	To close
33.	11.1 Inquiry Update		Diane Wills/ Gemma Ludgate			To close
34.	11.3 RMU Update	ACTION the RMU were reviewing issues of	Simon Recaldin			Open

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	a)	strategic importance ahead of Phase 5 of the Inquiry and SR would report back to the Board on the proposed approach.				
35.	11.3 RMU Update b)	ACTION restorative justice meetings continued, and SR would be returning to Board to request additional funding for a wider restorative justice program.	Simon Recaldin			Open
36.	11.4 Historical Shortfalls Scheme (HSS) Decisions - Wrongful Death Claims	ACTION SI queried whether the decision makers in respect of Postmaster suspensions and those conducting branch audits could be made accountable to Postmasters. BF advised that he would take this away with M Roberts to make sure that this was heard.	Ben Foat/ Martin Roberts		31/07/2023: This has been discussed. Ben has advised that the Retail Team needs to produce a paper showing Suspensions / Losses and that it is CIJ compliant, but Postmaster centric. 15/08/2023: The Retail Team have been to IDG with detailed decks on branch assurance and suspensions. These slide decks provide an update on progress/CIJ compliance against the original CIJ findings and identifies any further action and improvement opportunities required, whilst also demonstrating the improvements that have been implemented to deliver a much more PM centric approach.	To close
Board Strategy Away Day 1 – 11 <sup>th</sup> July 2023						
37.	Session 1: Post Office Today: Business Review	TM outlined the Company's funding position including the level of network subsidy and investment funding provided by the Shareholder. ACTION AD queried the value of the return on capital invested.	Tim McInnes		29/08/2023: Will be included in the 'Board Strategy Away Day – Next Steps' paper submitted to the Board meeting on 26 <sup>th</sup> September 2023.	To close
38.	Section 2: Our business a)	ACTION EJ referenced the online aggregator and shared his view that despite Postmasters creating goodwill in branch which would promote confidence in an online offering, that Postmasters were not compensated for this and currently would not benefit from online sales. NR advised that this issue needed to be carefully	Martin Roberts/ Martin Edwards		15/09/2023: Our overall approach to sharing the income from the online mails platform has now been announced, with payments consisting of: a) direct volume based payments for every parcel that is accepted by a branch; and b) an end of year profit share with the network where	To close

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		reviewed.			we have committed to distribute the majority of our profits to postmasters. The precise mechanism for this profit share will be decided by March 2024, taking into account the value of the overall profits and which products/branches are directly supported through the online platform.	
39.	Section 2: Our business b)	ACTION SI queried cash use by region. CP advised that she would look into this.	Chrysanthy Pispinis		12/09/2023: The action has been covered in the 'Board Strategy Away Day – Next Steps' paper (para #8): A summary of cash usage across nations and regions of the UK has been provided in the Board Reading Room and the paper also includes the link to PO's monthly cash tracker.	To close
Board Strategy Away Day 2 – 12 <sup>th</sup> July 2023						
40.	Ministerial Visit (including pre-/post-discussion) a)	ACTION OW advised that the Commercial team were exploring with Natwest whether digital identity could be used to assist an increase in deposit limits. SI queried whether this approach could be applied to Western Union and Moneygram. OW advised that the team could look into this.	Owen Woodley		24/08/2023: a) <b>Update:</b> KYC controls on send and receive limits are set by Moneygram and Western Union who are the regulated entities and are accountable for meeting FCA controls [alongside Post Office compliance to their controls]. b) Their systems do allow for different limits to be set on a partner-by-partner basis e.g.: POL v independent retailer. Post Office has a much higher credit limit as part of its contract with both. However, this is under regular review both at branch and counter level to ensure that we remain within Post Office risk appetite and to also ensure a 360	To close

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					<p>view of compliance and risks across the product portfolio at branch level. The addition of Western Union increases Post Office risks and so we are closely monitoring.</p> <p>c) The use of Digital Identity [eg: EasyID/Yoti] as part of client onboarding and KYC checks for repeat transactions has been explored but there is no interest in at present in rolling this out. Both entities have their own global solutions in place and a POL/UK specific opt out is a real challenge.</p>	
41.	<b>Ministerial Visit (including pre-/post-discussion) b)</b>	The Minister queried whether the Company could raise deposit levels directly with Santander. NR advised that he had met with Santander to discuss this issue. ACTION The Minister asked that details of cases be shared with the Minister	Owen Woodley/ Pete Marsh		<p><u>04/09/2023</u>: Santander have been engaged frequently directly by the POL Banking Team prior to Minister meetings and the Strategy awayday. While there has been plenty of collegiate interaction, there is no desire or action on the part of Santander to reduce or change limits already imposed. Having been fined [REDACTED] by the FCA for historic AML failures from 2013 to date, the bank has imposed limits and has no wish to revert.</p> <p>Network colleagues have therefore gathered a number of specific cases from around the Postmaster population affected by the Santander deposit limit implementation. This will be collated into a report that the CEO can use in his next meeting with the Minister.</p> <p><u>PM 18/09/2023</u>: This is now closed and</p>	<b>To close</b>

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					actioned.	
42.	<b>Session 3: How Could Our Business Evolve by 2028?</b>	ACTION SI queried why new joiners of DMBs were offered historic employment terms. MR advised that he would look into this	Martin Roberts		<u>31/08/2023</u> : See Appendix 1 to action log.	<b>To close</b>
43.	<b>Session 5: What other options exist to prepare POL for 2028?</b> a)	There was discussion around the completion by the Company of a policy paper including the timing for production and how this would be funded. ACTION TM undertook to provide an update on this at the September Board meeting	Tim McInnes		<u>29/08/2023</u> : Will be included in the 'Board Strategy Away Day – Next Steps' paper submitted to the Board meeting on 26 <sup>th</sup> September 2023.	<b>To close</b>
44.	<b>Session 5: What other options exist to prepare POL for 2028?</b> b)	ACTION AB shared her view that there needed to be greater clarity as to what was included in the definition of central costs; the way central costs had been referred to appeared wider than that applied to other businesses.	Tim McInnes		<u>29/08/2023</u> : Will be included in the 'Board Strategy Away Day – Next Steps' paper submitted to the Board meeting on 26 <sup>th</sup> September 2023.	<b>To close</b>
45.	<b>Session 5: What other options exist to prepare POL for 2028?</b> c)	ACTION AD requested a copy of the McKinsey report into the Company's cost base. TM undertook to provide this	Tim McInnes		<u>29/08/2023</u> : Will be included as an appendix to the 'Board Strategy Away Day – Next Steps' paper submitted to the Board meeting on 26 <sup>th</sup> September 2023.	<b>To close</b>
<b>Additional Board Meeting 17 August 2023</b>						
46.	<b>2. Transforming Technology: RTP Funding Request</b>	ACTION LG requested that there be pre-engagement with UKGI in respect of the RTP funding drawdown that was anticipated to be brought to the September Board meeting.	Tim McInnes			<b>Open</b>
47.	<b>3. 1 HSS Fatality Claims – Case Assessment Principles and Guidance</b> a)	ACTION On AB's second query, SI spoke to the process where Postmasters could make a claim for exceptional remuneration and detailed a case where a Postmaster who had made such a claim had passed away and the resulting difficulty for the estate in having this resolved. The Chairman asked NR to take this point away for consideration.	Nick Read/ Martin Roberts/ Martin Edwards/ Tracy Marshall		<u>08/09/2023</u> : As a result of the Common Issues Judgement, we introduced a 'relational' contract with postmasters, PO do have a duty of good faith to its postmasters which includes: i. To be transparent. ii. To act fairly and reasonably. iii. To act with integrity. iv. To engage with Postmasters candidly, fully, and frankly.	<b>To close</b>

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					<p>v. Not to act irrationally or capriciously.</p> <p>Our suite of postmaster policies clearly define the support that we provide to postmasters throughout their lifecycle and all adhere to the principles above.</p> <p>On the specific point around the Death In Service case raised by Saf Ismail, this has now been dealt with and the postmasters wife has now received remuneration support accordingly. This issue has also prompted us to undertake a full review of our ways of working in death in service cases, to ensure that we are treating the family with respect and acting reasonably, and creating an updated policy and processes. The postmaster's wife from the branch in question is assisting us with the creation of this policy, given her recent experiences.</p> <p>The wellbeing of our postmasters is of the upmost importance to us and we have recently launched a Workplace Wellbeing portal to promote a positive wellbeing culture and provide a range of services to help all Postmasters, or their staff stay mentally and physically healthy.</p>	
48.	<b>3.1 HSS Fatality Claims – Case Assessment Principles and Guidance b)</b>	ACTION AB advised that Postmasters were an integral part of the brand so far as local communities were concerned so thought that we needed to consider this issue through the lens of caring for the brand and brand issues. The Chairman commented that he thought	Nick Read		<p><u>18/09/2023</u>: I have recently written to Minister Hollinrake on restorative justice more broadly and on establishing the equivalent of a 'hardship fund' so that we can meet specific small financial needs. We have suggested an average cost of</p>	Open

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		employees would be very supportive of additional support for Postmasters and asked NR to look at this.			approximately £3000 for postmaster victims and their wider families – we are awaiting a response.	
49.	<b>3.2 Application of Conflicts Policy</b>	ACTION AB queried the proposed approach to employees who had served historically in certain areas of the business and were employed currently in the remediation unit. NR advised that he would speak to SR on this.	Simon Recaldin/ Nick Read/ Evelyn Hocking	<b>31 October 2023</b>	<u>14/09/2023</u> : RU are progressing the agreed actions in respect of the Conflicts Policy. A small working group has been established to track progress, recognising the extremely sensitive nature of this subject, and conversations are beginning with relevant colleagues in line with People and Legal guidelines. The RU Director has arranged a meeting with the Group Reward Director to ensure visibility and consistency across POL. Board will be further updated in October.	<b>Open</b>
50.	<b>6. Update on FY22/23 Annual Report and Consolidated Accounts</b>	ACTION BT queried whether the issue was not that the Shareholder was not going to support us, it was more of an issue that the Shareholder may not be able to make the commitment in the required timeframe. BT requested that an advice note from Linklaters be requested on this to be provided to the Board for the September Board meeting.	Sarah Gray/ Ben Foat/ Christian Spelzini	<b>September 2023</b>	Wrongful Trading Advice from Linklaters has been uploaded to the Reading Room as a part of the Funding Report submitted to the September Board meeting. Linklaters will provide training for the Board on wrongful trading on Monday 25 <sup>th</sup> September.	<b>To close</b>

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**Appendix 1**

The interpretation of the question suggests we are using old terms for DMB colleague recruitment. We do not offer "historic" terms for new joiners. They are contracted in the same way as all new POL joiners with up-to-date employment contracts, and they are offered a salary based on an up-to-date transparent salary banding.

Any new DMB employee will be placed on the following pay rates by people support, this is full time and will be adjusted pro rata for our part time colleagues.

Pay Levels DMB CSC (M)	P. point	£/year	£/month
2	Entry	<b>IRRELEVANT</b>	
3	Fully Competent		

They then enter the pay progression process which is an agreed process with the CWU which covers all colleagues. If the colleague passes our competency assessment process successfully, they move on to the fully competent pay level.