

Your Headline Results



Colleagues were asked 'How likely would you be to recommend Post Office as a place to work to a friend or relative?' on a scale of 0 to 10. Your eNPS (Employee Net Promoter) score is the proportion of colleagues who are **promoters** (answered 9-10) minus the proportion of colleagues who are **detractors** (answered 0-6). Scores range from -100 to 100. A score greater than zero is considered good.



Your engagement index an average of four questions measuring different aspects of employee engagement: pride, advocacy, belonging and motivation. For more information, click the arrow beside the title below.

eNPS Score for Your Team 7

-25

eNPS Score for Post Office Overall

-25

Engagement Index for your team 3





Analysis was conducted to determine the metrics that have the biggest impact on Engagement across Post Office overall. Improving these scores is likely to have a large impact on the overall employee experience here. Your team's scores for the ton

Key Drivers of Engagement for Post Office Overall $\, \nabla \,$

Name	Distribution	vs. POL Overall	UK Norm	vs. Pulse 2023	vs. 2022
I see the Ways of Working being demonstrated every day	53% 35%	0	-	-5	+3
I feel able to achieve my career objectives at Post Office	49% 33% 18%	0	-11	-4	+2
The way Post Office does business is always consistent with our purpose, strategy and values	42% 39% 20%	0	-	-	-2



This section shows two key metrics on Ways of Working – whether colleagues see them demonstrated in their everyday experience and whether they see them demonstrated by those at the top of



Name	Distribution	vs. POL Overall	UK Norm	vs. Pulse 2023	vs. 2022
I see the Ways of Working being demonstrated every day	53% 35%	0	14	-5	+3
Senior Leaders Lead by Example and behave in line with our Ways of Working	38% 36% 27%	0	-31	-6	-2



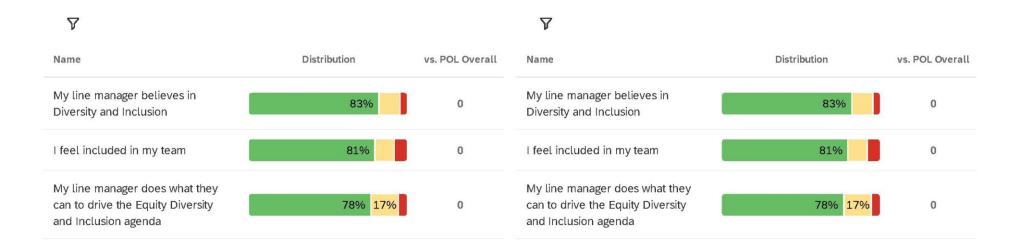
Your Team's Highest Scores

Your three highest-scoring items, selected from a list of all the items in the survey that were scored on an Strongly Agree - Strongly Disagree 5-point scale.



Your Team's Lowest Scores

Your three lowest-scoring items, selected from a list of all the items in the survey that were scored on an Strongly Agree - Strongly Disagree 5-point scale.





Your Action Plan



This page is designed to help you with your action planning. It uses key driver analysis to show where your actions can have the highest impact.

Below you will see your team's lowest-scoring engagement drivers. These are selected from a list of metrics which have been identified as having an impact of engagement across Post Office overall.

To start an action plan for a specific item, select 'Improve'. This will open up a dialogue box to confirm your choice. Select 'Confirm', then on the next page, 'View your action plan'. This will take you to a page with suggested actions to help you structure your planning, as well as the option to create your own actions. Click **here** for additional guidance on how to use this page.

To visit the Action Planning Homepage and view all your action plans, select 'Action Plans' on the toolbar above.

For Your Team 7

Name	Distribution			vs. POL Overall	UK Norm
I am provided with the freedom to make appropriate decisions within my job	73%	18%	9%	0	-9
When I speak up at work my opinion is valued	71%	19%	11%	0	-

Name	Distribution			vs. POL Overall	UK Norm
Where I work, when mistakes happen they are treated as an opportunity to learn rather than an opp	71%	19% 1	L1%]	0	-



How to use this Dashboard







Navigating the Dashboard

Use the toolbar on the left to view the different dashboard pages.

Filtering

Use the hierarchy filter at the top of the page to choose which team's results you would like to view. If you only have permission to view results for one team, this will already be selected for you. You will not be able to select any groups with fewer than 6 people in them.

Anonymity

No scores are displayed if a question has fewer than 6 responses. No open text comments are displayed if there are fewer than 20 responses. You will not be able to select any filter values that return a group of less than 6 respondents.

Understanding your scores

Most questions use a standard 5-point Likert scale from 'strongly disagree' to 'strongly agree'. On your dashboard you will see results displayed as:

Favourable: The percentage of colleagues who selected 'Strongly agree' or 'Agree'.

Neutral: The percentage of colleagues who selected 'Neither agree nor disagree'.

Unfavourable: The percentage of colleagues who selected 'Strongly disagree' or 'Disagree'.

For other question formats, you will see the percentage of colleagues who selected each of the available options.

Any non-standard question formats are explained on the pages where scores are presented.

Exporting your Dashboard

You can export your whole dashboard, or just parts of it, to PDF using the Export button at the top of the page. The following configuration settings are recommended if you wish to present your results on a widescreen computer:

Filetype: PDF

No Page Breaks: Unticked

Paper size: A4

Orientation: Landscape

Margin: 0.25in Zoom: 100%

Hide Filters: Ticked Hide Header: Ticked Hide Page List: Ticked

Exporting your comments

To export all your comments to a spreadsheet, navigate to the 'Open Text Comments' page. Open the ... menu in the corner of the comments table and select 'Export'. Choose CSV, TSV or XLSX



Engagement



On this page you will see your Engagement Index and the four questions which are combined to produce this Index. You will also see your eNPS score and breakdown. To calculate this, colleagues were asked 'How likely would you be to recommend Post Office as a place to work to a friend or relative?' on a scale of 0 to 10. Your eNPS (Employee Net Promoter) score is the proportion of colleagues who are promoters (answered 9-10) minus the proportion of colleagues who are detractors (answered 0-6). Scores range from -100 to 100. A score greater than zero is considered good.

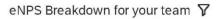


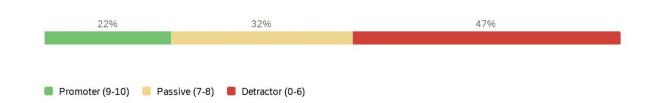
Name	Distribution	vs. POL Overall	UK Norm	vs. Pulse 2023	vs. 2022
▼ Engagement index	57% 24% 19%	0	-14	-11	-11
I feel proud to work for Post Office	47% 26% 27%	0	-31	-22	-25
I would recommend Post Office as a great place to work	56% 26% 18%	0	-16	-11	-9
I am motivated to do the best job I can at Post Office	73% 17% 11%	0	+12	-3	-1
I feel a strong sense of belonging to Post Office	52% 28% 19%	0	-22	-9	-9



eNPS Breakdown for your team $\normalfont{7}$

-25









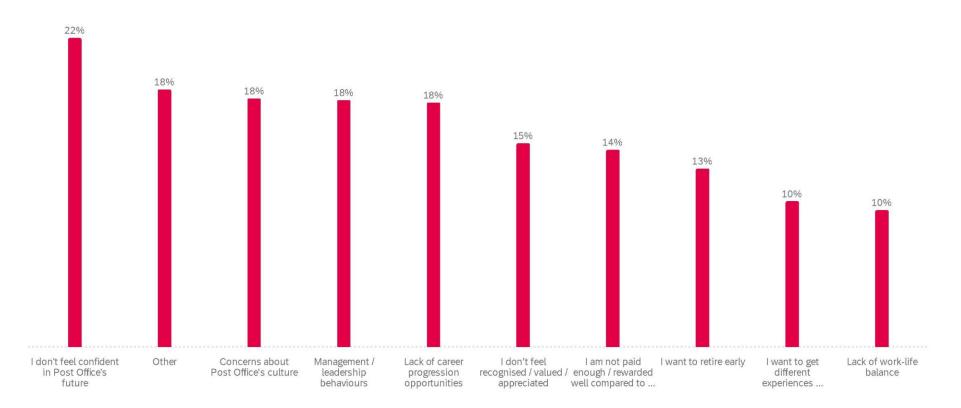
Below you will see your team broken down by how long they plan to stay at Post Office. Those who gave a response of 2 years or less were asked to select up to three reasons they would consider leaving. Their responses are displayed below.

How long do you plan to stay at Post Office? ∇





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



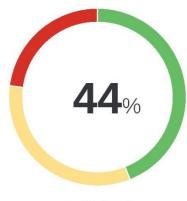


Strategy & Leadership

On this page you will see your Strategy & Leadership Index and the three questions which are combined to produce this Index.



Strategy & Leadership Index



vs. POL Overall

V

Name	Distribution	vs. POL Overall	UK Norm	vs. Pulse 2023	vs. 2022
I understand how my role contributes to Post Office's overall strategy as an organisation	64% 24%	0	-20	-	-6
I have confidence in the Senior Leadership of Post Office	35% 33% 32%	0	-34	-5	-4
The senior leadership have communicated a vision for 2025 and strategic priorities for Post Offic	32% 42% 26%	0	-30	-	-12





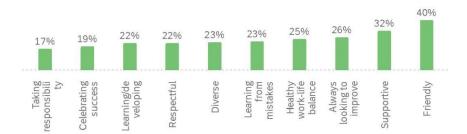
Colleagues were asked three questions about the Ways of Working and how they see these being demonstrated day-to-day. They were also asked to select up to 10 words to describe the day-to-day culture at Post Office. The top 10 positive and negative words are shown on this page.

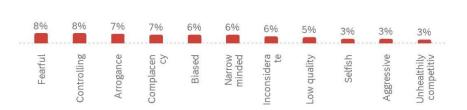


Name	Distribution	vs. POL Overall	UK Norm	vs. Pulse 2023	vs. 2022
I see the Ways of Working being demonstrated every day	53% 35% 12%	0	~	-5	+3
The way Post Office does business is always consistent with our purpose, strategy and values	42% 39% 20%	0	ü	~	-2
Senior Leaders Lead by Example and behave in line with our Ways of Working	38% 36% 27%	0	-31	-6	-2

Please select up to 10 words that you think best describe the day-to-day culture at Post Office

 ∇









On this page you will see questions about day-do-day Ways of Working, including how colleagues feel about cross-team collaboration, accountability, empowerment and barriers to effectiveness. Those who answered negatively or neutrally to 'Any major barriers at work are effectively managed in order to allow me to do my job well' were asked to select the barriers that exist that have an impact on their performance. Their most common selections are shown below.



Name	Distribution	vs. POL Overall	UK Norm	vs. Pulse 2023	vs. 2022
I am provided with the freedom to make appropriate decisions within my job	73% 18% 9%	0	-9	-	+2
At Post Office, how we do things is as important as what we do	69% 22% 9%	0	-	-1	+5
Where I work people are held accountable for their performance and behaviours	63% 22% 15%	0	-1	+4	+25
Most of the systems and processes support us getting our work done effectively	52% 28% 20%	0	-2	-	-

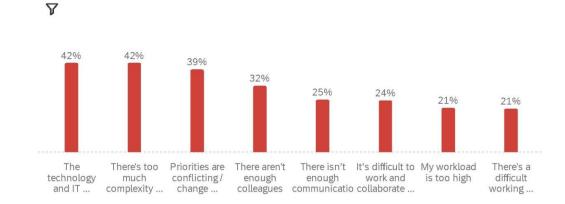


Any major barriers at work are effectively managed in order to

Distribution vs. POL Overall UK Norm

59% 24% 17% 0 -

What barriers exist that stop you from performing at your best?





Equity, Diversity and Inclusion

This page includes questions about colleagues perceptions of Post Office's commitment towards Equity, Diversity and Inclusion.







Name	Distribution	vs. POL Overall	UK Norm
I feel like I can be my full self at work without the need to mask or downplay any aspects of my	70% 17% 13%	0	-12
In the past 12 months, I have been the victim of an unwelcome comment or conduct at Post Office,	68% 13% 19%	0	-
Post Office is genuinely making a positive effort and working towards being a more inclusive work	65% 29% 6%	0	~
Post Office provides opportunities for people from diverse backgrounds to thrive and succeed	63% 30% 7%	0	-5
Post Office has diverse representation of backgrounds and identities across all levels in the org	61% 23% 15%	0	-



Psychological Safety

On this page you will see your Psychological Safety Index and the five questions which are combined to produce this Index.





	Name	Distribution	vs. POL Overall	UK Norm	vs. Pulse 2023	vs. 2022
~	Psychological safety index	71% 18% 11%	0	-	-	-
	Where I work, people can share their opinions, ideas, feedback or concerns without fear of negati	74% 15% 11%	0	+2	~	0
	Where I work, people are treated fairly	71% 16% 13%	0	-	-	-1
	I believe my views are genuinely listened to when I share my opinion	71% 19% 10%	0	-	-	+1

	Name	Distribution	vs. POL Overall	UK Norm	vs. Pulse 2023	vs. 2022
•	Psychological safety index	71% 18% 11%	0	-	-	-
	Where I work, when mistakes happen they are treated as an opportunity to learn rather than an opp	71% 19% 11%	0	-	-	+3
	Where I work, people are good at learning from past experiences to avoid repeating mistakes	68% 19% 13%	0	+6	+9	~



On this page you will see questions relating to wellbeing, including working patterns and work-life balance and colleague strain.





The following question uses a reversed scale. The green 'favorable' portion represents the proportion of colleagues who **disagree** with the statement, and the red 'unfavorable' portion represents those who agree or strongly agree. The comparison to Post Office overall refers to percentage of colleagues who answered favourably.



Name	Distribution	vs. POL Overall	UK Norm	vs. Pulse 2023	vs. 2022
In the past few months, I've felt under constant strain at work	29% 25% 46%	0	-	-1	+5





Colleagues were asked to rate a selection of statements on how much they think each influences decision making in your part of Post Office. Their responses are shown below.

How much do you think each of the below statements influences decision-making by people in your part of Post Office?

▼





Line Manager Support



Colleagues were asked what their manager does well and what they'd like to see more of. On this page, you will see each behaviour ranked in order of which behaviours the most colleagues would like to see more of. On this page you will also see another question about how recognised colleagues feel.

How can your line manager help you be your best in the current situation? ∇





Progression & Recognition



This page includes questions about how supported colleagues feel in improving their performance, accessing training and developing, and achieving their career objectives.



Name	Distribution	vs. POL Overall	UK Norm	vs. Pulse 2023	vs. 2022
I have access to the training, learning and development I need to do my job well	67% 22% 12%	0	-5	-	+6
I regularly discuss my career development and growth with my line manager and track progress agai	55% 27% 18%	0	-	-3	-
I feel able to achieve my career objectives at Post Office	49% 33% 18%	0	-11	-4	+2
Post Office is investing in its people	40% 36% 24%	0	-	-	-



Leadership and Communications



This page includes questions about how effectively leaders communicate with and support colleagues. Below shows the results of colleague's top 3 suggestions on what leaders at Post Office could do better in order to improve communications.

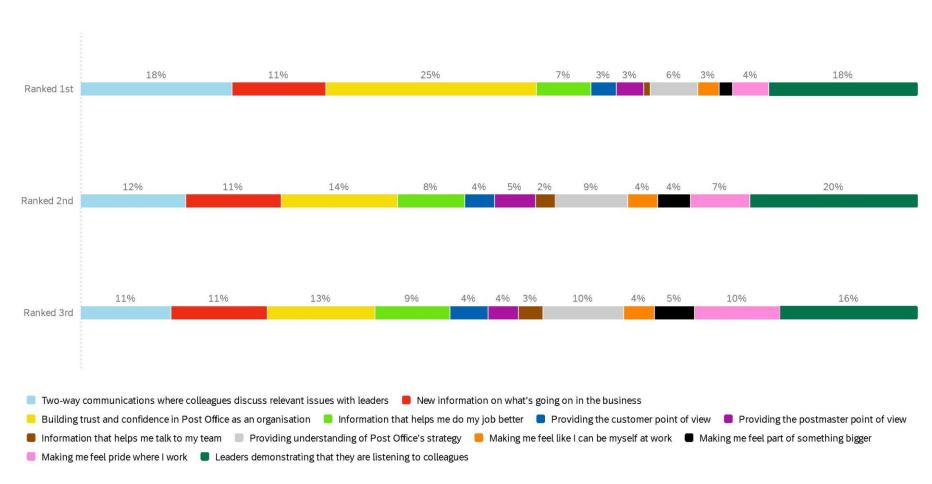


Name	Distribution	vs. POL Overall	UK Norm	vs. Pulse 2023
I feel confident that I can support Postmaster's and Partners to deliver for our customers	64% 27% 9%	0	-	-
Leaders in my part of the business genuinely seek to hear colleagues' suggestions and ideas	52% 28% 19%	0	-	-7
Internal communications provide two-way opportunities for colleagues to have their say	48% 33% 19%	0	-	-3
Leaders in my part of the business care about providing timely feedback that helps me grow	47% 34% 19%	0	E .	-9

Name	Distri	bution		vs. POL Overall	UK Norm	vs. Pulse 2023
Communications provided by Post Office are open and honest	46%	33%	21%	0	-15	-4

Thinking about internal communications from our leaders at Post Office, which of the following do you think we should be doing more of?









This page shows a heatmap of all standard question scores. The percentages refer to the proportion of colleagues who responded 'agree' or 'strongly agree' to the question.

How to use Heatmaps

Heatmaps contain two types of scores: Comparisons and Breakouts. Choose the fields you would like to see using the menus at the top of the heatmap.

The leftmost column of the heatmap always shows the **Comparison** score, which will by default be the score for POL overall. The rest of the columns are the scores for every available field in your chosen **Breakout**. Data will update based on the filter selections at the top of the page.

Available Comparisons:

POL Overall - The score for everyone in Post Office **Your Team** - The score for the team you are currently viewing, including any filters you currently have applied **vs. UK Norm** - The benchmark value for each question for companies in the UK

vs. 2022 - The score from the Post Office 2022 Annual Engagement Survey (please use hierarchy filter at the top of the page to see how your function performed in 2024 compared it's 2022 scores)

Available Breakouts:

Function - The scores for your current filter selection split by Function

One level below - The score for every team that is one level below the current selection in the hierarchy filter

Age group - The scores for your

Gender - The scores for your current filter selection split by Gender

Grade - The scores for your current filter selection split by Grade

Length of service (years) - The scores for your current filter selection split by how long colleagues have worked for Post Office

Permanent/Temporary - The scores for your current filter selection solit by contract type

Breakouts are colour coded based on their distance from the selected

Key:

7

Comparison

Comparison: Breakout:		Overall			dal						tion	
vs. POL Overall V	VS. POL	Overall CASC	cf ^O	Comme	*	LCAS	Payzone	People	q ¹	Remedia	Retail	sof
Response Counts	3120	30	158	103	251	80	63	88	34	84	2176	4
> Engagement index	57%	39%	63%	59%	64%	52%	58%	46%	51%	53%	57%	669
> Strategy & Leadership Index	44%	51%	55%	62%	54%	47%	48%	52%	48%	43%	40%	639
> Psychological safety index	71%	65%	74%	80%	77%	80%	64%	67%	66%	62%	70%	729
> EDI	71%	65%	74%	79%	79%	71%	71%	69%	68%	74%	70%	799
> Leadership & Communications	52%	71%	62%	65%	63%	64%	53%	53%	61%	45%	48%	669
In the past few months, I've felt under constant strain at work	29%	7%	26%	30%	27%	15%	33%	33%	12%	24%	30%	279
In the current environment, I feel able to balance my work and personal life in a way that works	62%	47%	68%	71%	71%	46%	59%	73%	35%	61%	61%	69%
I see the Ways of Working being demonstrated every day	53%	20%	56%	56%	56%	44%	54%	48%	44%	55%	53%	579
Senior Leaders Lead by Example and behave in line with our Ways of Working	38%	10%	44%	56%	47%	30%	52%	28%	47%	35%	35%	439
The way Post Office does business is always consistent with our purpose, strategy and values	42%	20%	51%	49%	52%	29%	49%	33%	38%	31%	41%	479
I am provided with the freedom to make appropriate decisions within my job	73%	73%	84%	83%	80%	80%	71%	78%	56%	52%	71%	869

Comparison: Breakout:		vs. POL Overall			Commercial 1 LCAS			e			Renediation Retail 58		
	15. POL	CARC	cko	Comme	, «	LCAS	Payzons	People	4	Remedi	Retail	G&	
There is good teamwork and co-operation between departments at Post Office	48%	43%	59%	52%	51%	35%	56%	41%	38%	45%	47%	539	
Where I work people are held accountable for their performance and behaviours	63%	47%	59%	69%	68%	63%	57%	48%	53%	58%	64%	579	
At Post Office, how we do things is as important as what we do	69%	40%	76%	69%	73%	66%	65%	70%	59%	62%	69%	739	
Any major barriers at work are effectively managed in order to allow me to do my job well	59%	37%	56%	53%	56%	40%	56%	50%	38%	44%	62%	519	
Where I work, people are recognised for how they do things, as well as what they do	67%	73%	72%	63%	71%	74%	63%	64%	65%	58%	67%	719	
I feel able to achieve my career objectives at Post Office	49%	30%	57%	54%	58%	50%	60%	56%	24%	44%	48%	519	
I have access to the training, learning and development I need to do my job well	67%	23%	69%	63%	71%	54%	59%	75%	47%	64%	68%	659	
Post Office inspires me to do the best work everyday	54%	37%	62%	57%	63%	54%	56%	45%	47%	45%	53%	559	
Post Office is investing in its people	40%	20%	49%	41%	56%	29%	49%	42%	44%	30%	38%	419	
Most of the systems and processes support us getting our work done effectively	52%	37%	51%	43%	56%	35%	56%	41%	35%	44%	54%	499	
I regularly discuss my career development and growth with my line manager and track progress agai	55%	50%	56%	58%	62%	66%	52%	63%	35%	52%	55%	479	





This page shows a heatmap of all standard question scores. The percentages refer to the proportion of colleagues who responded 'agree' or 'strongly agree' to the question.

How to use Heatmaps

Heatmaps contain two types of scores: Comparisons and Breakouts. Choose the fields you would like to see using the menus at the top of the heatmap.

The leftmost column of the heatmap always shows the **Comparison** score, which will by default be the score for POL overall. The rest of the columns are the scores for every available field in your chosen **Breakout**. Data will update based on the filter selections at the top of the page.

Available Comparisons:

POL Overall - The score for everyone in Post Office **Your Team** - The score for the team you are currently viewing, including any filters you currently have applied **vs. UK Norm** - The benchmark value for each question for companies in the UK

vs. 2022 - The score from the Post Office 2022 Annual Engagement Survey (please use hierarchy filter at the top of the page to see how your function performed in 2024 compared it's 2022 scores)

Available Breakouts:

Function - The scores for your current filter selection split by Function

Breakouts are colour coded based on their distance from the selected

Comparison

Key:

-9 0 +9



Comparison: Breakout:		Overall			dal						tion	
vs. POL Overall V	VS. POL	Overall CASC	cho	Comme	*	LCAS	Payzons	People	4	Renedi	Retail	S.
Response Counts	3120	30	158	103	251	80	63	88	34	84	2176	4
> Engagement index	57%	-18	+6	+2	+6	-6	0	-11	-6	-4	0	+9
> Strategy & Leadership Index	44%	+7	+11	+18	+10	+3	+4	+8	+4	-1	-4	+19
> Psychological safety index	71%	-6	+3	+9	+6	+9	-7	-4	-4	-9	-1	+
> EDI	71%	-6	+2	+8	+8	0	0	-2	-4	+2	-1	+
> Leadership & Communications	52%	+19	+11	+14	+11	+13	+1	+1	+9	-6	-4	+1
In the past few months, I've felt under constant strain at work	29%	-22	-3	+1	-2	-14	+5	+4	-17	-5	+1	8
In the current environment, I feel able to balance my work and personal life in a way that works	62%	-16	+6	+9	+9	-16	-3	+11	-27	-1	-1	+
I see the Ways of Working being demonstrated every day	53%	-33	+3	+4	+3	-9	+1	-5	-9	+2	0	+.
Senior Leaders Lead by Example and behave in line with our Ways of Working	38%	-28	+7	+19	+9	-8	+15	-9	+10	-3	-2	+!
The way Post Office does business is always consistent with our purpose, strategy and values	42%	-22	+10	+7	+11	-13	+8	-9	-3	-11	-1	+!
I am provided with the freedom to make appropriate decisions within my job	73%	0	+11	+10	+7	+7	-2	+5	-17	-21	-2	+1

Comparison: Breakout:		Overall	oerall CASC CFO COMMERCIAL					People PI Remediation Retail 585					
Function	VS. POL	CARC	cho	Comme	4	LCAS	Payzon	People	q ¹	Remedi	Retail	gg ⁴	
There is good teamwork and co-operation between departments at Post Office	48%	-4	+11	+5	+4	-13	+8	-7	-9	-2	-1	+:	
Where I work people are held accountable for their performance and behaviours	63%	-16	-4	+6	+5	-1	-6	-15	-10	-5	+1	-1	
At Post Office, how we do things is as important as what we do	69%	-29	+7	0	+3	-3	-4	+1	-11	-7	0	+.	
Any major barriers at work are effectively managed in order to allow me to do my job well	59%	-22	-3	-6	-3	-19	-3	-9	-21	-15	+3	-:	
Where I work, people are recognised for how they do things, as well as what they do	67%	+6	+5	-4	+3	+6	-4	-4	-3	-9	0	+-	
I feel able to achieve my career objectives at Post Office	49%	-19	+8	+5	+9	+1	+11	+6	-26	-5	-2	+;	
I have access to the training, learning and development I need to do my job well	67%	-43	+2	-4	+5	-13	-8	+8	-20	-2	+1	-	
Post Office inspires me to do the best work everyday	54%	-17	+8	+4	+9	0	+2	-8	-7	-9	-1	+	
Post Office is investing in its people	40%	-20	+10	+1	+16	-11	+9	+2	+4	-10	-2	+	
Most of the systems and processes support us getting our work done effectively	52%	-15	-1	-9	+4	-17	+3	-11	-17	-8	+2	+	
I regularly discuss my career development and growth with my line manager and track progress agai	55%	-5	+1	+3	+6	+11	-3	+7	-20	-3	-1	-:	





This page shows all the metrics relevant for Short Term Incentive Planning.



Name	Distribution	vs. POL Overall	UK Norm	vs. Pulse 2023
am motivated to do the best job can at Post Office	73%	0	+12	-3
Where I work, people are treated fairly	71%	0	-	in.
Any major barriers at work are effectively managed in order to allow me to do my job well	59%	0	-	+12

V

Name	Distribution	vs. POL Overall	UK Norm	vs. Pulse 2023
I have access to the training, learning and development I need to do my job well	67%	0	-5	-
I see the Ways of Working being demonstrated every day	53%	0	-	-5

Name	Distribution	vs. POL Overall	UK Norm	vs. Pulse 2023	Name	Distribution	vs. POL Overall	UK Norm	vs. Pulse 2023
I feel able to achieve my career objectives at Post Office		0	-11	-4	Senior Leaders Lead by Example and behave in line with our Ways of Working		0	-31	-6
There is good teamwork and co-operation between departments at Post Office		0	-7	-2	I have confidence in the Senior Leadership of Post Office		0	-34	-5
					The senior leadership have communicated a vision for 2025 and strategic priorities for Post Offic		0	-30	*