

Horizon Compensation Advisory Board
Secretariat: Department for Business and Trade
Old Admiralty Building
London
SW1A 2DY

Nigel Railton
Chair
Post Office
Group CEO
100 Wood Street
London, EC2V 7AN

22 June 2025

Dear Nigel,

Post Office Employees' continued involvement in Compensation

Thank you for your letter of 12 July in reply to mine on this subject.

As you may have identified from comments from victims in response to your letter, the concern is not with individuals who are considered to be in a 'position of *actual* conflict' but with the perception that *any* individuals may continue to be involved who may have been tainted by a pervasive culture that caused so much harm to so many victims, and treated so many people so badly. This includes individuals who received emails aimed at perpetuating a culture of dismissal of any problems.

The depth of feeling about the inability of victims to continue to trust an organisation that cannot guarantee that wholly independent staff are now involved in the processes around compensation, especially evaluation, negotiation and mediation, continues to cause ongoing mental damage to some individuals. This is highly concerning to victims, and the Advisory Board shares deep concern about the position. It is also extraordinary, given the length of time that this issue has been alive, that an individual's history has only just come to light.

We urge you to give this issue urgent and decisive attention. It cannot be right that victims' mental health is continuing to be harmed by this issue.

Yours sincerely,

Christopher Hodges

Christopher Hodges OBE PhD MA FSALS FRSA
Emeritus Professor of Justice Systems, Centre for Socio-Legal Studies, University of Oxford
Chair, Horizon Compensation Advisory Board