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**From:** Alisdair Cameron [GRO]  
**Sent:** 24/01/2023 16:31:15  
**To:** Nick Read [GRO]  
**CC:** Ben Foat [GRO]  
**Subject:** Losses

My view on losses, which I think you know but:

From a cultural point of view we cannot start trying to take money off Postmasters until we have demonstrated HIJ/Data.

This means:

- Sorting out properly the use of the disputes button
- Delivering stock auto-rem
- Managing the other stamps button
- Investigating a high proportion of losses
- Getting investigations signed off
- Board decision that we can go to court

Thanks Al

**Al Cameron**  
Group Chief Finance Officer

(He/Him Al Kamer-un)

[GRO]

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