POST OFFICE LIMITED BOARD MEETING
Public

MINUTES OF AN ADDITIONAL MEETING OF THE BOARD OF DIRECTORS OF POST OFFICE LIMITED HELD ON WEDNESDAY 20 AUGUST 2025 AT 100 WOOD STREET, LONDON, EC2V 7ER AT 15:00 PM[1]

Present:	Nigel Railton	Chairman **(NRa)**
	Simon Jeffreys	Non-Executive Director **(SJ)**
	Emma Branch	Non-Executive Director **(EB)**
	Richard Hawkins	Non-Executive Director **(RH)**
	Jonathan Slater	Non-Executive Director **(JS)**
	Amanda Burton	Non-Executive Director **(AB)**
	Sara Barlow	Non-Executive Director **(SB)**
	Brian Smith	Non-Executive Director **(BS)**
	Neil Brocklehurst	Chief Executive Officer **(NB)**
	Preetha McCann	Chief Financial Officer **(PMcC)**
In attendance:	REDACTED: Personal data	
	John Dillon	Group General Counsel and Company Secretary (Observer) **(JD)**

Other attendees as shown against the minutes for each item.

Apologies:	Andrew Darfoor	Senior Independent Director **(AD)**
	Lorna Gratton	Non-Executive Director **(LG)**

Action

1.1 Welcome and Conflicts of Interest

A quorum being present, the Chair opened the meeting. The Chair called for the Directors to disclose any conflicts of interest. BS and SB's roles as serving Postmasters were noted. The Directors declared that they otherwise had no conflicts of interest in the matters to be considered at the meeting in accordance with the requirements of section 177 of the Companies Act 2006 and the Company's Articles of Association.

The Board acknowledged the attendance of JD as an observer at the meeting. As an observer, the Board was aware that all contributions made by JD to the meeting were observations only, and did not constitute advice, recommendations, directions or instructions. The Board confirmed that it would take due care not to be unduly influenced solely by a contribution made by JD and that it would reach its conclusions based on a balanced and diligent assessment of all the facts available to it.

1.2 Inquiry Confidentiality Undertakings

The Board noted that any attendees without confidentiality undertakings accepted by the Inquiry in place would be excused from the meeting should the need to discuss information confidential to the Inquiry arise.

2. Reset Stakeholder Relationships

POHIT Inquiry Volume 1 Response – delegated authority arrangements
REDACTED: Personal data and REDACTED: Personal data
TABLED and **NOTED** were the following papers:
(i) 'POHIT Inquiry Volume 1 Response – delegated authority arrangements'; and

[1] Participation in the meeting was entirely via Microsoft Teams from participants' personal addresses. In such circumstances the Company's Articles of Association (Article 64) require that the location of the meeting be deemed as the chairman's location. However, it was not deemed appropriate to record personal addresses on the Company record. As such, the Registered Office is recorded as the meeting location.

(ii) 'POHIT Inquiry Volume 1 Response – Annex A'.

REDACTED: Personal data and REDACTED: Personal data presented the paper, which set out:

- POL and DBT's current position in relation to the recommendations in Volume 1 of the POHIT Inquiry report.
- Proposed delegated authority arrangements for approving the response to Volume 1 of the POHIT Inquiry report.

Discussion included:

- The timeline for responding to the Volume 1 report (which currently aligned to DBT's plans to make a public announcement on the Government's response on 15 September).
- The Board's firm preference that a settled view was reached on what constituted "full and fair" redress by this point also.
- The need for significant improvements to the timeliness of the redress schemes, with fully automated processing wherever possible.
- The need for a quick appeals process for redress offers (noting this would be managed by DBT and might not be susceptible to automation, although this should be explored to test the extent to which some automation might be feasible, for example on a cohort/data-led basis).
- On the specific recommendation to close the HSS redress scheme in November 2025 (and on which DBT was supportive), the Board agreed:
    - a later date in January 2026 would better ensure the fair and orderly closure of the scheme and would better serve the interests of impacted Postmasters/claimants;
    - effective and comprehensive communications on the closure would be key to ensure as wide a reach as possible to potential applicants.
- The associated costs of actioning the recommendations would need to be fully worked up and Government funding sought (as none of the proposed POL-related activity was currently funded).

The Board **DELEGATED AUTHORITY** to:

i. Nigel Railton
ii. Emma Branch
iii. Brian Smith
iv. Neil Brocklehurst

to approve POL's final response to the recommendations in Volume 1 of the POHIT Inquiry report.

3. Any Other Business

REDACTED: Subject to legal professional privilege

There being no other business, the meeting ended at 15.54.

Dates of next extraordinary/scheduled meetings:

i. 3 September (extraordinary)
ii. 29 September 2025 (scheduled)