

Dear Candidate,

Thank you for your interest in becoming a Non-Executive Director of Post Office. This is a pivotal time for the organisation, and your role will be crucial in shaping its future.

The Post Office is not just a business; it's an institution at the heart of communities across the UK.

Post Office is determined to resolve past failures and fundamentally reform our culture, practices and operating procedures, and forge an open and transparent relationship with the thousands of Postmasters providing customers with vital services in the UK's communities.

In order to do this, we are embarking on a major transformation to ensure our operations align more closely with our core mission to efficiently support the communities we serve, putting Postmasters at the heart of future change.

Post Office is undertaking a strategic review to address inefficiencies and shift focus back to our core activities. This is not just a financial exercise; it is about ensuring that our organisational culture aligns strongly with servicing the needs of our colleagues and the communities we serve.

Our journey includes the modernisation of our technical infrastructure. We are taking on the challenge of replacing outdated systems, ensuring these systems will be fit for purpose, with the necessary foundations and governance in place to build for the future.

In this role, you will be part of an active board, with an exciting opportunity to contribute strategically and help steer Post Office through this significant and exciting transformation.

We are not just looking inward. This is about securing Post Office's future relevance by helping to shape the organisation's role in a rapidly changing world. You will play a key role in shaping our evolving approach to serving communities, while also identifying new opportunities that ensure the long-term success of Post Office and the people we support.

We need visionary leaders who are pragmatic, innovative, and passionate about making a difference.

This is not a typical Non-Executive position; it is a chance to be part of something truly significant. The work we do here will impact the lives of millions, better serve communities, and ensure that the Post Office remains a cornerstone of UK society for decades to come.

This is a critical role, and your contributions will be key to our success. I wish you the best of luck with your application and look forward to the possibility of working together to shape the future of the Post Office.

Yours sincerely,



Nigel Railton
Chairman, Post Office Limited

Non-Executive Director Job Description

Job Title: Non-Executive Director

Fee: £35k

Department: Non-Executive Directors (NEDs)

Reports to: Chair of the Board

About Post Office

Post Office is in a unique position at the heart of communities across the UK, providing access to vital services from mail to bill payments, banking and financial services. We play a key role in the local economy – through our network of Postmasters and commercial partners we connect people and businesses. We are the place that allows local businesses to trade by offering mail and banking services; we are the place that allows customers to communicate with friends and family, to access banking and financial services, to pay bills. We're at a pivotal point in our 370-year history as we look to redefine ourselves for a new generation – one where we are sustainable and profitable with our Postmasters and customers at the heart of everything we do.

Post Office is determined to resolve past failures and fundamentally reform our culture, practices and operating procedures, and forge an open and transparent relationship with the thousands of Postmasters providing customers with vital services in the UK's communities. The Post Office is committed to participating openly, constructively and efficiently with the Post Office Horizon Inquiry as it provides a vital line of sight on the remediating steps we need to take and the improvements we need to make.

We are working hard to ensure that the next chapter of the Post Office's history is a bright one. Helping our Postmasters to run thriving local businesses which can continue to provide essential products and services for our customers for many years to come. This is a uniquely exciting and challenging time for the Post Office – we're shaping the future and creating a business we can all be proud of.

Post Office colleagues are the driving force behind our business and their passion, energy and enthusiasm will be key to delivering our business strategy.

All Post Office people are guided by Our Purpose which has three equally important but distinct parts.

The first – **"We're here"** – recognises that Post Office is unique as the only retailer in each nation and every community across the UK. With over 11,500 branches, we're at once universal and yet fundamentally local. And this is only possible because our Postmasters are here for our customers – much as Post Office is here to serve and support our Postmasters. Without our Postmasters, there would be no Post Office.

Next – **"in person"**. Located in communities across the UK, Post Office remains a vital part of the British high street even as many retailers continue to leave it. Despite the recent

acceleration of digital services brought about by the pandemic, the simple reality is there will always be some things that you can't do easily online – whether sending a parcel or having a chat face-to-face. Our Purpose highlights the human connection – the personal touch – we offer as a business.

And last, but certainly not least, we're there **"for the people who rely on us"**. Although the Post Office is for everyone, we know some parts of society rely on us more than others. For the people that need us most, we're proud to provide vital, trusted services that allow them to operate in cash, pay their bills in person, verify their identity, and more as their needs change.

Transformation is critical to the Post Office's future. You will join us during a hugely important time of change, when we will be taking forward an ambitious agenda to reshape our services to create a sustainable proposition for Postmasters and ensure the Post Office is able to thrive in the long-term. We are under no illusion about the scale of this challenge and the scrutiny to which we can expect to continue to be subjected, but we also see a huge opportunity to evolve and build on the foundation of our rich history. It is the only retailer with a presence in each nation and every community across the UK and it needs to adapt to reflect the way people live their lives today. Prioritising strong and trusting relationships with all Postmasters will be critical to this.

The Board

The [Post Office Board](#) currently consists of the Interim Chair, four independent Non-Executive Directors, two Postmaster representative Non-Executive Directors, a Shareholder appointed Non-Executive Director and a Chief Executive Officer.

Main Duties and Responsibilities

As a Non-Executive Director your role is to:

- Demonstrate commitment to Post Office's role as a commercial business that delivers a social purpose and is seeking to build a modern franchise in partnership with its Postmasters and multiple partners.
- Participate in the development of Post Office's strategy and oversee its implementation.
- Contribute positively to the Board's discussions and decision-making, applying intellectual rigour, displaying good judgement, considering the impact of decisions on different stakeholders and providing constructive challenge and support to management.
- Bring knowledge, experience and expertise to shape how the business develops.
- Provide oversight of and receive assurance on the operation of the business, its compliance with law and regulation, risk management and internal controls.
- Provide leadership on the values and culture the company seeks to promote, including its engagement with Postmasters, customers, employees, suppliers and shareholder.
- Monitor the performance of management in meeting agreed targets and objectives.
- Demonstrate high standards of integrity and behaviour expected of a director of a government owned company (with reference to the guidance on roles, expectations and responsibilities for public body Non-Executive Directors: <https://www.gov.uk/government/collections/public-bodies-non-executive-directors-principles-and-standards> - which includes the 7 Principles of Public Life: <https://www.gov.uk/government/publications/the-7-principles-of-public-life/the-7-principles-of-public-life--2>).

Experience and Background

The Post Office must have a well-rounded Board that reflects society in line with its commitment to equity, diversity and inclusion. We encourage candidates who can share varied perspectives that will bring insights and experiences to the Board, so we are best able to meet the changing needs of our customers, Postmasters and Shareholder.

Ideally, candidates will have:

- Experience of leading large scale complex digital, data and technology transformation, ideally with a successful track record of leading new system design, development and implementation to support improved services to customers as a Senior Executive or Non-Executive Director.
- Experience of designing, developing and delivering complex, large scale digital programmes within either a public or private sector environment.
- A demonstrable track record of engaging and influencing at board level, with the ability to step successfully into non executive director position and successfully navigate the governance structure that exists within the Post Office.
- Previous Non-Executive and Board level experience, or as a senior leader within an executive capacity, with a sound appreciation of effective governance.
- A commercial outlook alongside a commitment to delivering Post Office's social purpose and strong alignment to our values.
- Demonstrable analytical skills, resilience and enthusiasm.

Terms of Appointment

Fee: £35,000 per year.

Term: It is anticipated that the appointment will be for an initial term of three years.

Time commitment: A minimum of 24 days per year.

Location: Board and Board sub-committee meetings are ordinarily held at 100 Wood Street, London, EC2V 7ER.

Expenses: You shall be reimbursed for all reasonable and properly documented expenses that you incur in performing the duties of your office.

Eligibility:

You should have the right to work in the UK to be eligible to apply for this appointment.

All holders of public office are expected to work to the highest personal and professional standards.

You cannot be considered for this appointment if:

- you are disqualified from acting as a company director (under the Company Directors Disqualification Act 1986);
- have an unspent conviction on your criminal record;
- your estate has been sequestrated in Scotland or you enter into a debt arrangement programme under Part 1 of the Debt Arrangement and Attachment (Scotland) Act 2002 (asp 17) as the debtor or have, under Scots law, granted a trust deed for creditors.

When you apply, you should declare if:

- you are, or have been, bankrupt or you have made an arrangement with a creditor at any point, including the dates of this.
- you are subject to a current police investigation.

You must inform the Post Office if, during the application process, your circumstances change in respect of any of the above points.

When you apply you should also declare any relevant interests, highlighting any that you think may call into question your ability to properly discharge the responsibilities of the role you are applying for. You should also declare any other matters which may mean you may not be able to meet the requirements of the [Code of Conduct of Board Members](#).

How to apply

Executive Search provider GatenbySanderson has been appointed to partner with the Post Office on this key appointment.

To apply for this post, you will submit your application no later than 23.55pm on Friday 6th of September 2024

All applications must be submitted using the following link:

www.gatenbysanderson.com/job/GSe114507

You will be asked to submit the following:

1. A **CV** setting out your career history, with key responsibilities and achievements.
Please ensure you have provided reasons for any gaps within the last two years.
2. A **Statement of Suitability** (no longer than three pages) explaining:
 - a. Your motivation for applying for this role.
 - b. How you consider your personal skills, qualities and experience provide evidence of your suitability for the role, with particular reference to the competencies sought in this pack.

Failure to submit both documents will mean the panel only have limited information on which to assess your application against the criteria. Please ensure that both documents contain your full name.

In addition, you will be asked to complete diversity and conflicts declarations through the online application system.

Should you encounter any issues with your online application or are unable to apply online please contact kirsten.hasseriis@gatenbysanderson.com

For a confidential discussion please contact:

- Katherine O'Donnell, katherine.odonnell@gatenbysanderson.com

Disability Confident

We guarantee to interview anyone with a disability whose application meets the minimum criteria for the role. By 'minimum criteria,' we mean that you must provide evidence in your application, which demonstrates that you meet the level of competence required under each of the essential criteria. If you want to apply under this scheme, please indicate this in the online application process.



Conflicts of Interest

Holders of public office are expected to adhere and uphold the Seven Principles of Public Life and the Code of Conduct for Board Members of Public Bodies. Before you apply you should consider carefully:

- any outside interests that you may have, such as shares you may hold in a company providing services to government;
- any possible reputational issues arising from your past actions or public statements that you have made;
- and/or any political roles you hold or political campaigns you have supported; which may call into question your ability to perform this role.

You will need to answer relevant questions in relation to these points when making an application. Many conflicts of interest can be satisfactorily resolved and declaring a potential conflict does not prevent you from being interviewed. If you are shortlisted for an interview, the panel will discuss any potential conflicts with you during that interview, including any proposals you may have to mitigate them and record that in their advice to ministers. Alongside your own declaration, we will conduct appropriate checks, as part of which we will consider anything in the public domain related to your conduct or professional capacity. This may include searches of previous public statements and social media, blogs or any other publicly available information. The successful candidate(s) may be required to give up any conflicting interests and their other business and financial interests may be published in line with organisational policies.

Details of declared political activity will be published when the appointment is announced, as required by the Governance Code (political activity is not a bar to appointment but must be declared).

Process timetable:

Gatenby Sanderson interviews longlisted candidates early September / mid September

Interview Panel interviews shortlisted candidates late September / early October

Appendix 1 Due diligence

For all shortlisted applicants, GS undertake more detailed candidate due diligence to identify potential employment related risks. We partner with Neotas, who are specialists in performing enhanced due diligence checks, to ensure there are no integrity concerns around shortlisted candidates. This service, sources information on adverse content in a candidates' profile across the public domain, including social media, Companies House and the Charity Commission and can also verify professional qualifications. Our due diligence service covers:

- Adverse Internet footprint analysis on a local, regional and international level identifying anything adverse in the public domain published about their professional or personal background that may be of concern– this will also include searches on recent employers
- Social media footprint analysis, identifying anything adverse that may be of concern in a candidate's profile or associated commentary for example Illegal activity, hate or discriminatory comments, extremism, or content of a sexual or violent nature
- A Disqualified Director search within the UK Companies House Disqualified Directors Register, including details of directors disqualified by the courts, the Insolvency Service and the Competition and Markets Authority
- An individual Insolvency Register search within the UK bankruptcy and insolvency register, including current Bankruptcies, Debt Relief Orders, and Individual Voluntary Arrangements (IVAs), including those which have ended in the last 3 months

Appendix 2 The Seven Principles of Public Life

Non Executive Directors are subject to the Cabinet Office's code of conduct for public bodies, which also requires us to understand and comply with these principles.

The Seven Principles of Public Life are:

1. Selflessness – holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family or their friends.
2. Integrity – holders of public office should not place themselves under any financial obligation to outside individuals or organisations that might influence them in the performance of their official duties.
3. Objectivity – in carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
4. Accountability – holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
5. Openness – holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

6. Honesty – holders of public office have a duty to declare any private interests relating to their public duties and take steps to resolve any conflicts arising in a way that protects the public interest.
7. Leadership – holders of public office should promote and support these principles by leadership and example.

Appendix Three:

PRIVACY NOTICE FOR NON-EXECUTIVE DIRECTOR AND PUBLIC APPOINTMENT APPLICANTS

This notice sets out how UKGI will use your personal data for the purpose of this recruitment campaign and explains your rights under the General Data Protection Regulation. UKGI is committed to being transparent about how it collects and uses personal data and to meeting its data protection obligations.

1. Data Subject categories

As part of any recruitment process conducted on behalf of any Government Department or any Arm's Length Body (ALB) of any Government Department, UK Government Investments Ltd (UKGI) collects and processes personal data relating to individuals who apply for public appointments.

2. What categories of information does UKGI collect?

UKGI collects a range of information about you. This may include:

- your name, address and contact details, including email address and telephone number;
- date of birth;
- references;
- details of your qualifications, skills, experience and employment history;
- information about your current level of remuneration, including benefit entitlements;
- whether or not you have a disability for which UKGI needs to make reasonable adjustments during the recruitment process (where applicable);
- information about your entitlement to work in the UK (where necessary); and
- equal opportunities monitoring information, including information about your ethnic origin, sexual orientation, health and religion or belief and socio-economic data; and
- results from due diligence searches (including checks on social media and personal websites, potential conflicts of interests, media statements, political activities as well as checks to see if the individual appears on the disqualified director, bankruptcy and insolvency, removed trustees or financial services register)

This list of data categories is not exhaustive and may vary depending on the appointment you are applying for.

UKGI collects this information in a variety of ways. For example, data might be contained in application forms and letters, CVs or resumes, obtained from your passport or other identity

documents or those that give proof of address, or collected through interviews or other forms of assessment which may include online tests.

Data will be stored in a range of different places, including on your application record, in HR management systems and on other IT systems (including email).

3. Why does UKGI process personal data and what is the legal basis for doing so?

UKGI may work with suitably selected partners to carry out certain activities for this application process. Where it is necessary to use third parties to do this, these third parties should contact you separately with regard to the way in which they will process your personal data for the purpose of the recruitment process.

These activities include, but are not limited to:

- processing your application;
- advising candidates of the outcome of their application;
- arranging interviews for successful candidates; and
- equality and diversity monitoring.

If your application is unsuccessful, UKGI will keep your personal data on file for 24 months to allow it to provide feedback on request and to defend itself against any legal challenge, as well as to allow it to evidence its fulfilment of its obligations to the relevant instructing Minister/Department.

UKGI may also keep your personal data on file in case there are future roles for which you may be suited. UKGI will ask for your consent before it keeps your data for this purpose, and you are free to withdraw your consent at any time.

4. Recipients of Personal Data

Personal data of applicants will only be made available to those in the appointments process and to the organisations listed below.

The organisations with whom this information will be shared will vary depending on the position being applied for. They include, but are not limited to, the following:

- The Office of the Commissioner for Public Appointments
- Cabinet Office
- relevant appointing Arm's Length Body and/or Sponsor Department
- HM Treasury
- Office of the Prime Minister

The legal bases for the sharing of this personal data with these relevant organisations are the same as those set out in section (3) above.

5. Protection of Personal Data

UKGI takes the security of your data seriously. It has internal policies and controls in place to ensure that your data is not lost, accidentally destroyed, misused or disclosed, and that it is not accessed except by our employees in the proper performance of their duties.

6. Retention of Personal Data

If your application is unsuccessful, UKGI will keep your personal data on file for 24 months to allow it to provide feedback on request and to defend itself against any legal challenge, as well as to allow it to evidence its fulfilment of its obligations to the relevant instructing Minister/Department. At the end of that period, your data will be deleted or destroyed. A small amount of basic information on the recruitment (candidate name, position applied for, year of application, outcome) will be retained for such time as is required to allow UKGI to properly provide full and comprehensive information to Ministers in respect of ministerial appointments or for [9] years, whichever is shorter.

If your application is successful, personal data gathered during the recruitment process will be shared with the relevant ALB which will retain this information during your appointment. The periods for which your data will be held will be notified to you by the ALB in a new privacy notice. UKGI will also retain this information for the period of your appointment.

7. Your data protection rights

You have the right to request:

- information about how your personal data is processed and to request a copy of that personal data;
- that any inaccuracies in your personal data are rectified without delay; and
- that your personal data is erased if there is no longer a justification for it to be processed.

You also have the right:

- in certain circumstances (for example, where accuracy is contested) to request that the processing of your personal data is restricted; and
- to object to the processing of your personal data where it is processed for directing marketing purposes.

8. To submit a Data Subject Access Request

To request access to personal data that UKGI holds about you, contact the UKGI Data Protection Officer:

Email: Privacy@ukgi.org.uk

9. Complaints

If you are dissatisfied with the handling of your personal data, you have the right to ask for an internal review. Internal review requests should be submitted to the UKGI Data Protection Officer:

Email: Privacy@ukgi.org.uk

If you still consider that your personal data has been misused or mishandled, you may make a complaint to the Information Commissioner, who is an independent regulator. The Information Commissioner can be contacted at:

Information Commissioner's Office

Wycliffe House

Water Lane

Wilmslow

Cheshire

SK9 5AF

0303 123 1113

Any complaint to the Information Commissioner is without prejudice to your rights to seek redress in the courts.