

ED&I Summit

11 June 2024

10:00, Wood Street- Pine



Foreword and Apologies:

- Apologies- Ian Rudkin, Laura Joseph, Bruno Vinel
- Mo is here in lieu of Claire Preece (Talent, L&D)
- Attending virtually:
 - Vaishali Meswani
 - Kayleigh Young
 - Pauline Adebajo
- Welcome Juliet Crisp

Agenda:

1. Purpose of the Summit-
 - Read through to remind ourselves of why we're here
 - All: 2 minutes
2. Update on actions from last summit-
 - Action owners: 20 minutes
3. Update on ED&I Team-
 - Ben Spencer-White: 5 minutes
4. Update on the ED&I Strategy -
 - David Enwright: 10 minutes
5. ED&I Engagement-
 - Measures of success- discussion, what are our measures?
 - Ben Spencer-White: 20 minutes
6. Comms engagement plan-
 - How can we increase awareness and participation in ED&I initiatives?
 - All: 10 minutes
7. How can we engage the ED&I agenda with a wider group of employees
 - Open discussion
 - All: 20 minutes
8. ED&I Engagement Survey- highlights
 - Open discussion
 - All: 1 hour
9. AOB

Purpose of Summit

This summit will bring together employees, from different backgrounds, tenures, ethnicities, genders, sexual orientations, disabilities, ages and seniority across the business. Colleagues will represent network groups, Senior Leaders and SMEs from employee lifecycle stages and other business areas.

The role of these people will be to share their insights and perceptions of what it personally means to work at Post Office, how current initiatives are progressing from their viewpoint and what they think would be good for us to prioritise.

Each member will provide feedback and insights to inform the ED&I roadmap including its strategy, key themes, deliverables, milestones, and goals; effectively become a “think tank” for ED&I and an accountability partner for the action plans.

Summit attendees will support with the implementation of the ED&I agenda, providing two-way feedback to the business areas they represent. Encouraging wider participation with ED&I such as events and surveys.

The Chair of the Summit will take away insights, review the suggestions in line with the ED&I strategy and define what is possible, and share this back with the summit.

Actions:

Action	Update
BSW to lead Network Working Group discussion around how Network Groups can better collaborate and focus on intersectionality and shared agenda – to be played back at mid summit meeting in May 2024.	Network groups regularly meet and ensure that intersectionality happens when it can.
Affinity to link in with the CIO team to understand shared agenda around Women in Leadership .	Women in Technology initiative in Zdravko's area. Affinity link up with Sangita who is leading this initiative and cross-promote events.
LK and BSW to create plan for improving awareness regarding Network activity and events.	Working with Lucy and Ruth on a sustainable and ongoing comms plan • Activities to be recorded and tracked in a central repository to ensure a single source of truth
FM, BSW and CP to articulate the role of exec sponsor, create template for bio's to be captured and send to leadership team to seek sponsor/mentors from leadership team.	With the old GE structure we used to have GE sponsors for each network group. In the last EDI Summit it was agreed to revisit this with SEG taking responsibility for the overarching EDI agenda and asking Senior Leadership Team to assume the roles of network sponsors.
EDI team to complete the creation of the ED&I strategy and associated roadmap.	Draft strategy nearing completion.
JL to discuss with CP cadence of EDI as a topic SEG meetings	Complete – Agreed every 6 months starting from when the strategy is presented. Updates to be provided against strategy, action plans, diversity and asks of SEG.

Discussion regarding the purpose of the Summit vs actual outputs- at the moment the actions are largely being directed towards the ED&I team; we need to ensure all summit members have an active part in the output of these meetings as it's important we all raise, support, own and progress actions

ED&I Team changes:

People Director –
Talent and Capability

Hawa Newell-Sidique
Director of Talent, Learning and Diversity, Equity & Inclusion
ex-Selfridges | ex-Goldman Sachs | ex-University of Cambridge
Women to Watch 2023 Index

Head of EDI

Position vacant

EDI Manager
Ben Spencer-White

EDI Coordinator
Samrita Sandhu
(covering mat leave
from 2nd May)

EDI Coordinator
Zeinab Rahman (mat
leave June 2024)

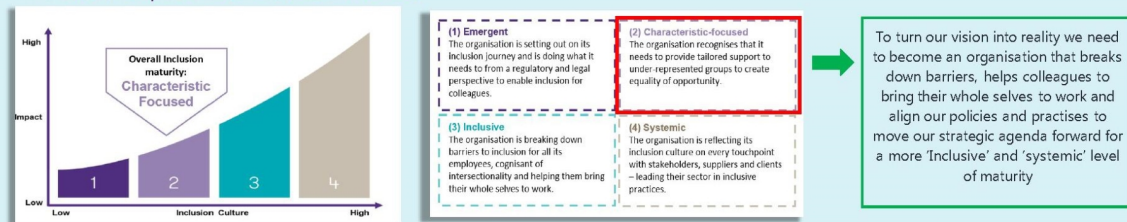
Update on ED&I Strategy

A great strategy isn't just about following rules; it's about building a culture where everyone can thrive and add to the success of the organisation. By accessing diverse perspectives, talents and experiences, this strategy aims to eradicate bias and discrimination, boost morale and engagement, attract and retain talent, and improve the overall performance and reputation of Post Office.

In November 2023 we completed a maturity assessment with Grant Thornton across the following areas:

- **Talent attraction** (employer brand, recruitment and selection, employee onboarding experiences)
- **Talent development** (approach to talent and careers, pathways to progression, learning and development, reward and benefits)
- **Culture** (ways of working, psychological safety, inclusive environment across demographics, role modelling inclusive behaviour)
- **Strategic development** (communication, ED&I strategy embedded, understanding our purpose, clarity of vision for ED&I)
- **External impact** (approach in driving ED&I externally which aligns to the values)

This benchmark places us as 'characteristic focused'



Engagement- Measures of Success

Last summit we spoke about how we can engage more colleagues in the ED&I conversation.
We need to discuss our measures of success:

	Attend Let's Talk events (calendar invite)	Attend Let's Talk events (no invite)	Read ED&I newsletter- total views	Read ED&I newsletter (glance / quick / deep)	
April 4			125	36 / 30 / 59	
April 30- Balancing Life	361				
June 10- why pride is still important	191				

Comms Engagement Discussion

1. How can we increase a wider audience, awareness and participation in ED&I initiatives and events
 - Let's Talk about are regularly attended by a core cohort of already engaged employees
 - The calendar invites have had a positive uplift in the number of attendees
 - Low numbers of SLP and SEG attending

ED&I Engagement Survey Highlights

High level themes

The following themes have been identified from the overall survey as key priorities for the next 12 months:

1

The view beyond 2025:
Colleagues are asking for a refreshed strategic direction and for it to be communicated effectively.

2

The research suggests that the strain experienced by more senior Post Office colleagues can be linked to their exposure to politics and bureaucracy.

Focusing on their experiences of governance, and how their roles are crafted may help reduce the strain that they perceive they are under.

3

Poor communication is driving a lack of confidence in Post Office and senior management from our colleagues.

This is directly impacting their sense of pride and belief in Post Office. This appears to be exacerbated at present because Post Office's communications are driven, and controlled, by the external narrative.

4

At a time when communications are critical, our colleagues have highlighted that they don't think we are getting it right.

This is unlikely to be helped by our communications team being the least engaged team within Post Office.

5

Colleagues with diverse characteristics continue to have a different (less positive) experience of working at Post Office.

This is particularly the case for disabled colleagues, senior women and senior ethnic minority colleagues who want to progress.



ED&I Engagement Survey Highlights

Colleagues with a disability are less positive on key inclusion metrics

Key fact
67%

average inclusion metric score for colleagues with a disability

What you should know

- Colleagues with a disability are less likely to feel they can be their full selves at work (1.36x), to feel their views are generally heard (1.44x) and to feel included in their team (1.32x).
- Colleagues with a disability are also more likely to experience barriers around difficult working environments and lack of manager support.

What you should consider

- There is a clear need for managers to do more to genuinely listen to and act on feedback from colleagues with a disability and to provide more care for wellbeing.
- Encourage managers to engage in open conversations with all colleagues to better understand their individual needs and develop wellbeing plans to support them.

Disabled colleagues respond more negatively to inclusion metrics

Key: ■ Disabled colleagues ■ Non-disabled colleagues



Disabled colleagues also score 1.6x higher on being a victim of an unwelcome comment or conduct at Post Office that felt offensive, embarrassing or hurtful.

The average score across all inclusion metrics is lowest for those with physical disabilities



Colleagues with a disability are more likely to experience the following as barriers or needs from their managers

Key: ■ Disabled colleagues ■ Non-disabled colleagues



ED&I Engagement Survey Highlights

Perceptions of career progression vary across ethnicity groups

Key fact 3 in 5

colleagues from an ethnic minority background feel Post Office provides equal opportunities (59% vs. white)

What you should know

- Colleagues from an ethnic minority background are less positive than average on diversity, especially when it comes to career development (1.9pts). This positivity gap increases in higher grades, from 14pts in POAdmin to 24pts in Band 4 and SLP.
- Positivity is also lower around diverse representation across all levels of Post Office (1.8pts) and belief that Post Office is a diverse organisation (1.7pts).

What you should consider

- Review recruitment processes, particularly at higher grades, and related communication to ensure all colleagues are aware of available opportunities.
- Colleagues from an ethnic minority background are more likely to cite pay / reward and lack of career progression as reasons to leave Post Office, highlighting clear areas for focus to avoid attrition.

Ethnic minority colleagues are less positive on diversity metrics, particularly those relating to career development and diversity across organisational levels

Key: Ethnic minority White



Ethnic minority colleagues are less positive about career opportunities as seniority rises

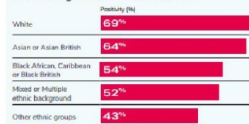
Post Office provides opportunities for people from diverse backgrounds to thrive and succeed

Key: Ethnic minority White



Black African, Caribbean or Black British and Mixed or Multiple ethnic background colleagues are least positive about career opportunities

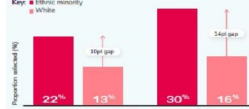
Post Office provides opportunities for people from diverse backgrounds to thrive and succeed



Ethnic minority colleagues are more likely to leave due to reward and career progression

What are the main reasons you would consider leaving Post Office?

Key: Ethnic minority White



ED&I Engagement Survey Highlights

LGB+ colleagues and women are more likely to have received an unwanted comment

Key fact
1 in 5

Post Office colleagues say they have received an unwanted comment

What you should know

- Across Post Office, one in five colleagues say they have been the victim of an unwanted comment that felt offensive, embarrassing or hurtful, while a further 13% responded 'neutral'.
- LGB+ colleagues are 1.5x more likely to have received such a comment than straight colleagues, while women are 4x more likely than men. This gap rises to 5x between gay women and men.
- The proportion of women experiencing this type of comment rises significantly and consistently with seniority. The gap for men is just 3x at POU/Headline level compared to 29x at SLP.

What you should consider

- These results highlight the importance of a confidential, robust reporting system not only to empower colleagues to report issues without fear of reprisal, but to also reinforce the message that such behaviour will not be tolerated.

In the past 12 months, I have been the victim of an unwanted comment or conduct at Post Office that felt offensive, embarrassing or hurtful



Proportion of colleagues who have been a victim of an unwanted comment or conduct at Post Office by gender and sexuality



Experiencing unwanted comments or conduct rises with seniority for women at Post Office

In the past 12 months, I have been the victim of an unwanted comment or conduct at Post Office, that felt offensive, embarrassing or hurtful



ED&I Engagement Survey Highlights

Colleagues with non-parental caring responsibilities feel more strain

Key fact

11pt
gap in experience of strain between non-parental carers and those with no caring responsibilities

What you should know

- Colleagues with non-parental caring responsibilities report less work-life balance and more strain than those with parental caring responsibilities and those with no caring responsibilities at all.
- Barriers around understanding, too much complexity, lack of communication and high workloads are also felt more acutely by colleagues with non-parental responsibilities.

What you should consider

- The impact of caring responsibilities on work-life balance is seen most strongly at PO/Andrina and Middle Management and Band 3A levels. What specific support do colleagues across different grades need?
- Review signposting of readily available resources – such as flexible working arrangements – to ensure colleagues know what's available.

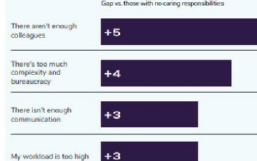
Colleagues with non-parental caring responsibilities report less work-life balance and more strain

Key: ■ No caring responsibilities ■ Parental caring responsibilities ■ Non-parental caring responsibilities



Some barriers are experienced more by colleagues with non-parental caring responsibilities

Gap vs those with no caring responsibilities



Impact of caring on work-life balance seen most at junior to middle grades

I feel able to balance my work and personal life in a way that works for me



ED&I Engagement Survey Highlights

Representation of colleagues from a minority ethnic background decreases with seniority

Key fact

31%
of SLP are from a minority ethnic background

What you should know

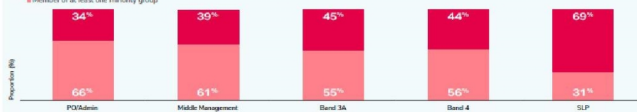
- Representation of minority ethnic groups is much lower at SLP level (31%) than at more junior PO/Adm level (66%).
- Analysis shows that colleagues from minority backgrounds face varying challenges across grades. Those at Band 3A are more likely to reference challenges around training and progression, while those at SLP level are more likely to mention issues with integrity and feeling heard.

What you should consider

- As seen on page 22, training and progression is an area for focus, particularly for colleagues from an ethnic minority background. Improving this at a Middle Management level is key to enabling greater representation throughout Post Office.
- Addressing negative culture traits experienced at SLP related to bureaucracy, politics and demoralising behaviours (see page 17) could help to tackle some of the barriers felt among this group.

Representation of minority colleagues decreases as seniority increases*

Key ■ Member of no minority groups
■ Member of at least one minority group



Disproportionate challenges for colleagues from minority backgrounds at Band 3A: Enablement, training and strain

Key focuses

- "Post Office provides opportunities for people from diverse backgrounds to thrive and succeed."
- "I feel that I can be my full self at work without the need to mask or downplay any aspects of my physical, cultural, spiritual or emotional self at work."
- "I have access to the training, learning and development I need to do my job well."
- "In the past few months, I've felt under constant stress at work."

Disproportionate challenges for colleagues from minority backgrounds at Band 4: Belief and confidence

Key focuses

- "The senior leadership have communicated a vision for 2025 and strategic priorities for Post Office that motivates me."
- "I understand how my role contributes to Post Office's overall strategy as an organisation."
- "I feel confident that I can support Postmasters and Partners to deliver for our customers."
- "I feel able to achieve my career objectives at Post Office."

Disproportionate challenges for colleagues from minority backgrounds at SLP: Integrity and feeling heard

Key focuses

- "Leaders in my part of the business care about providing timely feedback that helps me grow."
- "Leaders at my part of the business proactively seek to hear colleagues' suggestions and ideas."
- "When I speak, people can share their opinions, ideas, feedback or concerns without fear of negative consequences."
- "I have access to the training, learning and development needed to do my job well."

*Defined as colleagues who self-reported at least one minority protected characteristic across ethnicity, sexual orientation, disability, caring responsibility and religion. Minority colleagues are defined as those representing less than 4% of the Post Office population.

ED&I Engagement Survey Highlights

Improving diversity and representation at the top is the main inclusion ask

Key fact

19%
of comments asked to improve senior leadership diversity

What you should know

- When asked how senior leaders can do more to deliver Post Office's ED&I goals, over half the colleagues mentioned improving senior leadership diversity – reflecting findings on page 25 that show this is lacking with regards to ethnicity.
- 13% mentioned the need to treat all colleagues fairly and equally, while around one in ten want leaders to communicate more transparently and be more visible in workplaces.

What you should consider

- Colleagues are sharing a clear desire for more visibility, authenticity and transparency when it comes to senior leadership. How can this be achieved, and more importantly, how can it be sustained long term to mitigate toxic leadership?
- Ensure colleagues are informed and consistently updated on Post Office's diversity goals and progress.

What more can senior leaders do to deliver Post Office's Equity Diversity and Inclusion goals?

n=551



"More diversity at the executive/director level, role modelling the ED goals that Post Office aspires to implement across the whole organisation. I feel that the representation at Board level is diverse, however the executive group seems to primarily be represented by those from a white, middle-class background."

"Make sure that line managers are treating ALL staff equally and fairly instead of the constant favouritism."

Further discussion

1. AOB- open discussion
 - Disability training for DMB employees
2. Agenda items for the August summit
 - Revised ED&I Targets
 - ED&I Results from Engagement survey
 - Action plan
 - Other suggestions?