



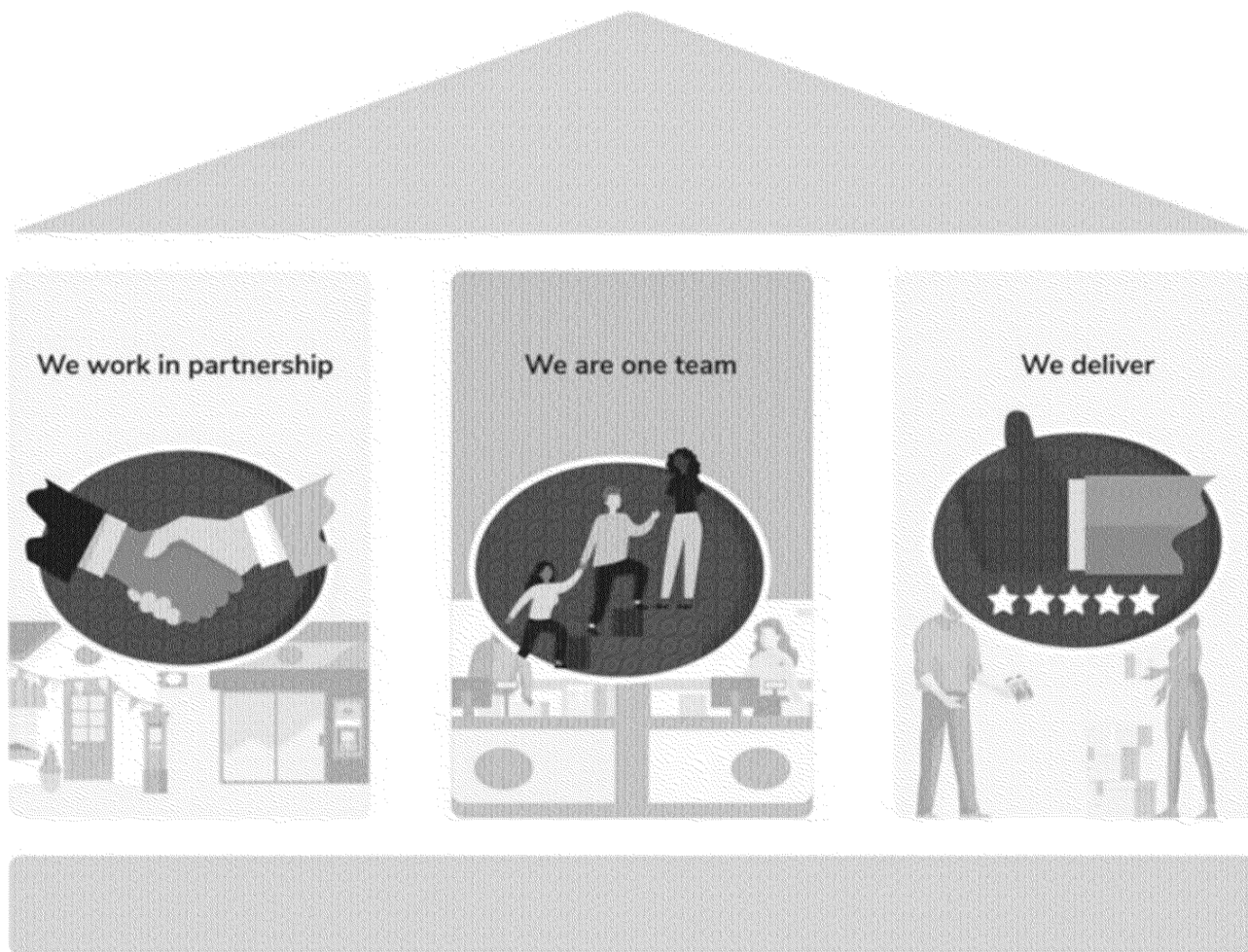
Welcome



Submit
questions to the
GE here

slido.com
#PostOffice





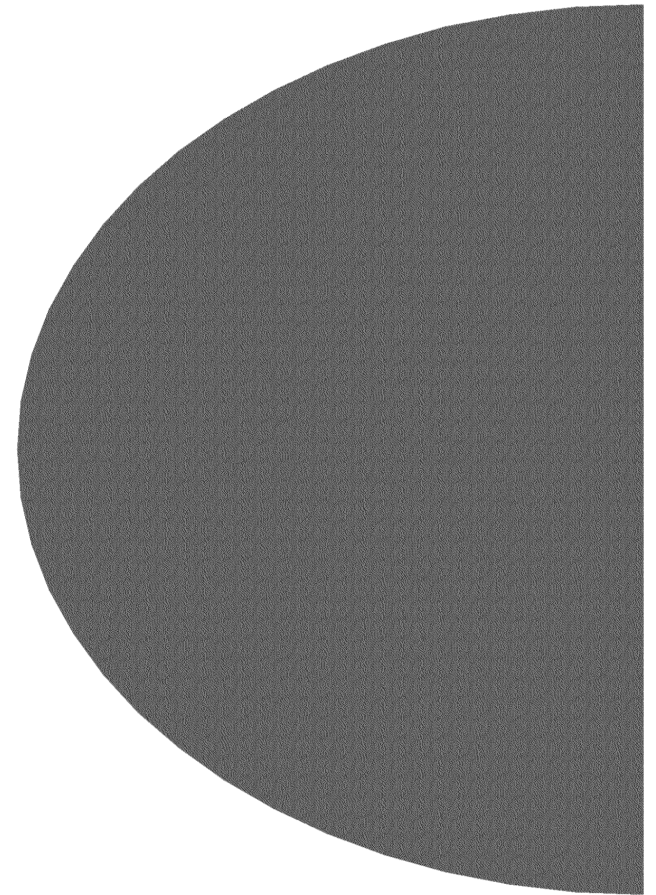
Welcome

Henry Staunton
Chairman



Agenda

- Our Intent to 2025
- Our Priorities for 2023/24
- Our Culture
- Celebrating our Award Winners
- Questions & Answers





GRO

**“...the best
way out is always
through.”**

POL00448707
POL00448707



POL-BSFF-WITN-018-0000107

A year of achievements and the year ahead

Nick Read
Group Chief Executive













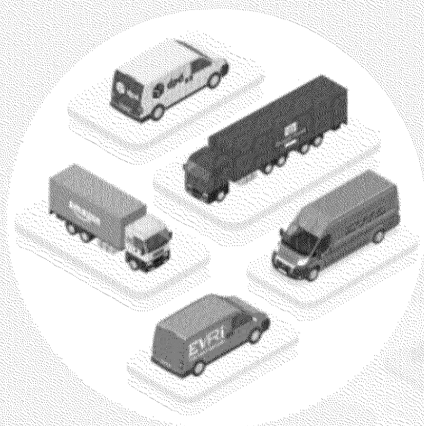


GRO

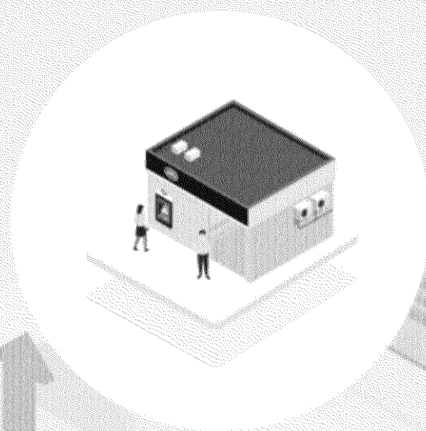












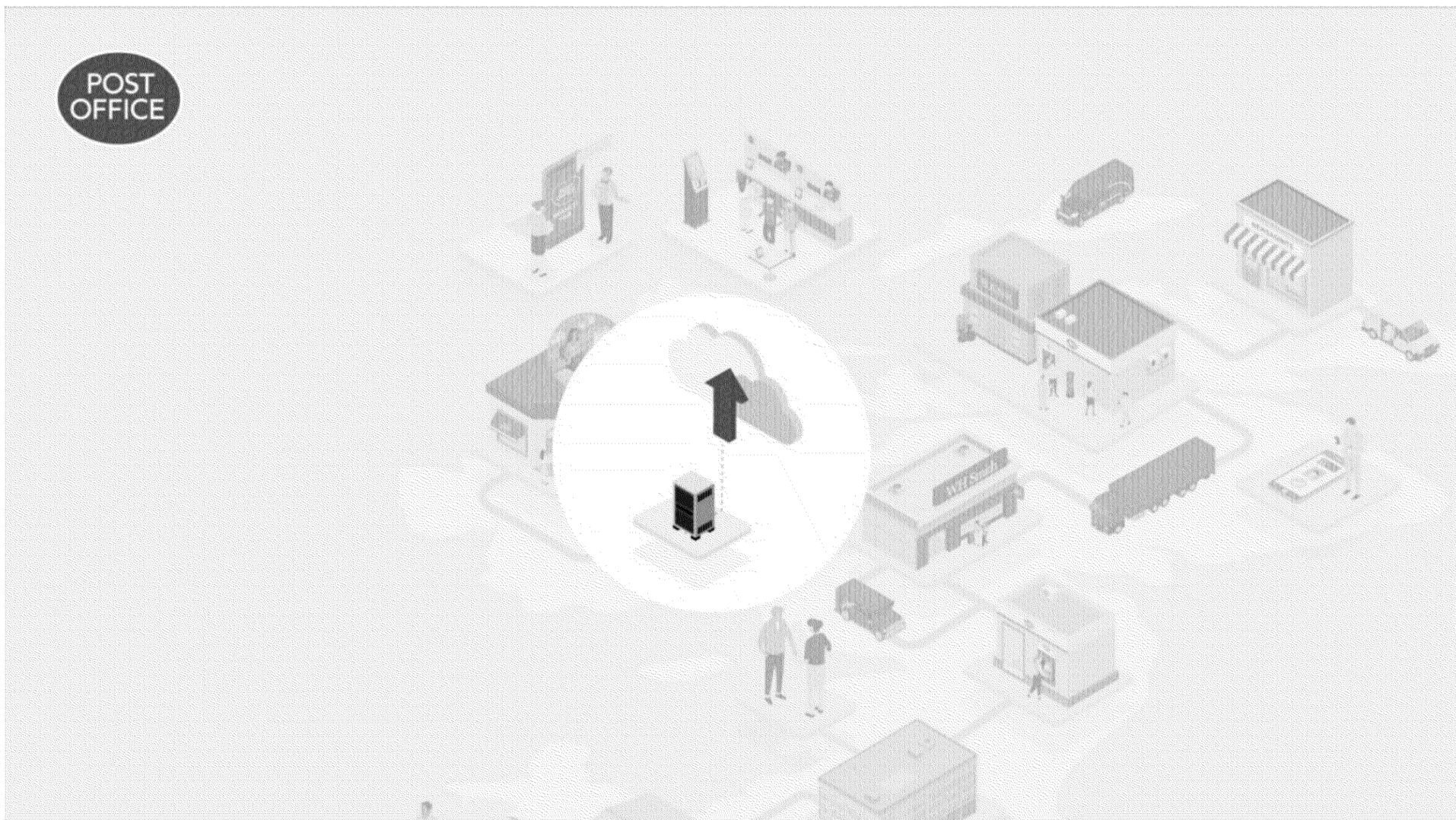






GRO









Our Intent to 2025



A modern, successful and sustainable franchise retailer

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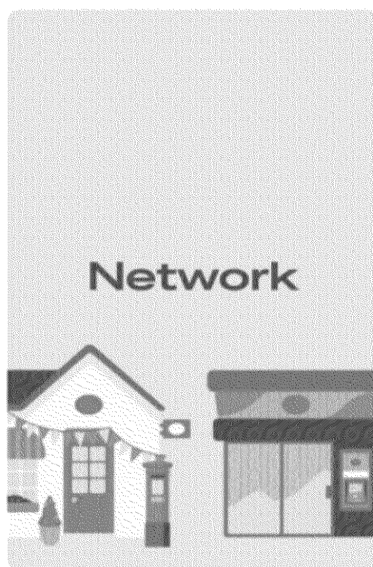
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We're here...

in person...

for the people
who rely on us

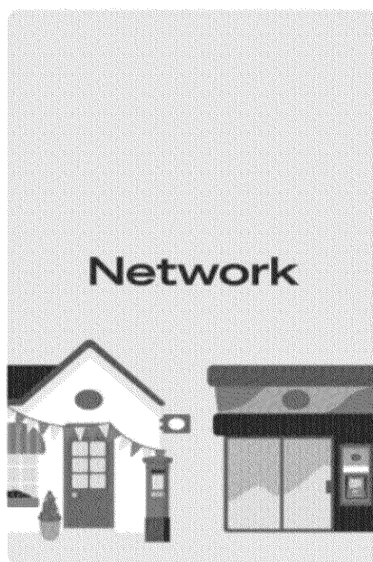
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We're here...

in person...

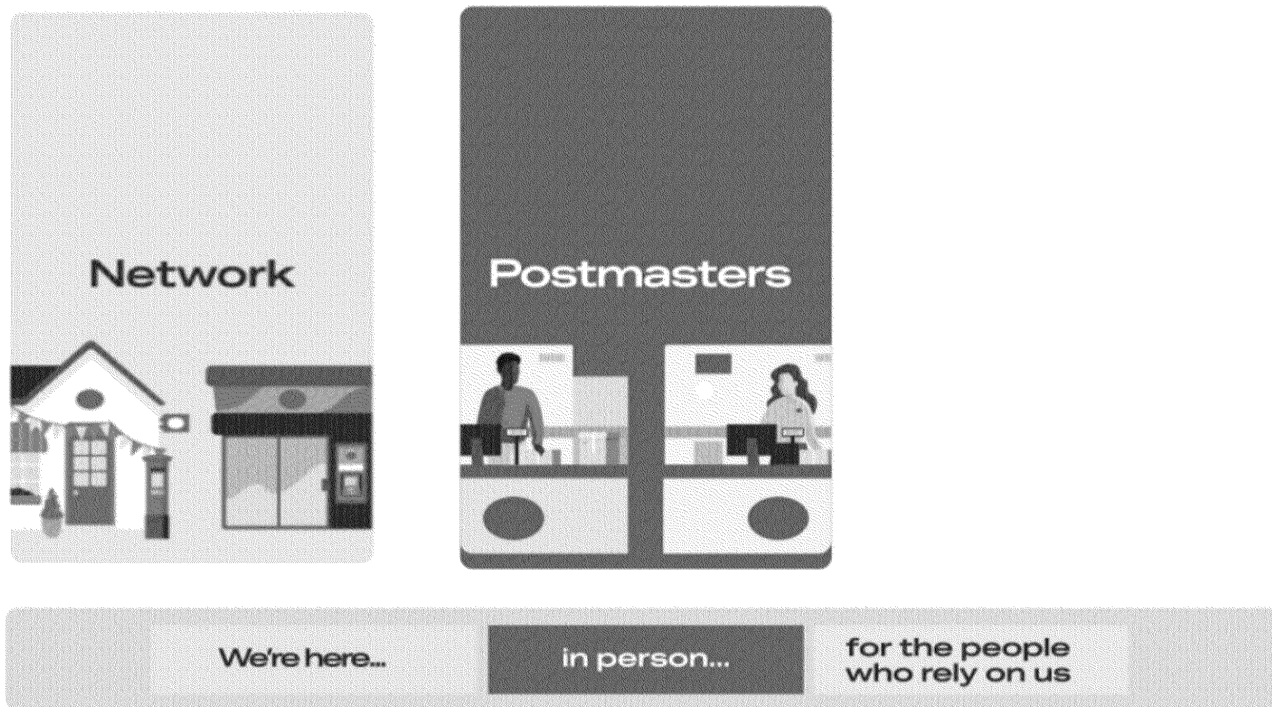
for the people
who rely on us



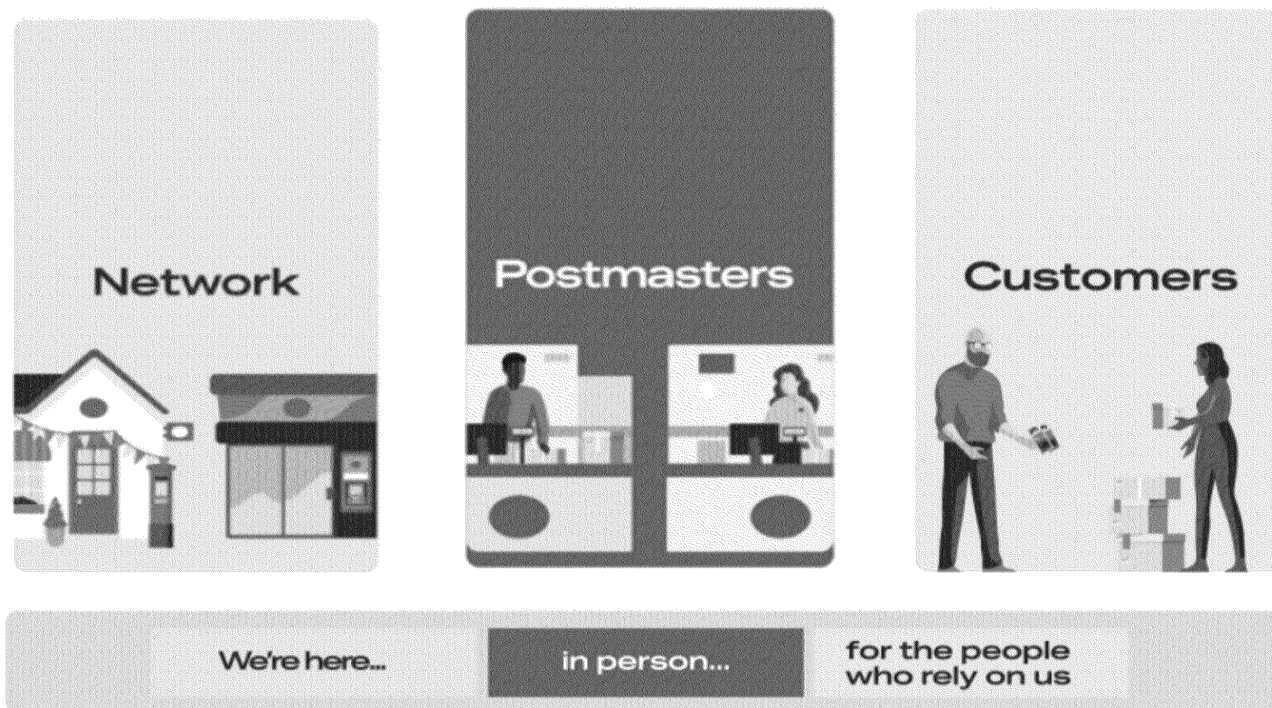
We're here...

in person...

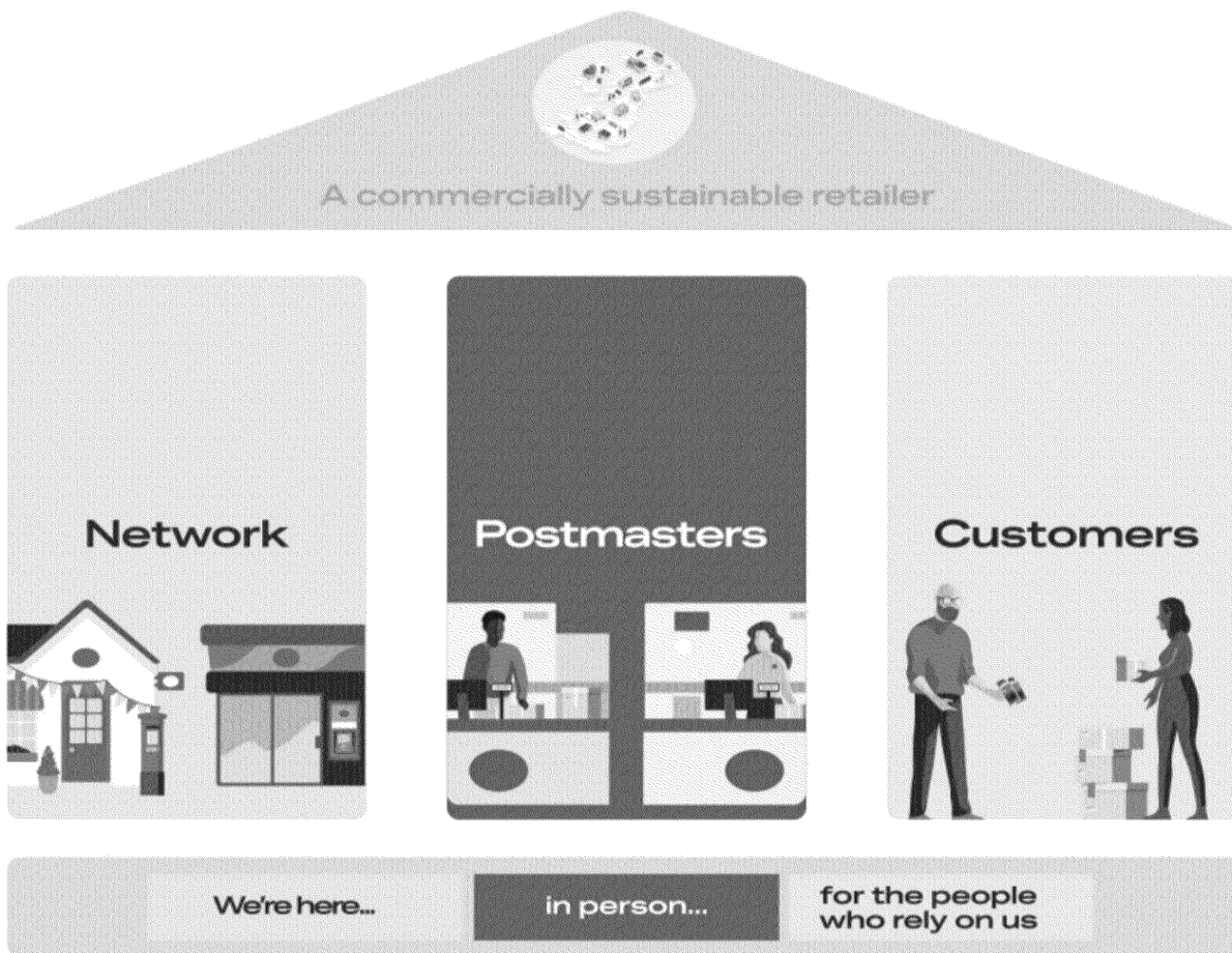
for the people
who rely on us







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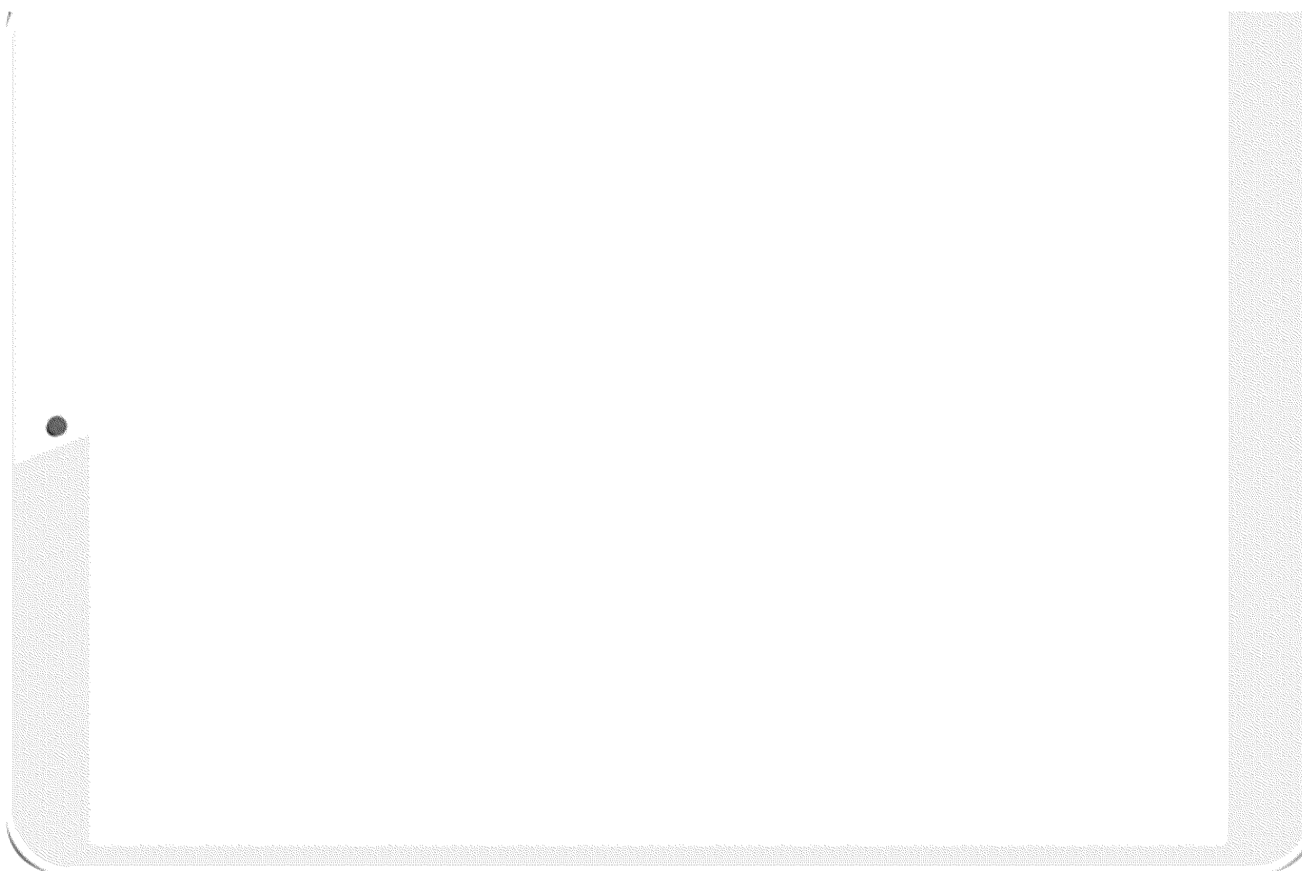
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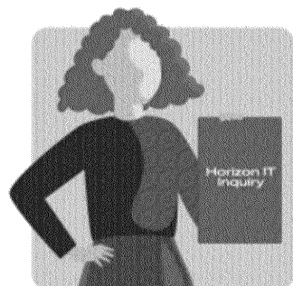
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Rebuilding trust



**Improving branch
profitability**



Transforming Technology

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Our Intent to 2025



A modern, successful and sustainable franchise retailer

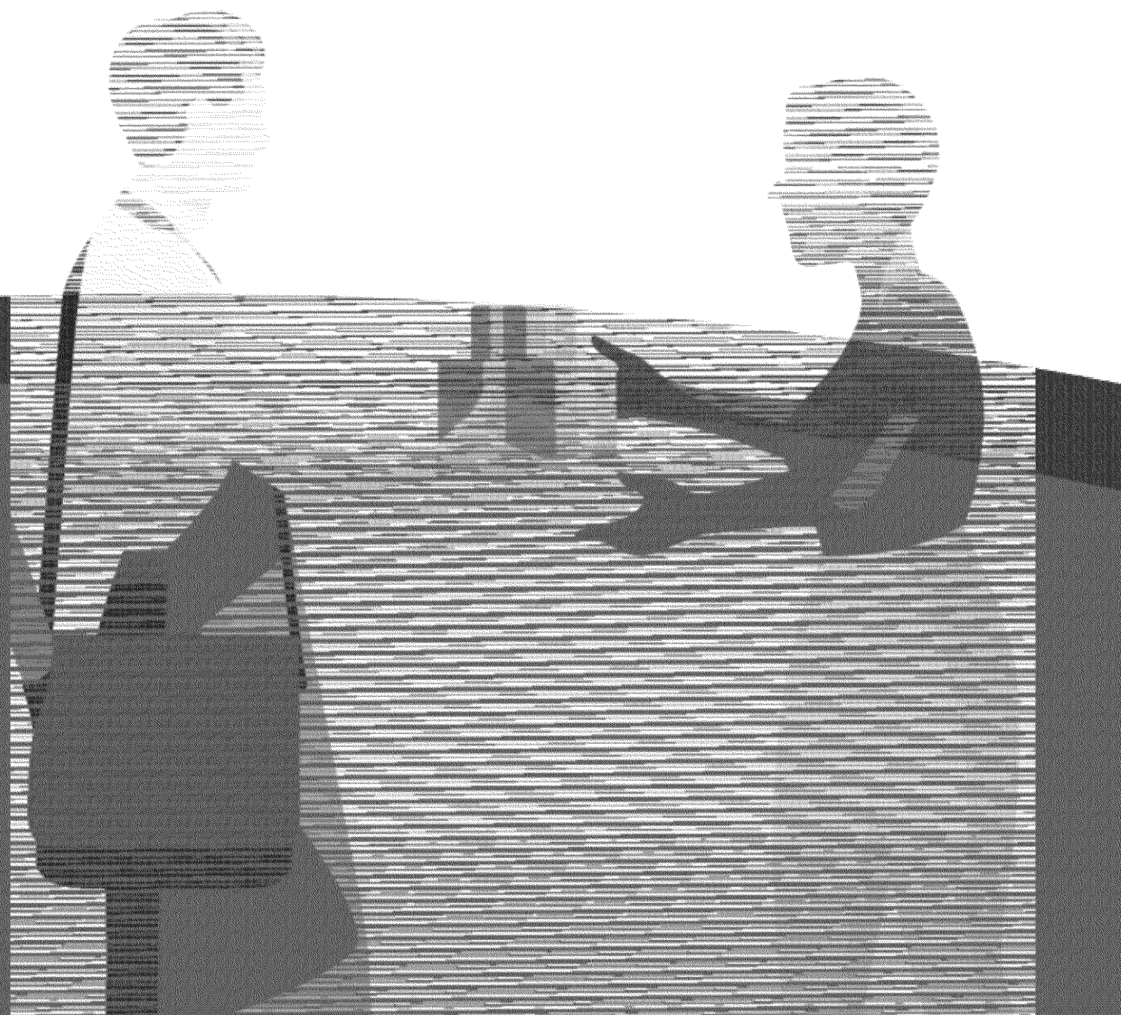
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Our Strategic Priorities





Rebuilding trust



Improving branch profitability

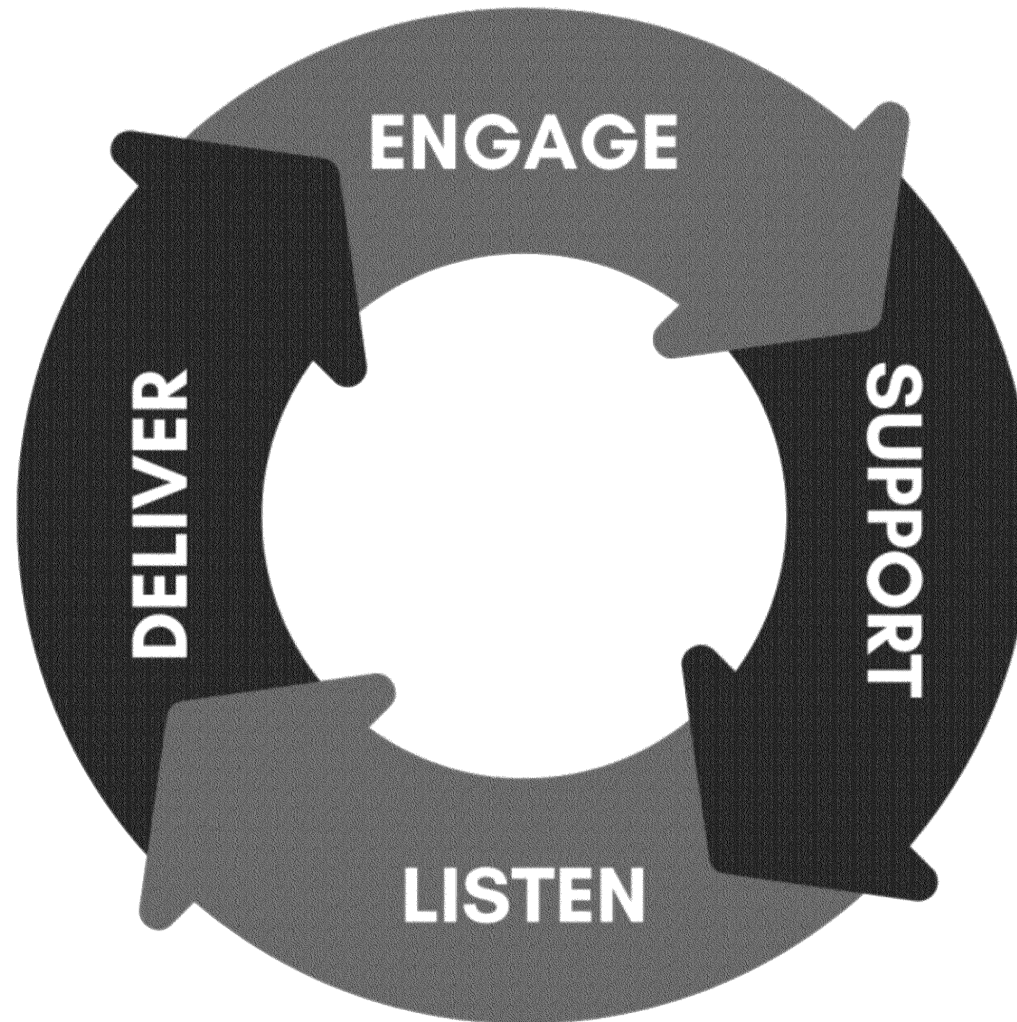


Transforming Technology

Post Office Horizon IT Inquiry

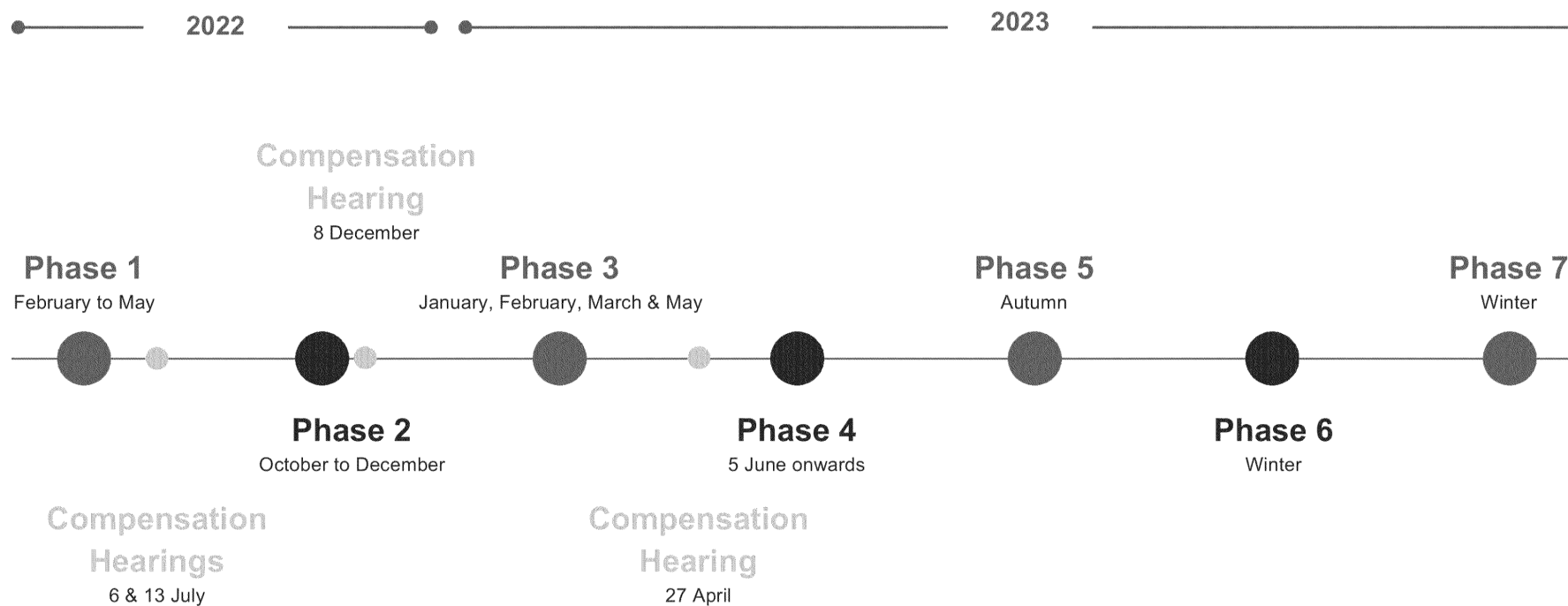
Diane Wills
Public Inquiry and Historical Matters
Legal Services Director

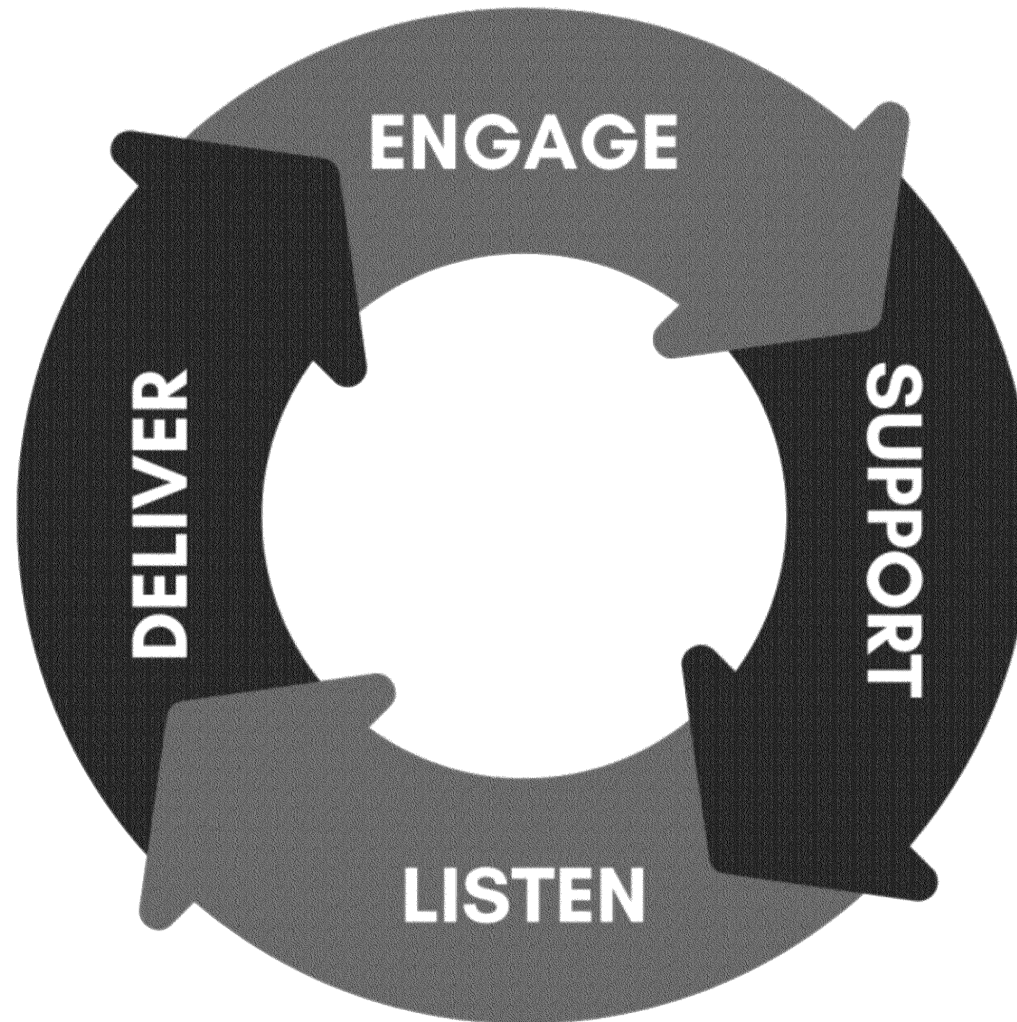


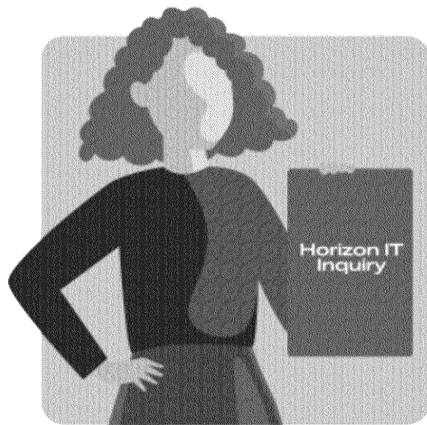


- Phase 1 Human Impact Hearings**
- Phase 2 Horizon IT System**
- Phase 3 Operation, training, resolution of disputes**
- Phase 4 Criminal & civil investigations**
- Phase 5 Redress**
- Phase 6 Governance**
- Phase 7 Current practice**

Inquiry Timeline



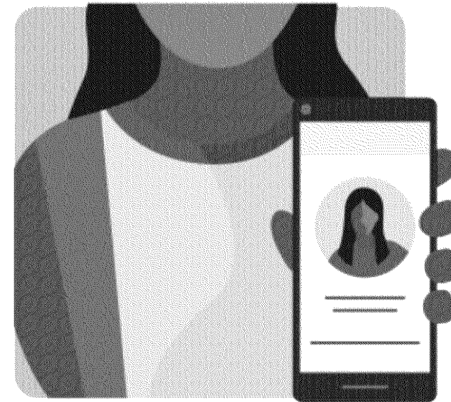




Rebuilding trust



Improving branch profitability



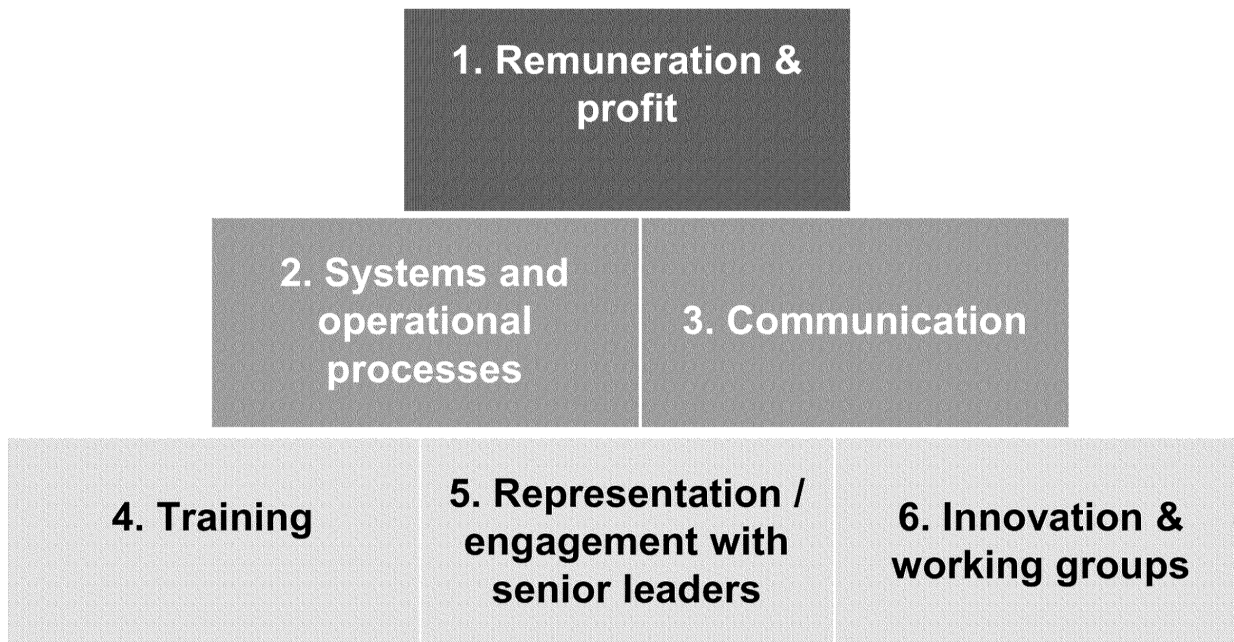
Transforming Technology

Rebuilding Trust with Postmasters

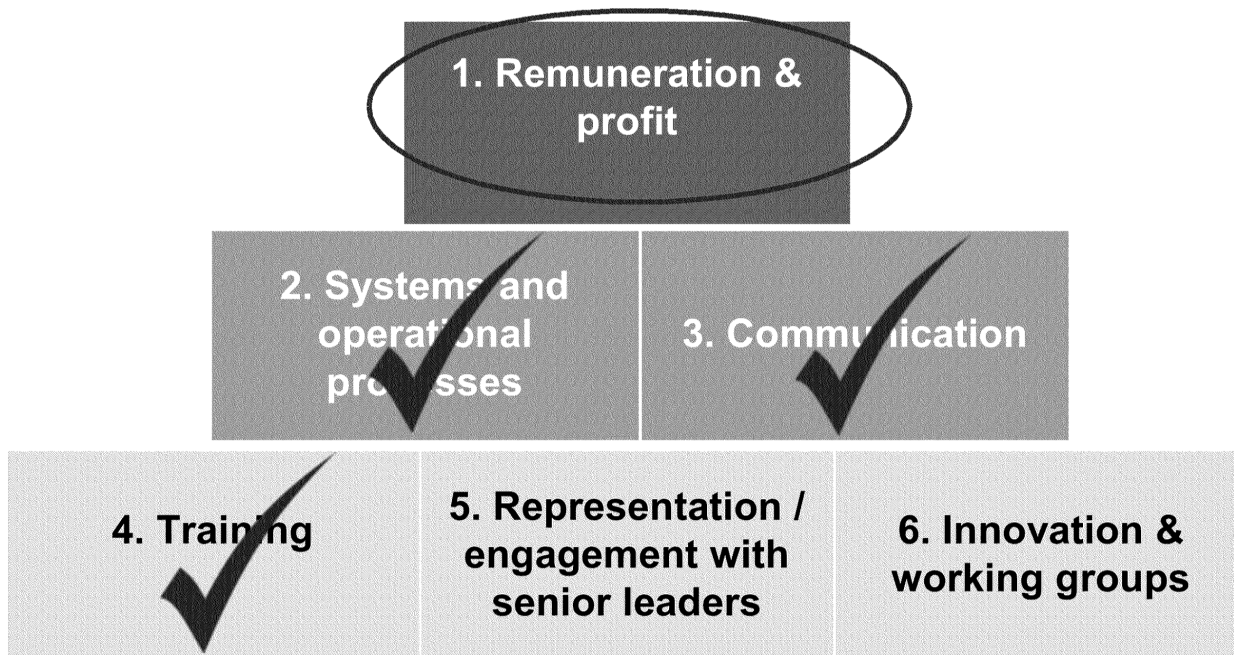
Tracy Marshall
Retail Engagement Director



A reminder of the six priority areas



A reminder of the six priority areas



This year's survey

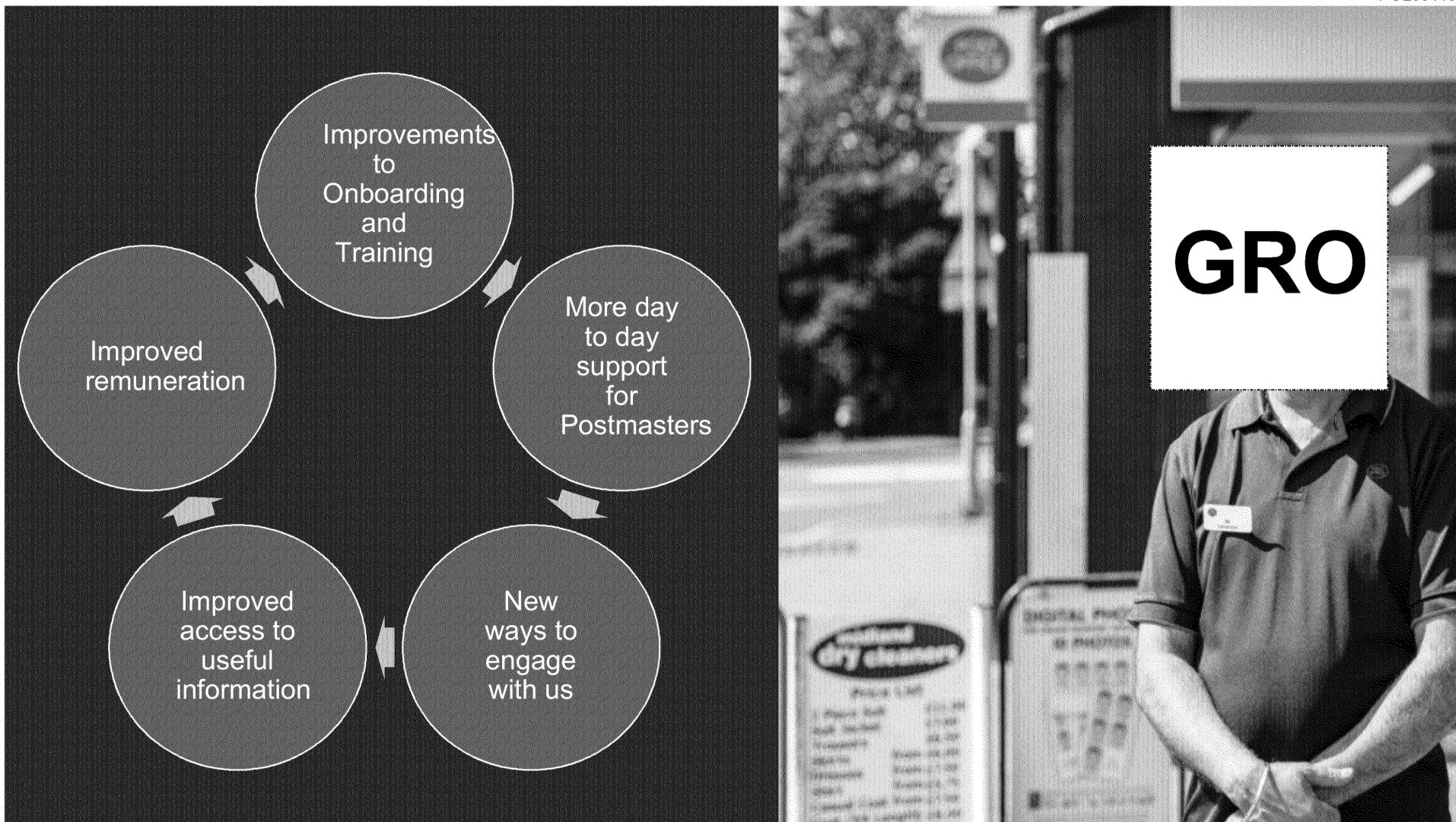
**Four-week
survey**
closed on
16 April

**1,640
responses**
this year
versus **1,313**
last year

22%
of our
independent
Postmaster
population

Results will be
shared at
**Postmaster
conference**
11 May







Rebuilding trust



Improving branch profitability



Transforming Technology



Rebuilding trust



Improving branch profitability



Transforming Technology

Improving Branch Profitability

Chrysanthy Pispinis
Commercial Strategy & Planning Director



Portfolio diversification... every product has a role to play...

Platform



Range

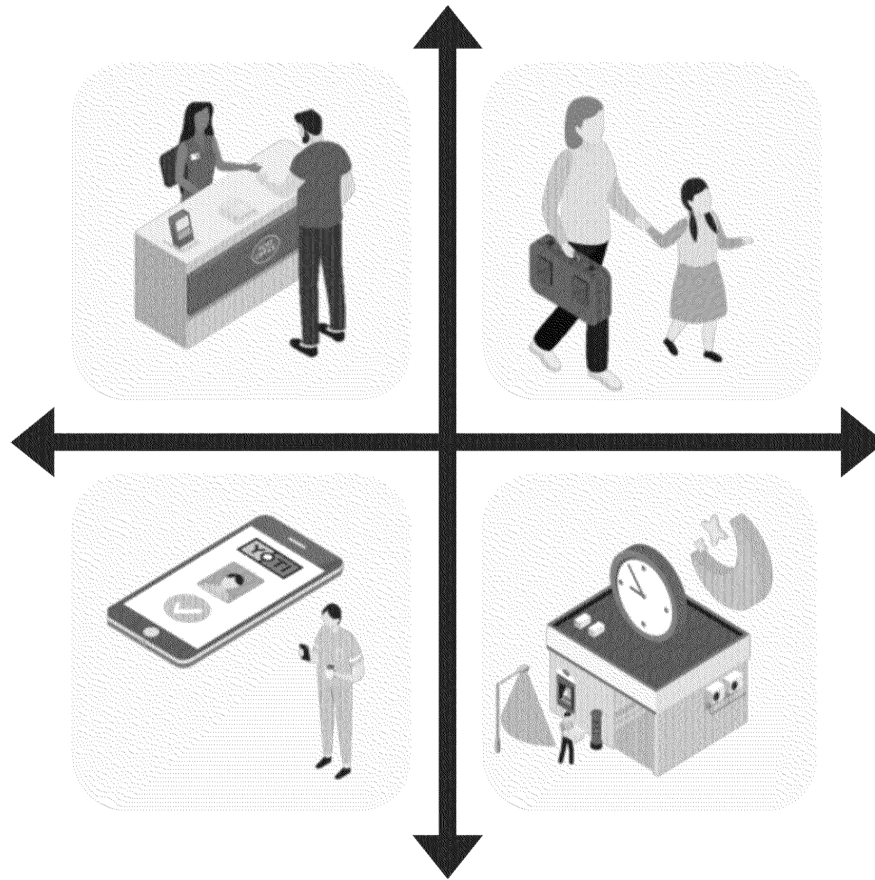


Core

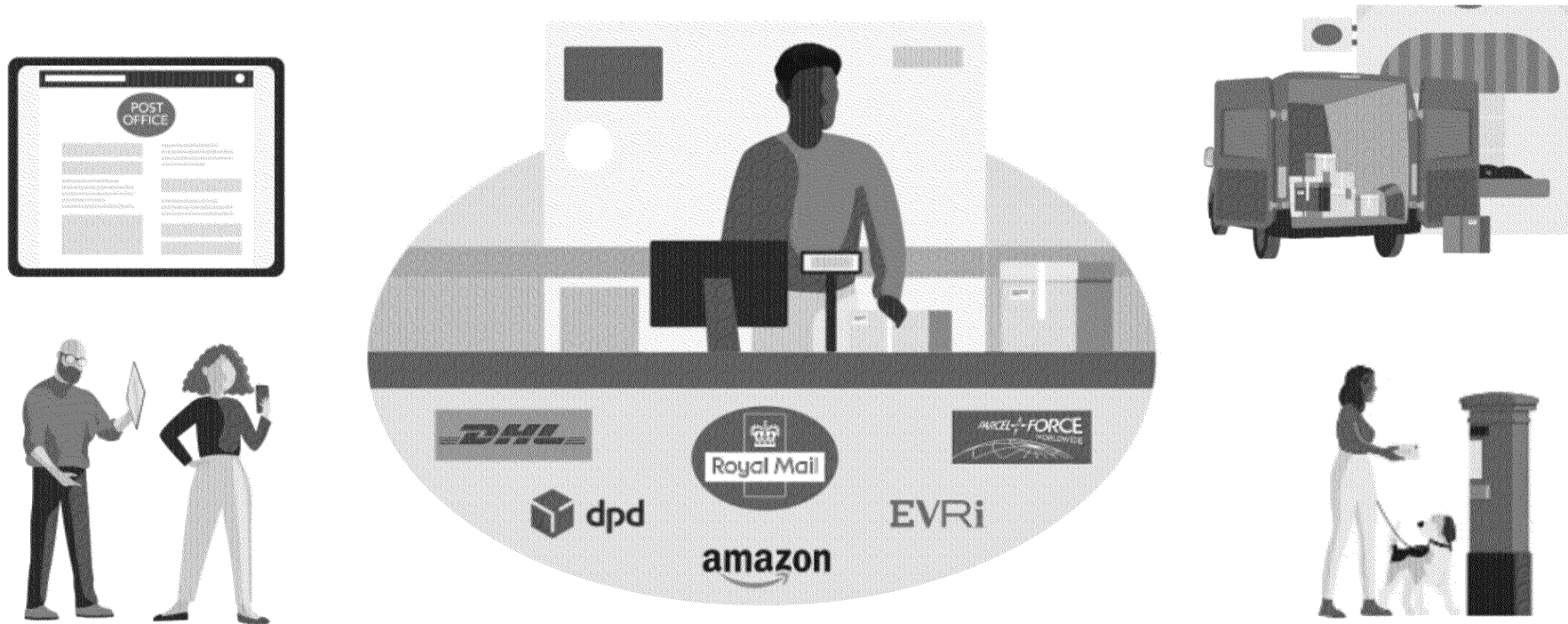
...to create a more commercially sustainable Post Office and build resilience



Balancing act



The most extensive and accessible sales & acceptance network
for customers, carriers and retailers...



... and the heart of
the UK cash
infrastructure





Rebuilding trust



Improving branch profitability



Transforming Technology

Improving Branch Profitability

Pete Marsh
Director of Retail Operations



Branch MOTs

**Horizon
sales data**

1,000 Visits

**Staff
efficiency**

**Opening
hours**

**Product
level detail**

**Up to date
data**

Branch MOTs

1,139

Branch
MOTs

157

reviewing
opening hours
(14%)

515

different branches agreed
some change

(47% of branches)

286

reviewing staff
schedules
(26%)

318

reviewing staff
effectiveness
(29%)

Hourly rate calculated as 2023 National Living Wage @ £10.42 + 20%



Mains
Branch
Thorne
Doncaster

GRO

GRO

+20%
banking

£6.5k
saved each
year

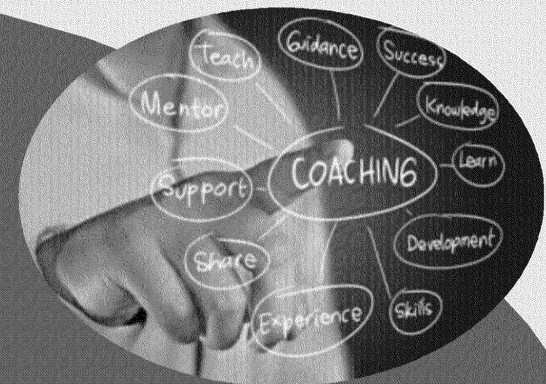
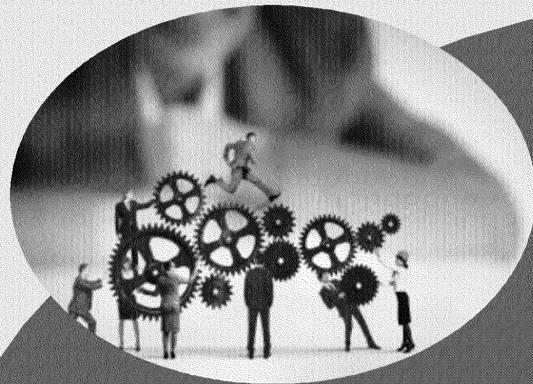
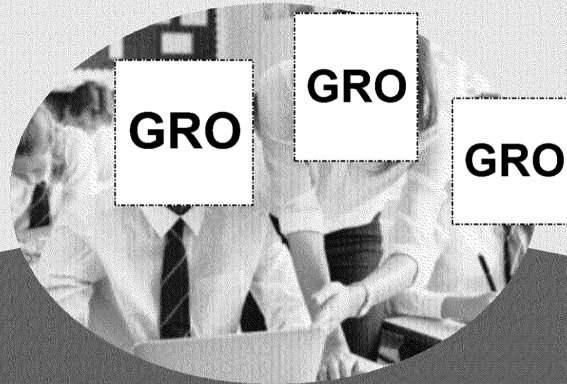
Mains
Branch
Albany Rd
Cardiff

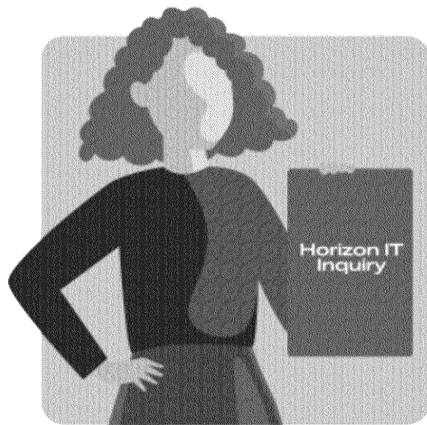
GRO

+5%
income

£30k
saved each
year

Team Evolution

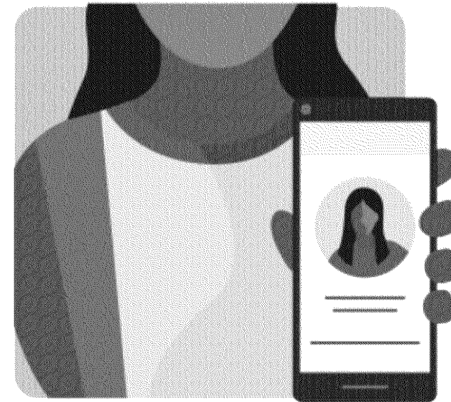




Rebuilding trust



Improving branch profitability



Transforming Technology



Rebuilding trust



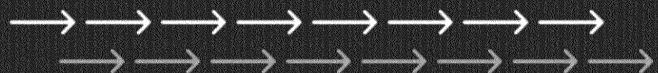
Improving branch profitability



Transforming Technology



Transforming Technology

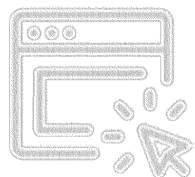


Zdravko Mladenov
& Katie Secretan



Post Office Limited – Strictly Confidential

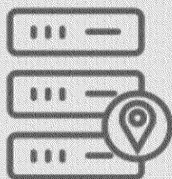
What makes up 'Transforming Technology'?



Branch Hub

**Postmaster
Services**

- *Field support*
- *Digital Help Desk*
- *Modern network connectivity*



**Transformin
g Tech**

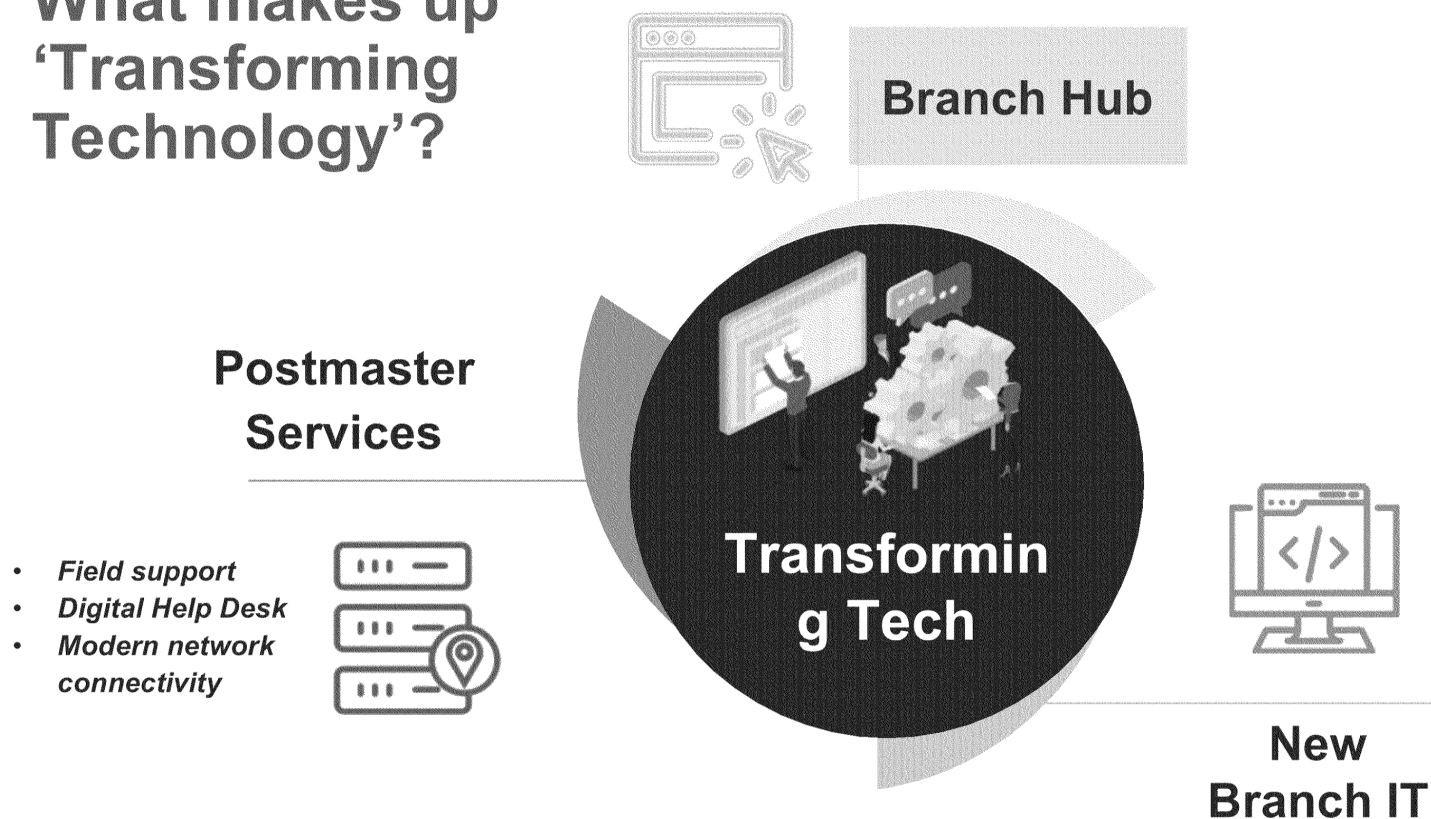


**New
Branch IT**

Transforming Technology



What makes up 'Transforming Technology'?



Transforming Technology

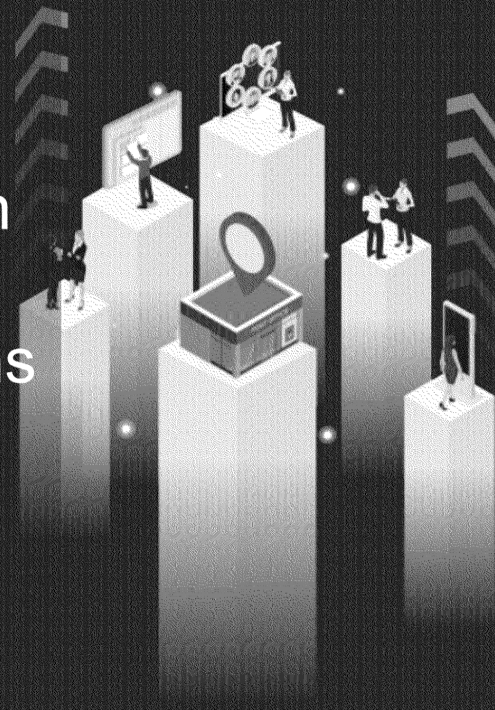


A bright future for Branch Hub



Transforming Technology

We are embarking on
one of the **largest** IT
system transformations
in Europe



Why Change Now?

It's time to **modernise**

Keeping pace to
achieve our ambition of
being best-in-class

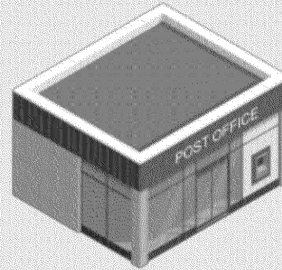
Futureproofing - a
platform to make things
better for the future

Building our future
and controlling our own
journey

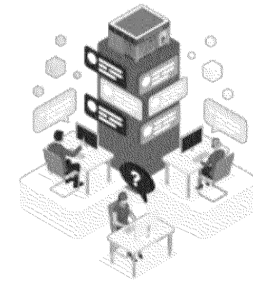


NBIT Tech Build Key Progress to Date

Completed
Procurement of the
new devices



New Branch IT proof of
concept counter is live
in **two branches**



Working closely with
300 members in our IT
Working Group



Drop & Collect technology,
offering full set of pre-paid mails products
252 locations by the end of April



Concept Design Integrated Setup Option



We've listened to our Network in terms of design and setup...

- Integrated EPOS on adjustable stand
- Ergonomic Poles with option to mount the EPOS screen
- Additional Ergonomic Poles which can hold printers
- Base plates which remove the need to screw into the counter





Retail Transformation Programme



Katie Secretan

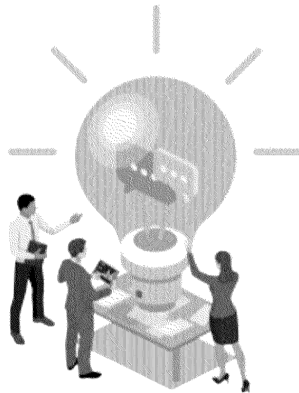


What is RTP?

Retail Transformation Programme

Enablement | Agility | Expertise

Vision: To create a **modern & efficient** experience for our retail network, partners and colleagues, that enables confidence in the roll-out and adoption of our New Branch IT.



Working Together to Build the Future of Post Office

1

The **stand-up of a function** made up of POL experts/leaders, consultants and contractors that will support the delivery of the plan over the next 18+ months.

2

To help **prepare, enable and guide** the network through this period of large-scale transformation and ensure the successful adoption of our New Branch IT.

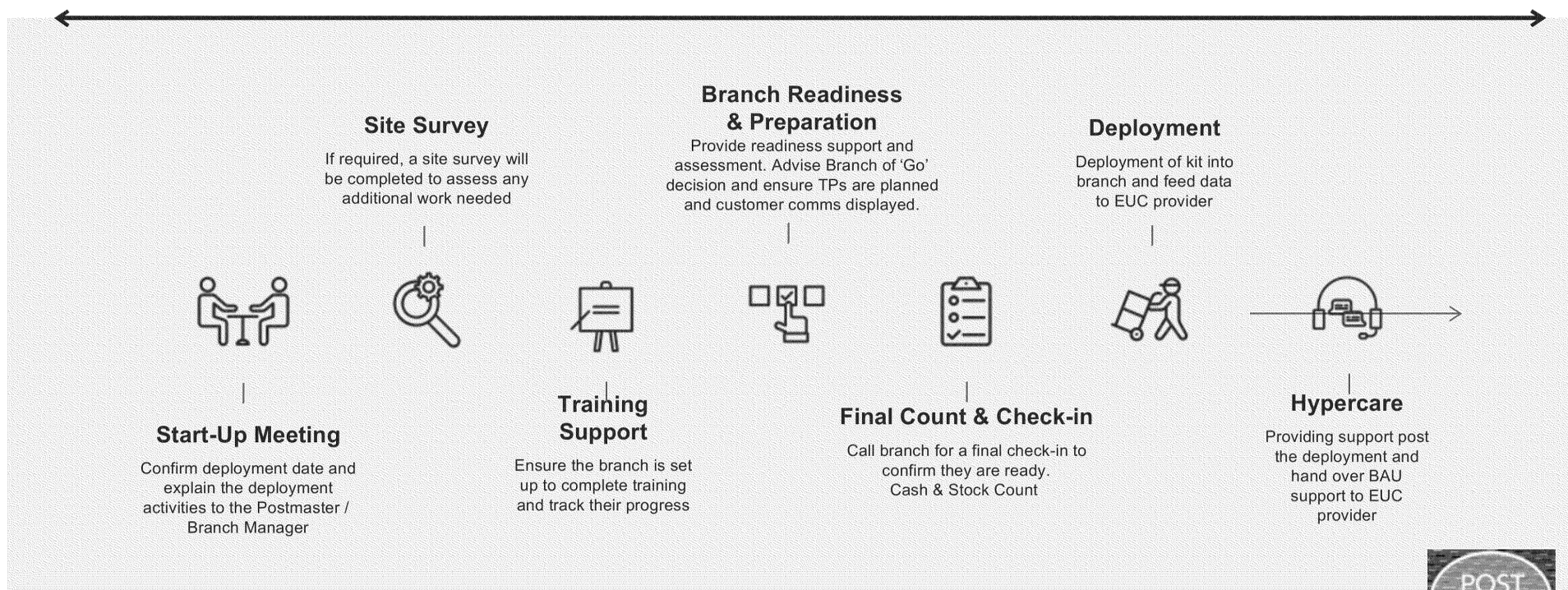
3

Build trust and **positive engagement** across our communities of Postmasters, Partners and Branch teams to help ensure a successful rollout and acceptance of our New Branch IT.



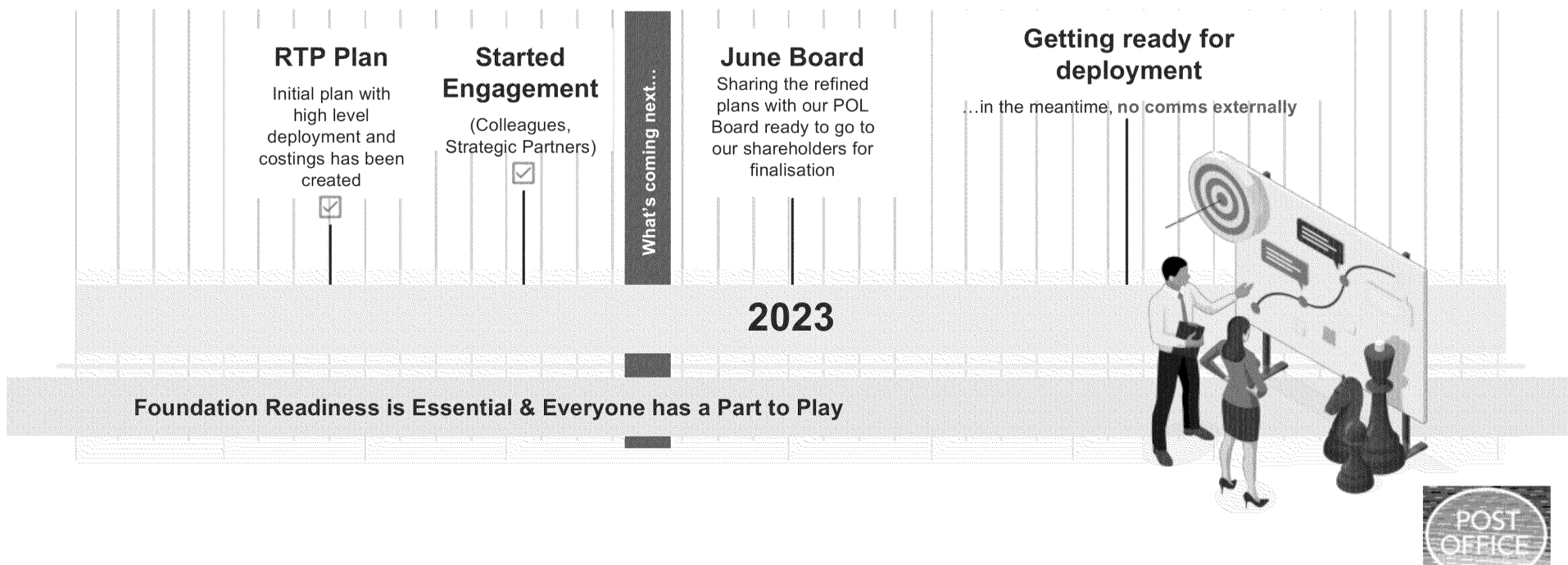
How will we deploy

16-week deployment lifecycle



RTP Roadmap

The journey so far...



So, what's next for now?



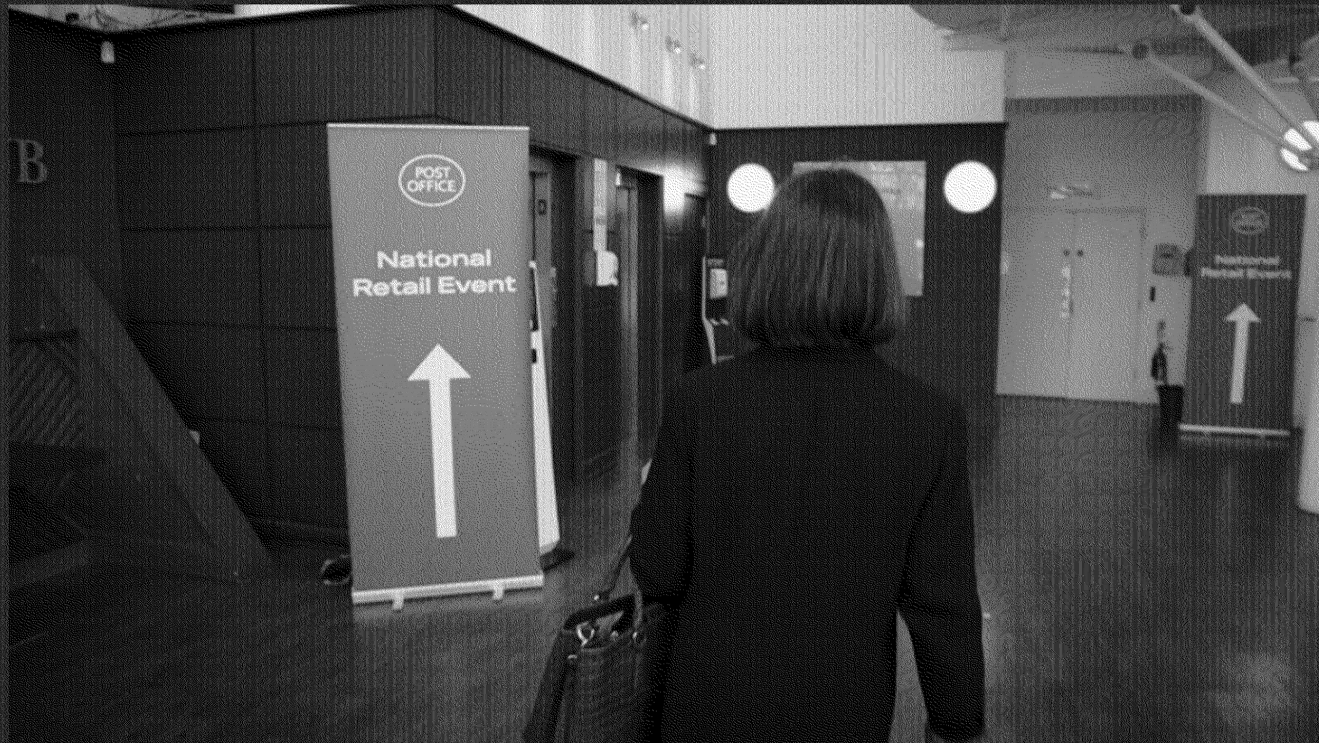
Delivering transformation into a network that is in good order is much more likely to be successful.

How can you support?

- ✓ Help branch teams to work through readiness activity
- ✓ Housekeeping – identify and rectify backlogs
- ✓ Engage with us – your feedback and input is critical



How's it going so far...





Rebuilding trust



Improving branch profitability



Transforming Technology



Rebuilding trust



Improving branch profitability



Transforming Technology



Break



Our Culture

Jane Davies
Group Chief People Officer



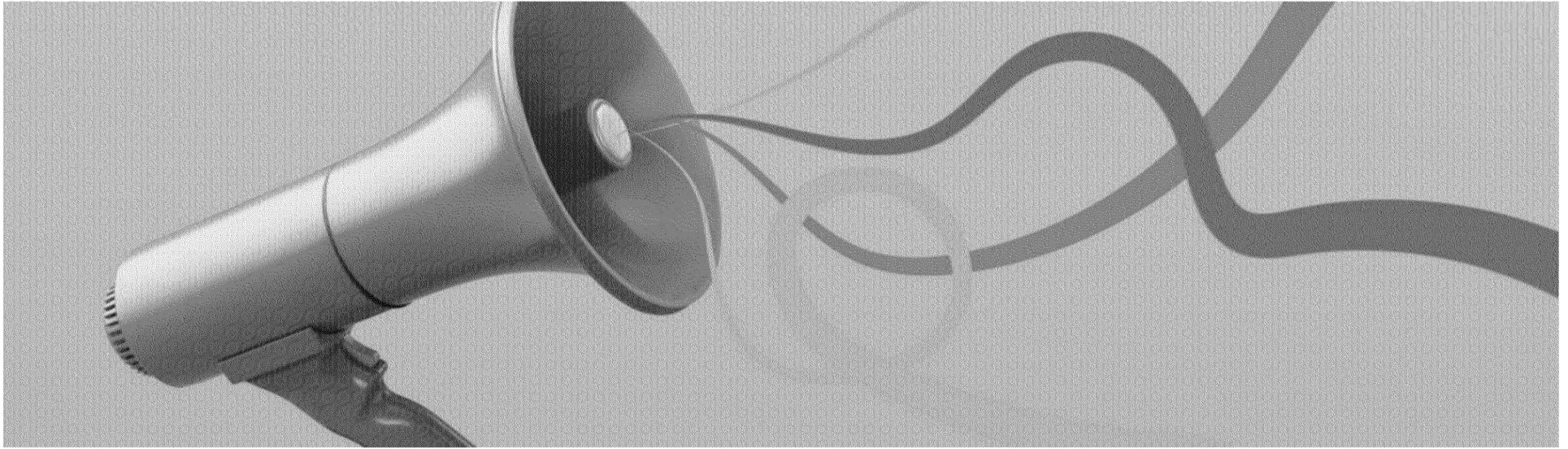
It starts here!

- **Overview on Engagement Results & Actions**
- **Focus on Leadership Behaviours**
- **Update on Cultural Change**

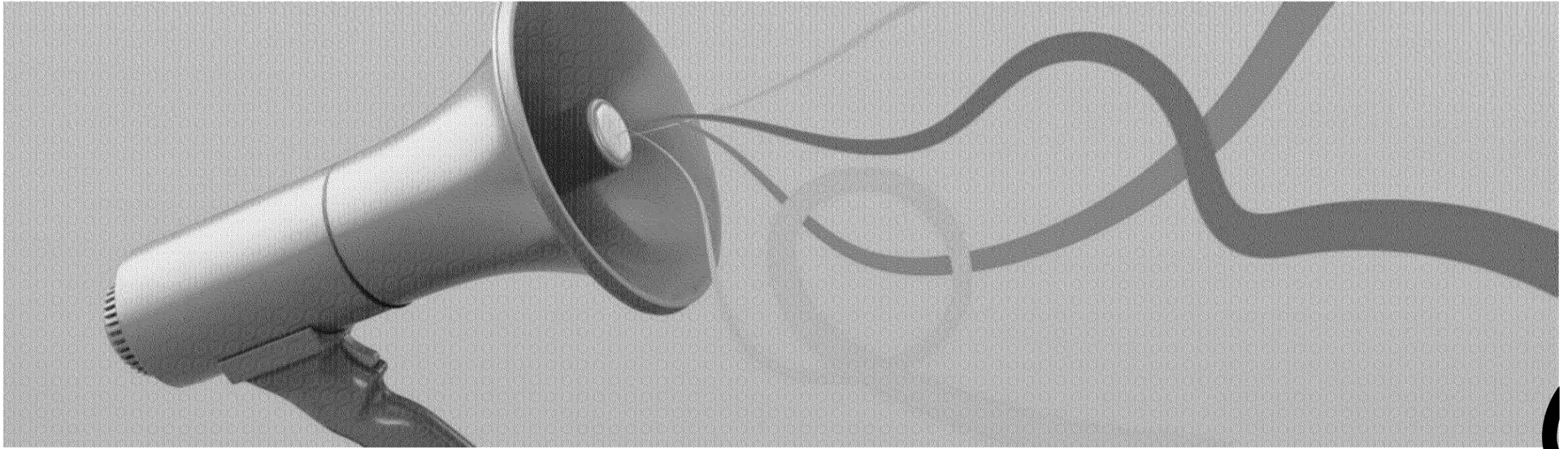
Engagement Survey

2023/24





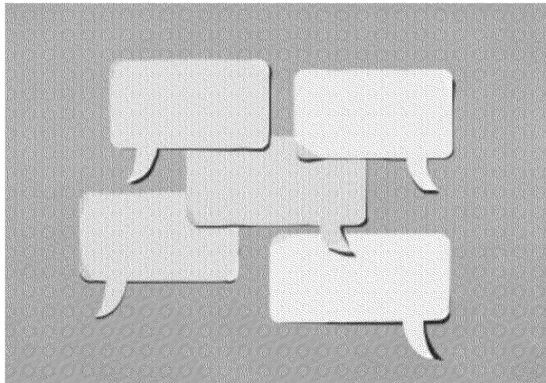
‘You said... We did’



‘You said... We did’ *We are*

Overall scores

Engagement: 68%

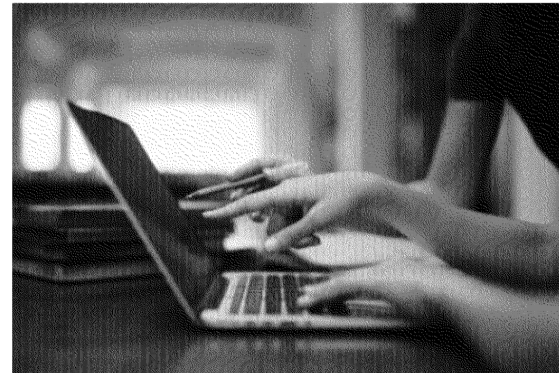


- UK norm is 71%
- Engagement gap in lower grades widens

Target: >75%

2025

Participation: 36%



- Particularly low in DMBs/SC c18%
- Rest of business c50%

Target: >40% & >75%

2025

Overall results & themes

Positives

Respectful, friendly and supportive

I feel proud to work for Post Office	72%
I am provided with the freedom to make appropriate decisions in my job	71%
Where I work, people can share their opinions, ideas, feedback or concerns without fear of negative consequences	74%
I understand how my role contributed to overall strategy	74%
I believe my views are listened to when I share my opinion	70%
Where I work people are treated fairly	73%

Opportunities

Bureaucratic, fragmented and inefficient

Support for career development & performance discussions	47%
Senior leaders lead by example and in line with WOW	39%
Communication and consistency with POL Purpose and Vision	44%
Feeling under constant strain, bureaucracy & inefficiency	70%
Confidence in senior leadership	39%

You said . . .

- 1 Better support to achieve career objectives
- 2 Ways Of Working being demonstrated everyday
- 3 Improve internal two-way communication
- 4 Removal of strain, bureaucracy and inefficiencies
- 5 Focus on building trust and confidence in Senior Leadership

We are

1. You said . . . Better support to achieve career objectives



1

Reviewing all of our talent, recruiting, promotion & development processes to ensure we are opening up ALL opportunities

Q1 FY23/24

2

Focus on embedding 'Everybody's Conversations' to allow for better discussion on behaviour/skills development

Q1 FY23/24

3

Introducing a career and competency framework

Q3 FY 2023

4

Ensure all colleagues have a Personal Development Plan in place

June 2023

We are

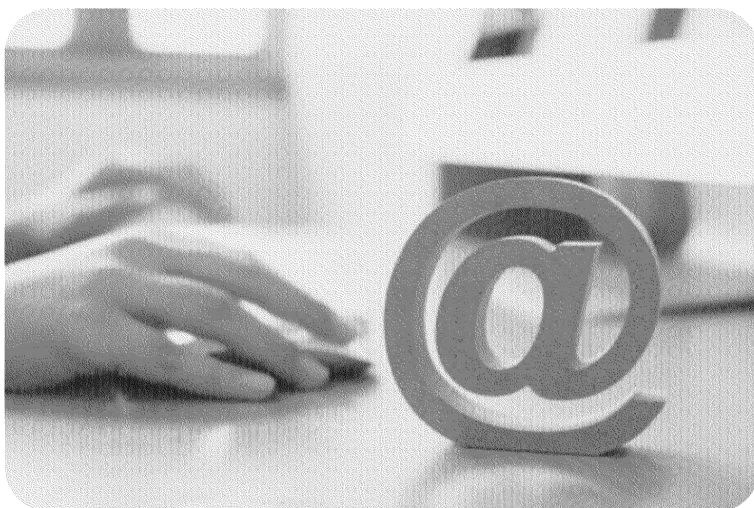
2. You said . . . Ways of Working being demonstrated everyday



1	Embedding Ways of Working into recognition tools and all People processes	Q2 2023
2	Review the Ways of Working to ensure supporting statements accurately reflect how we do business and re-launch	Q1 2023
3	Regular reference to Ways of Working at 10@10, town halls and time to reflect in team meetings	May 2023
4	Ensure incentives are aligned to reward great behaviours	May 2023

We are

3. You said . . . Improved internal two-way communications



All SLG communications/update to be circulated after events and feedback sought on content/improvements

April 2023

Open and honest two-way communication through 'engagement forums'

Q1 FY23/24

Ensuring the voice of the Postmaster is understood in the centre through Postmaster consultation and Engagement forum

Quarterly

Review social media/communication channels to reach all audiences & ensure feedback (ie App for non-connected colleagues/PMs)

June 2023

Survey 'pulse' action planning and quarterly progress updates in town halls

Quarterly

We are

4. You said . . . Removal of strain, bureaucracy & inefficiencies



1	SLG to identify areas for streamlining & improvement	April 2023
2	Priorities for each business areas to be determined	May 2023
3	Removal of overlaps and conflicting priorities/work	TBC
4	Simplification of IT & process efficiencies (eg recruiting, onboarding, data and procurement)	TBC
5	Greater teamwork & collaboration	TBC

We recognise it and

You said . . . Focus on building trust in Senior Leadership



- | | | |
|---|---|------------------|
| 1 | Introduce a Leadership Behavioural Framework and support our leaders to develop with a sustainable leadership programme | Q1 FY23/24 |
| 2 | Introduce 360 feedback tool for objective assessments to take place and GE assessment programme | Q2 2023 |
| 3 | Introduce a leadership sustainability development programme | Q3 2023 |
| 4 | Build leadership behaviours into our talent processes and annual reviews and bonus scheme(s) for GE and SLG | Q3/Q4 2023 |
| 5 | Support team development and accountability with ongoing Leadership Team coaching activity | Throughout 23/24 |

We are

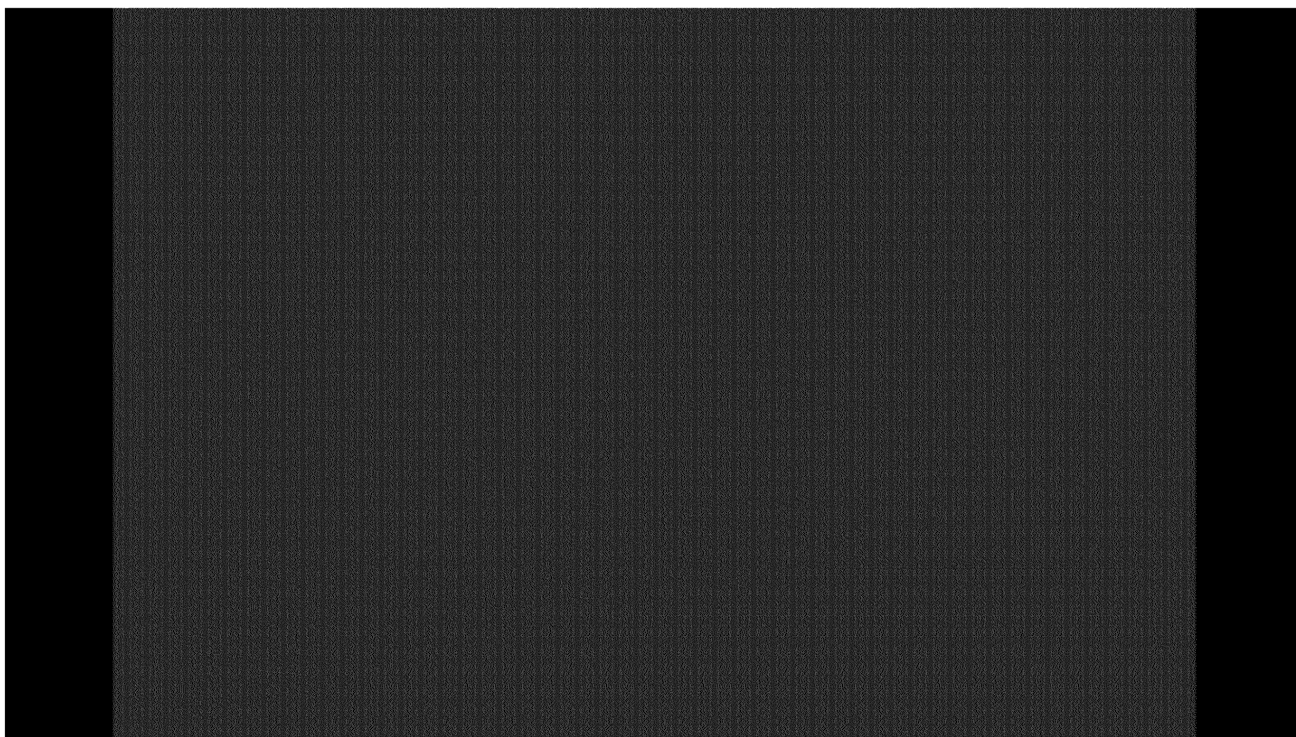
Engagement Survey Cycle



Let's spend some
time thinking
about our
culture...

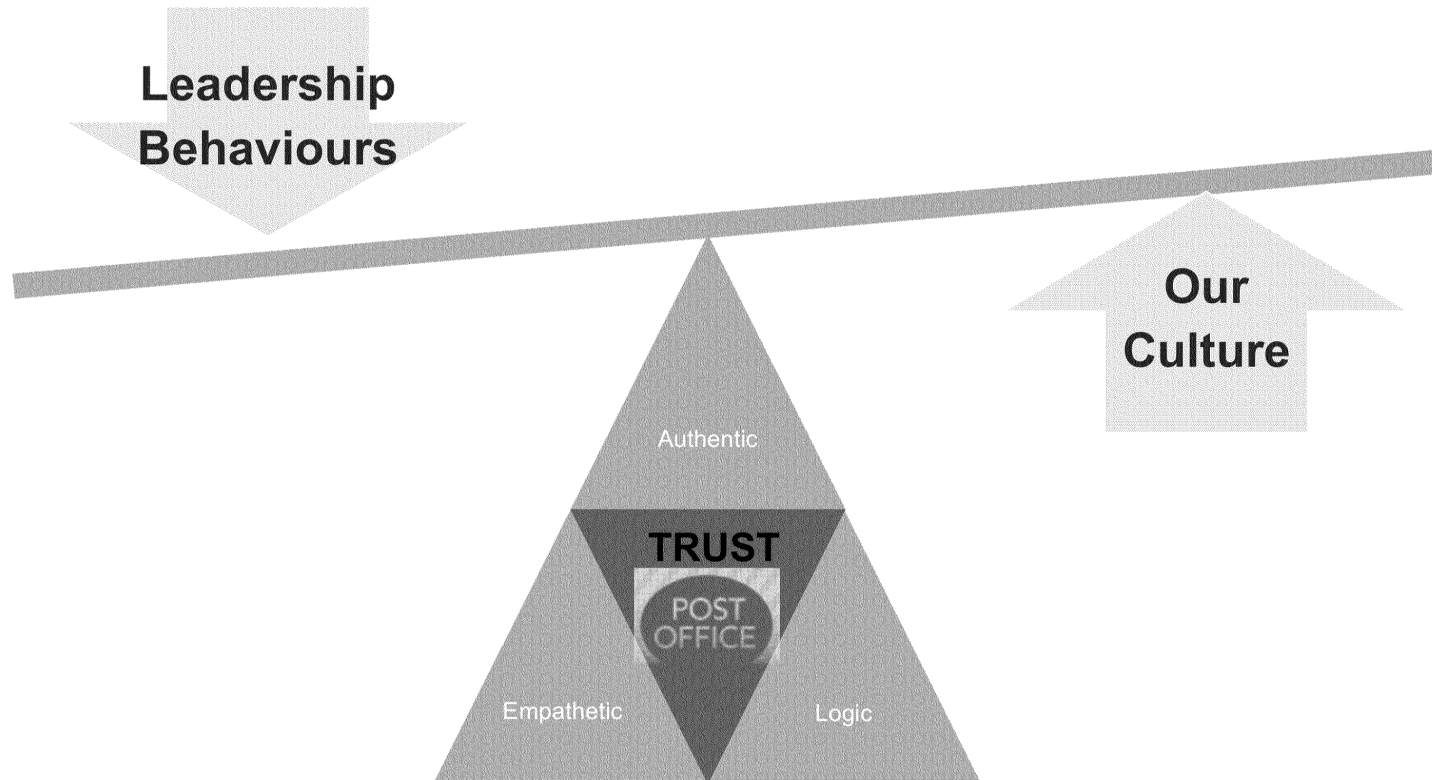


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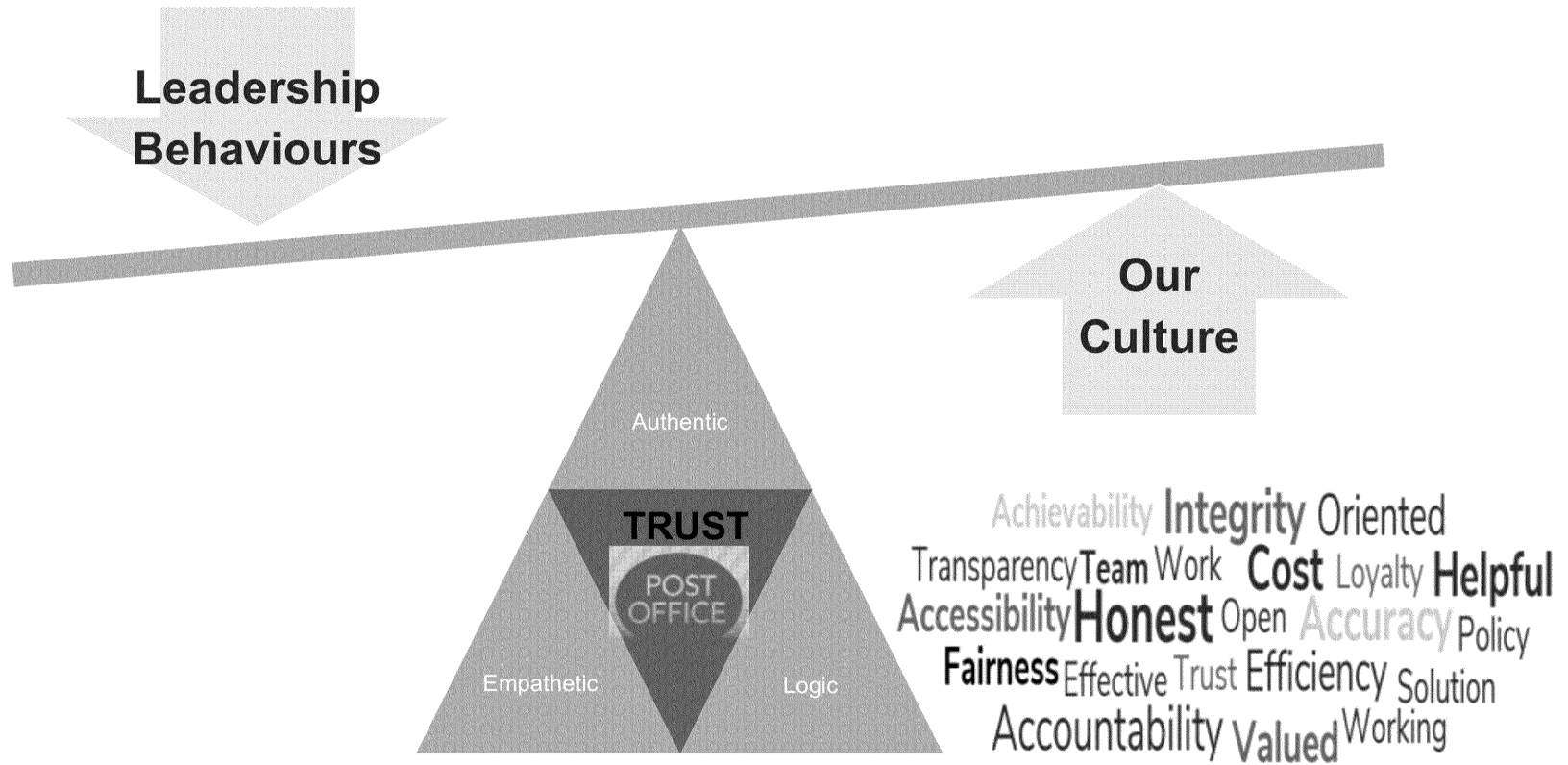
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Finding the balance in POL – building TRUST Frances Frei



Finding the balance – building TRUST

Frances Frei



Institute of business ethics

What are the values that
shape your decisions at
work?

slido.com
#PostOffice

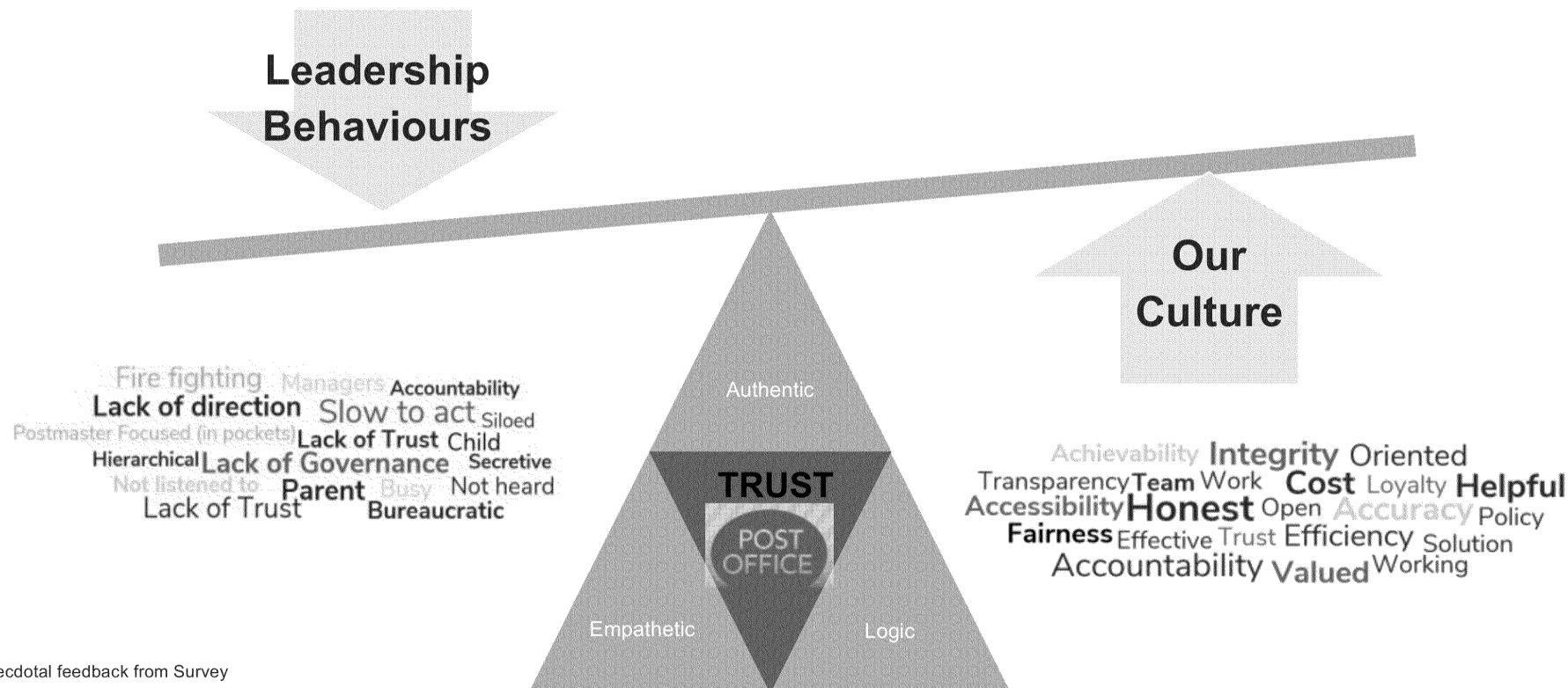


SLIDO WORD CLOUD

“What are the values that shape your decisions at work”

Finding the balance – building TRUST

Frances Frei



Anecdotal feedback from Survey

Institute of business ethics

Leadership Culture V Future

Historical Behaviours (Common Issues Judgement) are still present in the feedback today	Future Leadership Behaviours
Lack of trust – afraid to speak up	Clear accountabilities and a focus on results
Parent/child	Adult and respectful
Secretive	Inspire, open, honest and transparent
Favouritism/nepotism	Unbiased, objective driven people processes
Silo mentality	POL first: Empowering and advocating cross-functional working, collaboration
Lack of accountability	Empowered and accountable
Not Postmaster-focused	Postmasters at the centre; Heroes of PO
Hierarchical and overly bureaucratic	Agile and responsive; driving innovation
Lack of strategic vision and direction for all PO	Clear, One PO, vision, purpose and strategy; leadership openly aligned around it
Lack of governance	Clear governance
Victorian T&Cs	Modern, sustainable eg flexible T&Cs

Development POL: Leadership Framework

Review of 'as is' leadership behaviours

- Looked at our behaviours today
- Engagement feedback
- Anecdotal feedback
- The Commons Issue Judgement
- The Institute of Business Ethics feedback
- Feedback from teams across the business

Proposed 'to be' leadership behaviours

- Aligned Plans, Vision & Purpose
- Involves and empowers others through change
- Focusing on the future, with empathy to the past
- Communicate with passion & energy

Buy-in from GE

- Working in collaboration the GE have reviewed the leadership behaviours
- Gaining buy-in and support
- c4 meetings (January to March)
- Incorporated GE feedback

SLG feedback

- Last week we sought SLG feedback
- Will continue to work with SLG to incorporate their feedback

Most organisations have clear leadership behaviours



- Empathy
- Collaboration
- Resilience
- Responsiveness
- Innovation



- Head, Heart and Guts
- Balancing respect and results
- Genuine empathy and care
- Communicate openly
- Share their fears and vulnerabilities



Civil Service

Inspiring – about our work and its future

Confident – in our engagement

Empowering – our teams to deliver

**Lloyds
Pharmacy**

lead

**Inspire
Leverage
Execute
Advance
Develop**

Some further examples



- Engage with our purpose
- Create our pet experience
- Shape our future
- Use insights wisely
- Deliver our strategy
- Collaborate with teams
- Trust others to own it
- Challenge with empathy



- Lead
- Shape
- Build
- Deliver

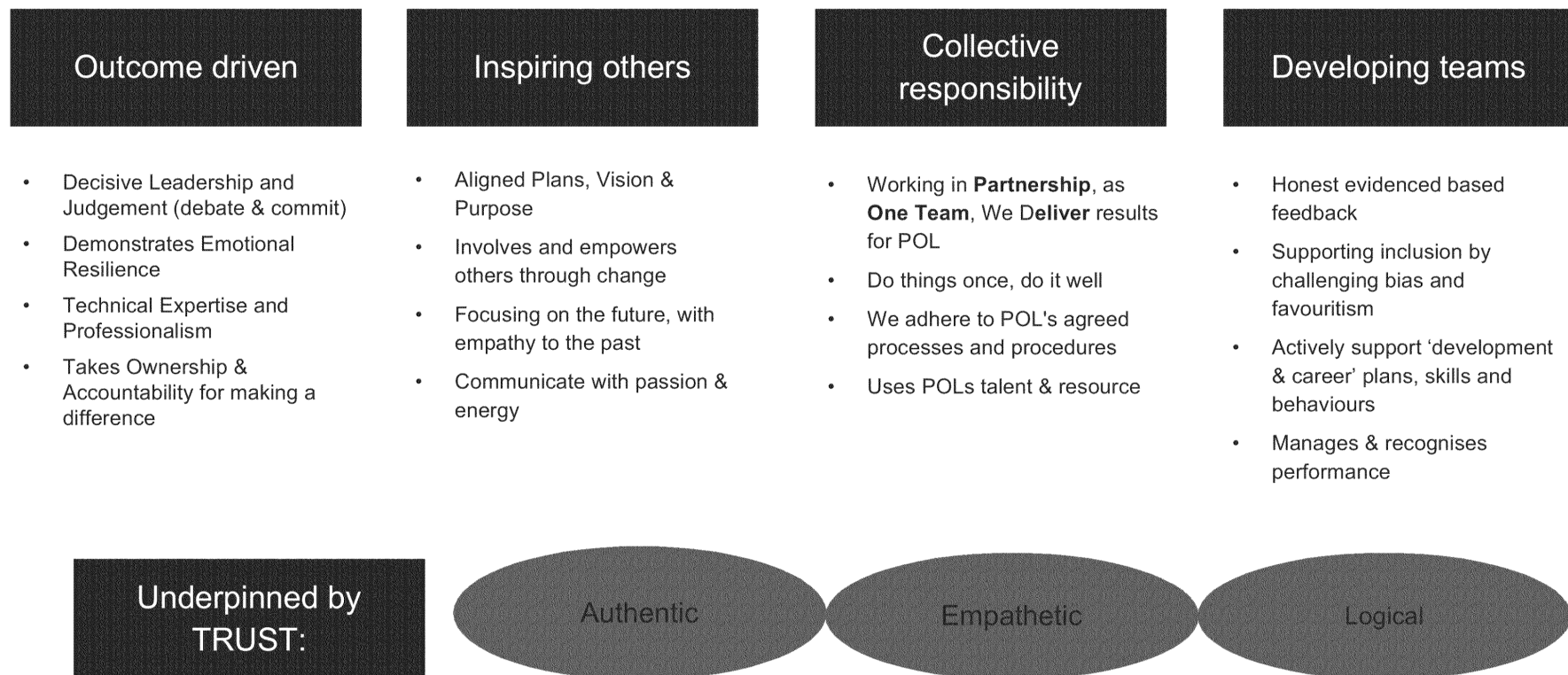
JOHN LEWIS
& PARTNERS

- Sets vision and direction
- Shows strategic agility
- Drives performance
- Takes decisive action
- Inspires Ownership
- Works across boundaries
- Acts with courage
- Develops Talent



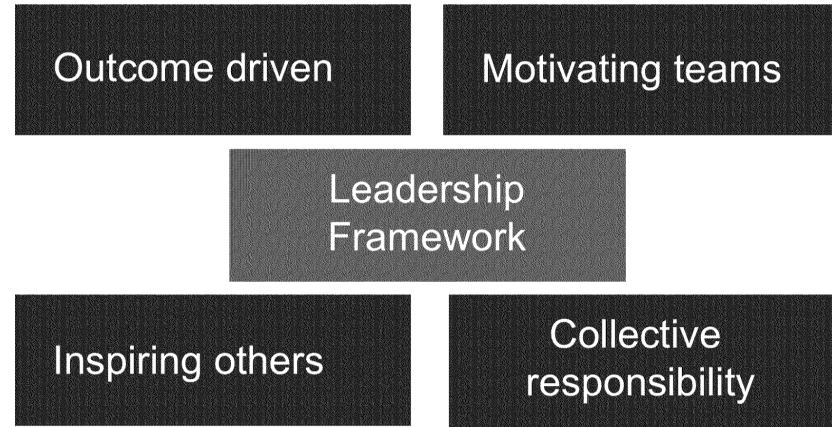
- Coach
- Connect
- Champion Change

Introducing POL: Leadership Framework



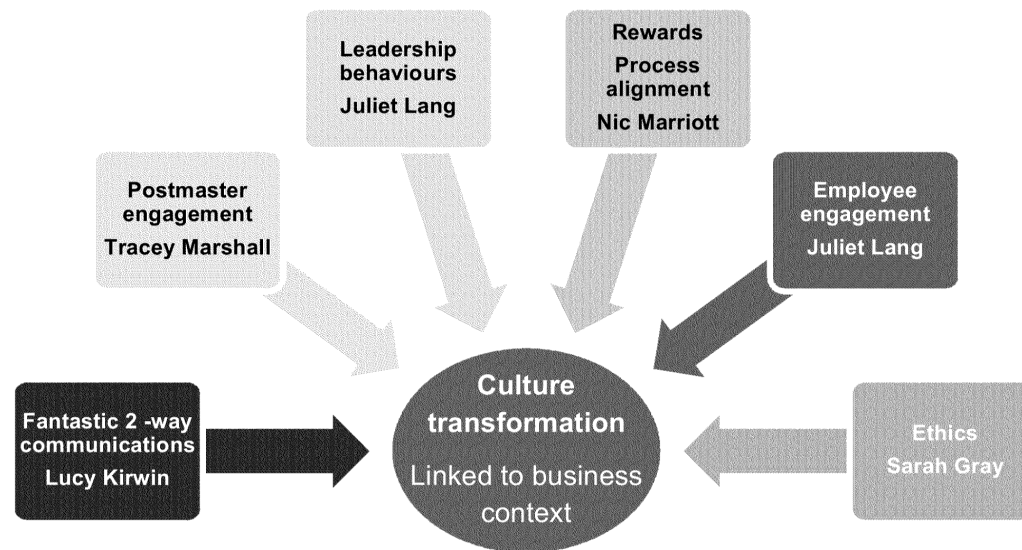
How does a leadership framework fit with Ways of Working?

- Our Ways of Working identify the ideals shared by everyone in the organisation.
- They define the things we believe are important, meaningful and right.
- They create a common view of our purpose among teams.
- It improves the bond between colleagues and promote commitment to Post Office.



- It is important to describe the Leadership Behaviours that are important to POL and embed them in all of our processes (job specs, recruitment, succession etc).
- Leadership Behaviours are the most influential factor shaping organisation culture 'Stephen Covey'.
- Leadership Behaviours will help us grow talent (individuals and teams) and having consistent behaviours will allow us to achieve more together.

Culture workstream – team effort

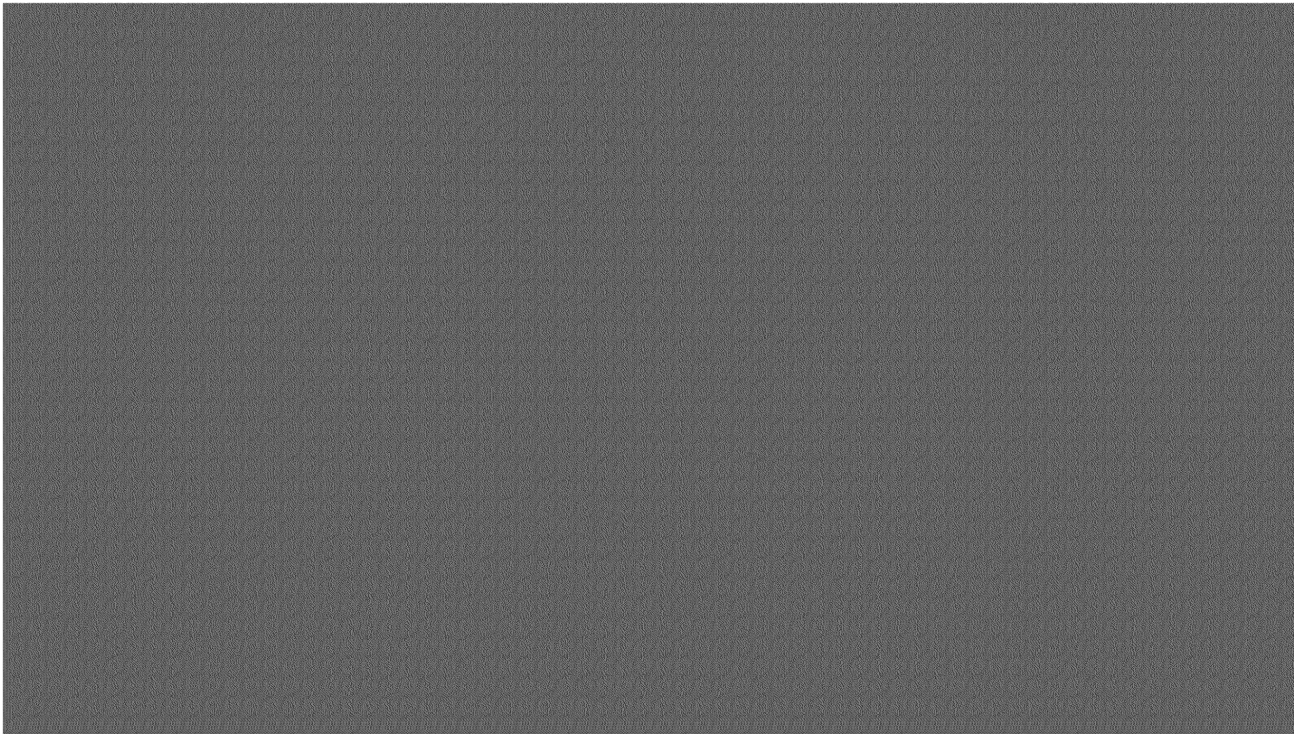


Working in partnership, as one team, we deliver amazing results!

We've started this journey
with our leaders...



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A pledge from the Post Office leaders

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Colleague Awards 2023







We Deliver



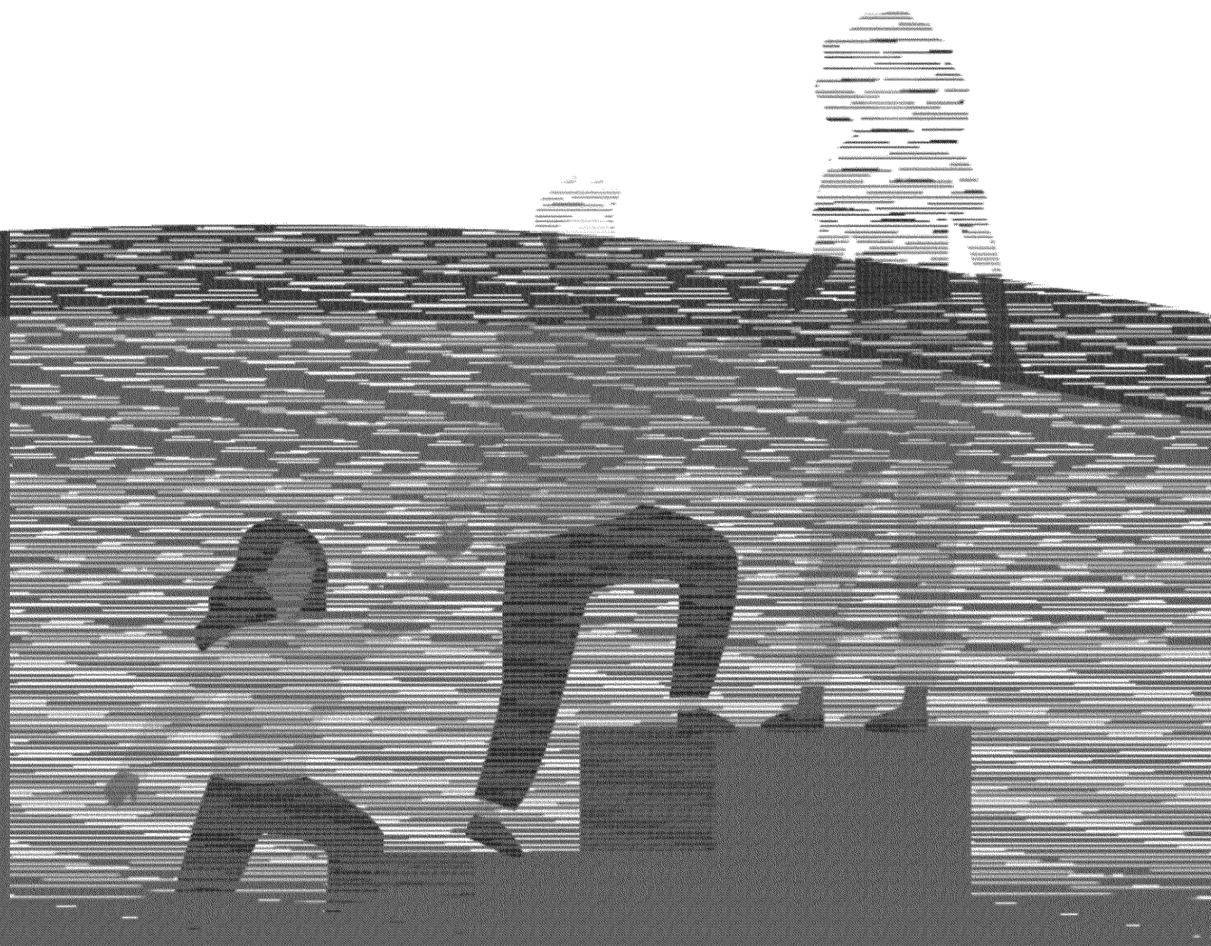


And the winner is
Kenny Lamont





We work
in partnership

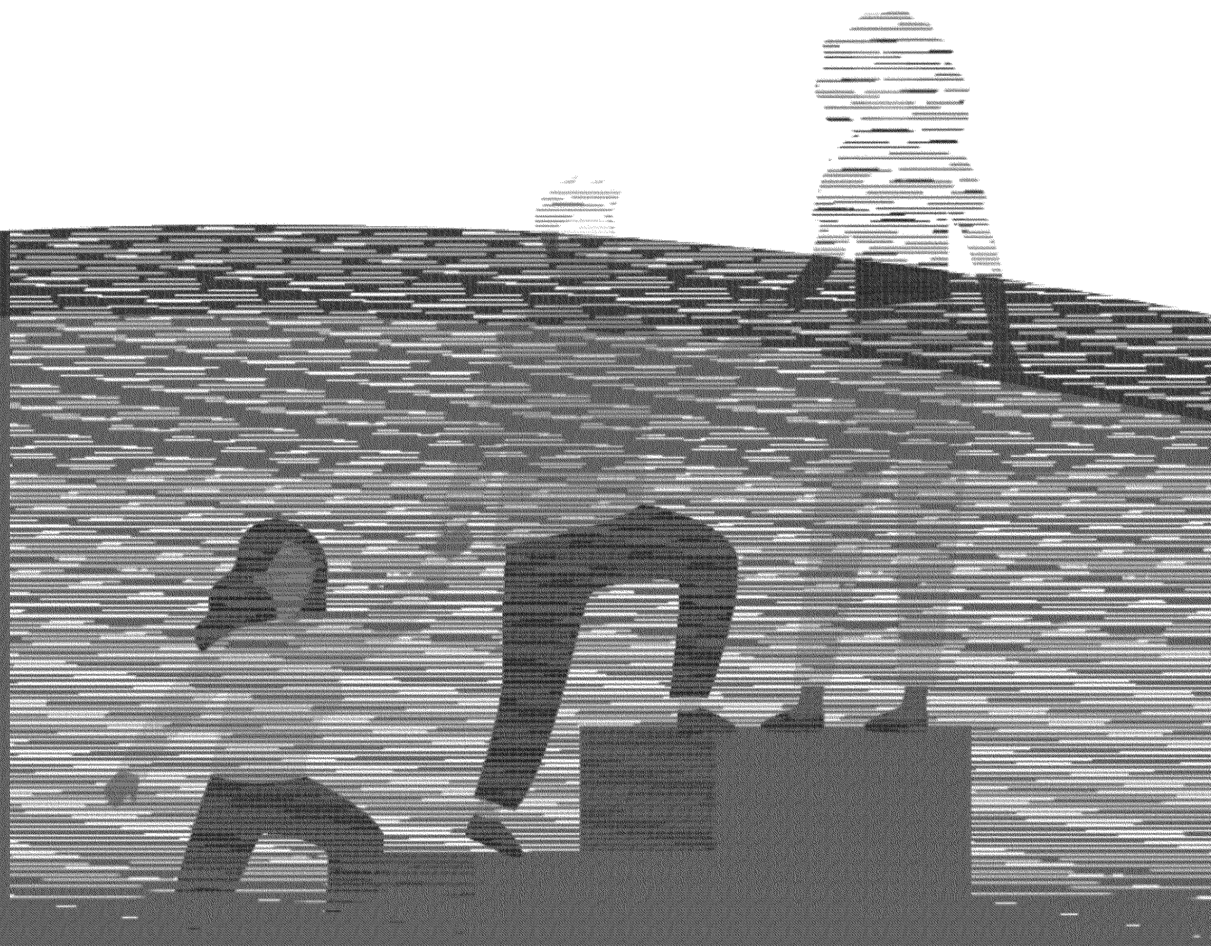




And the winner is
Sam Conway



We are
One Team





And the winner is
Tim Dixon



Rebuilding trust





And the winner is

*Gemma
Ludgate*



Improving branch profitability





And the winner is
Adam Riggott



Transforming Technology



And the winner is
*The Branch
Hub Team*



Outstanding Colleague





And the winner is

*Cheryl
Wingfield*



Outstanding Leader





And the winner is
Tom Lee



Chairman's Award for Outstanding Team





And the winner is
*Platform
Products Team*

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Questions & Answers

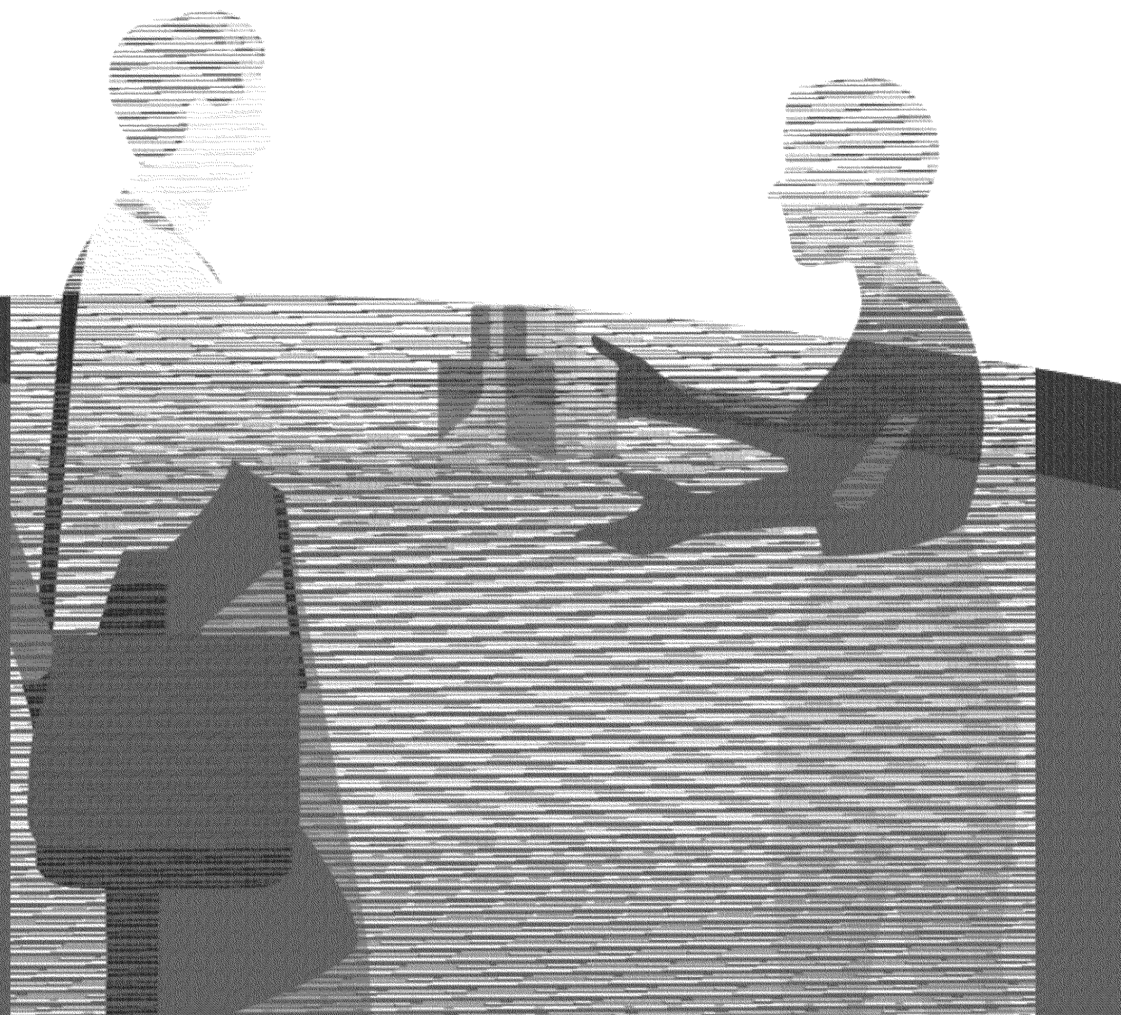
Submit your
questions here

slido.com
#PostOffice



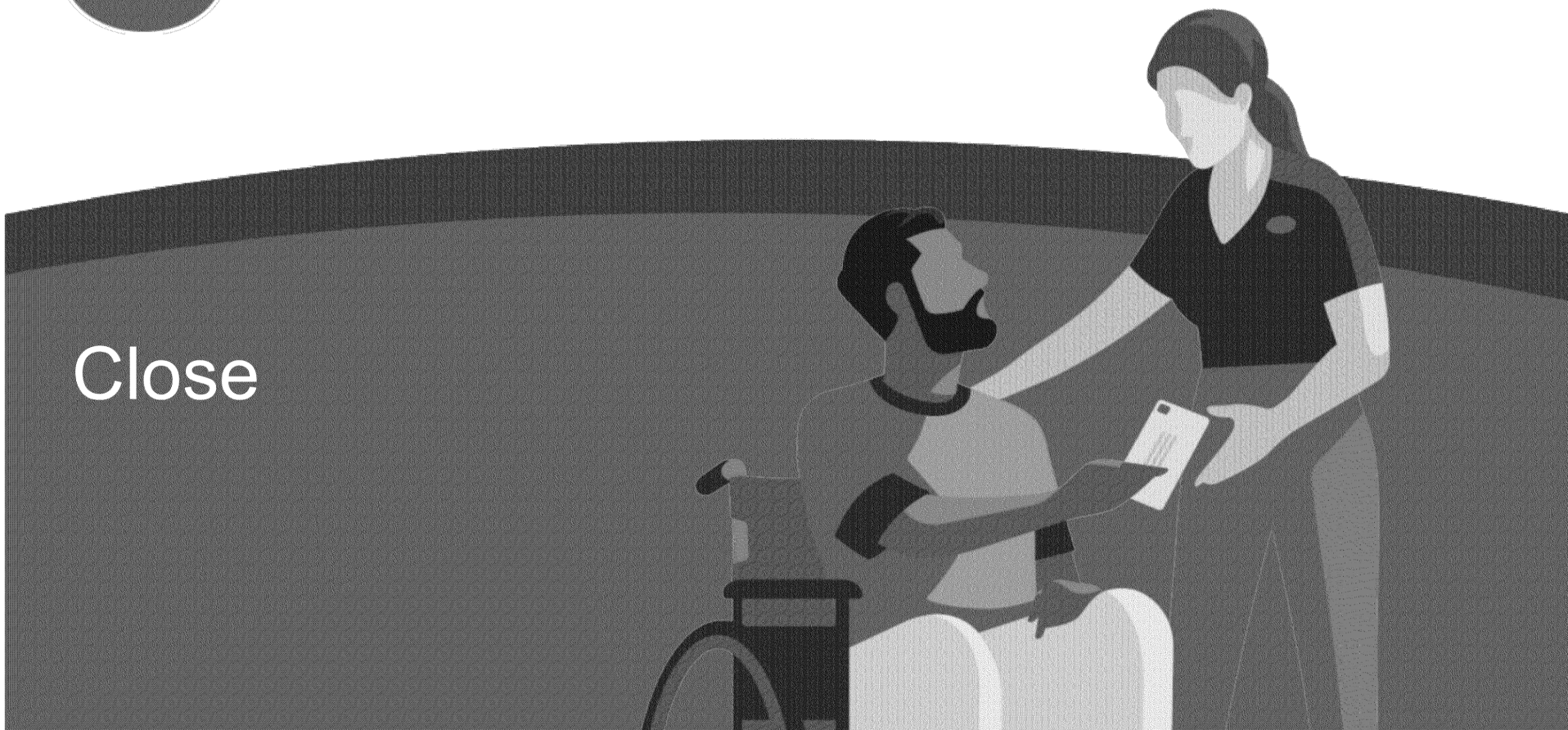


Questions & Answers





Close



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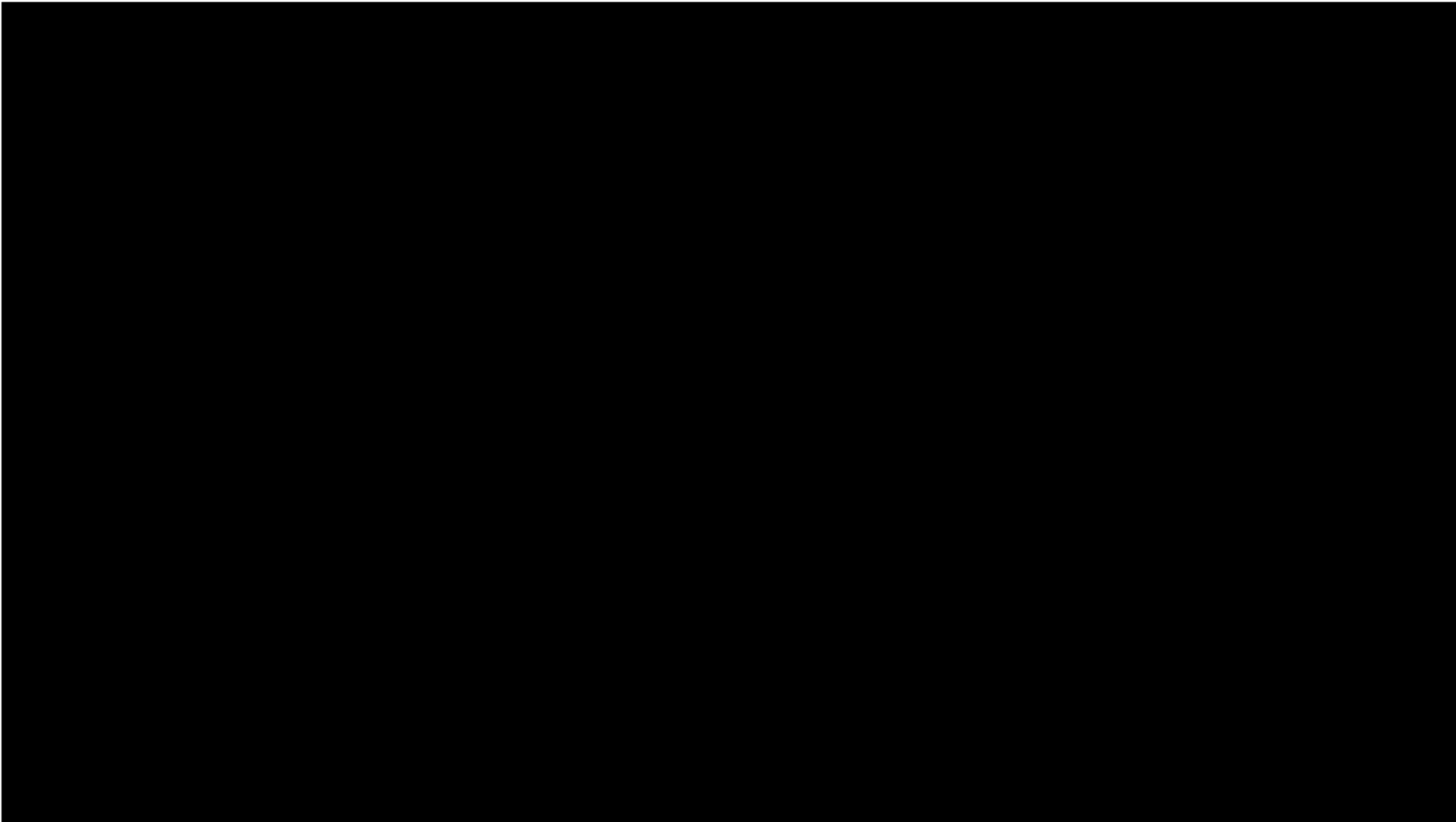
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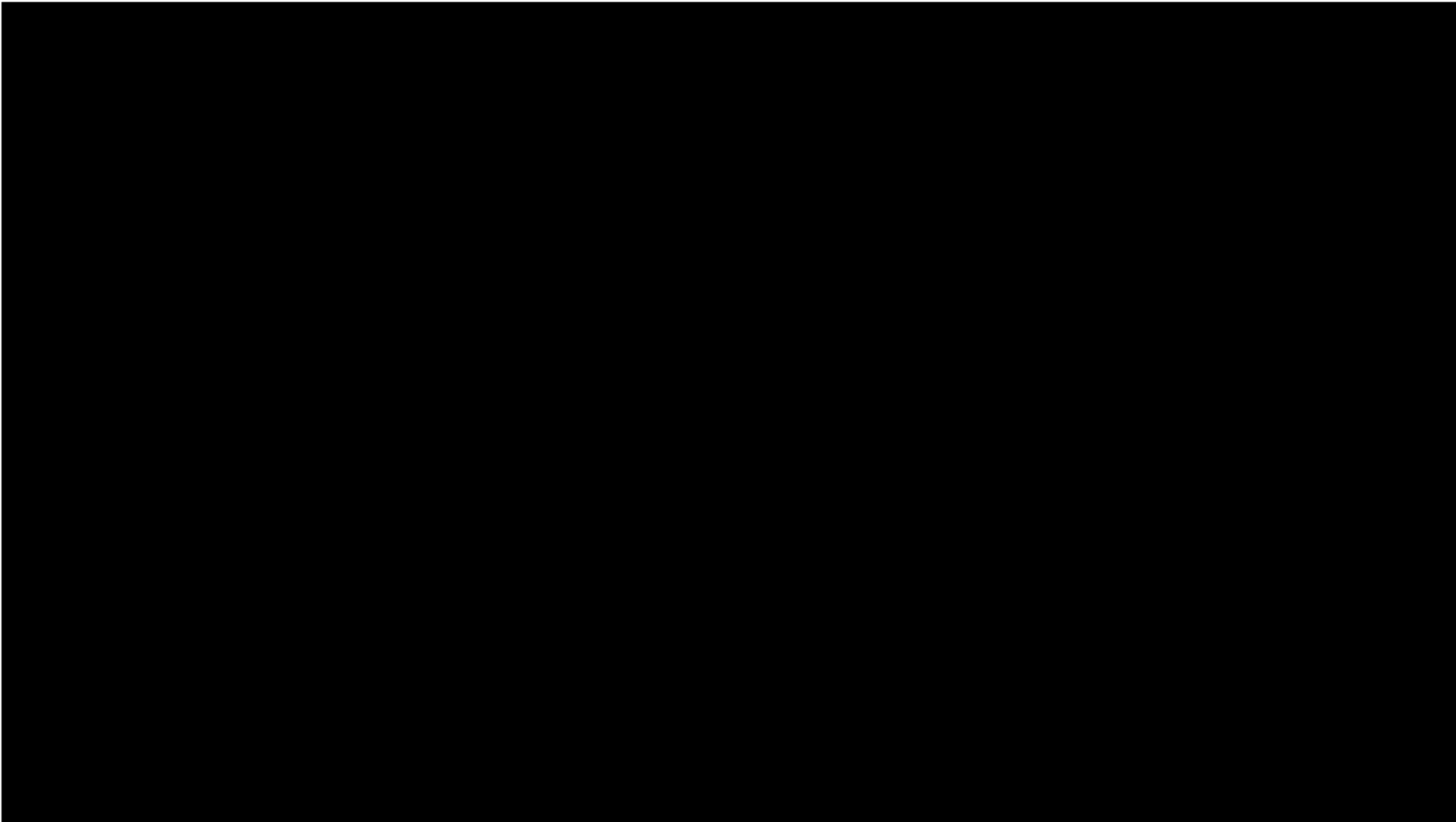
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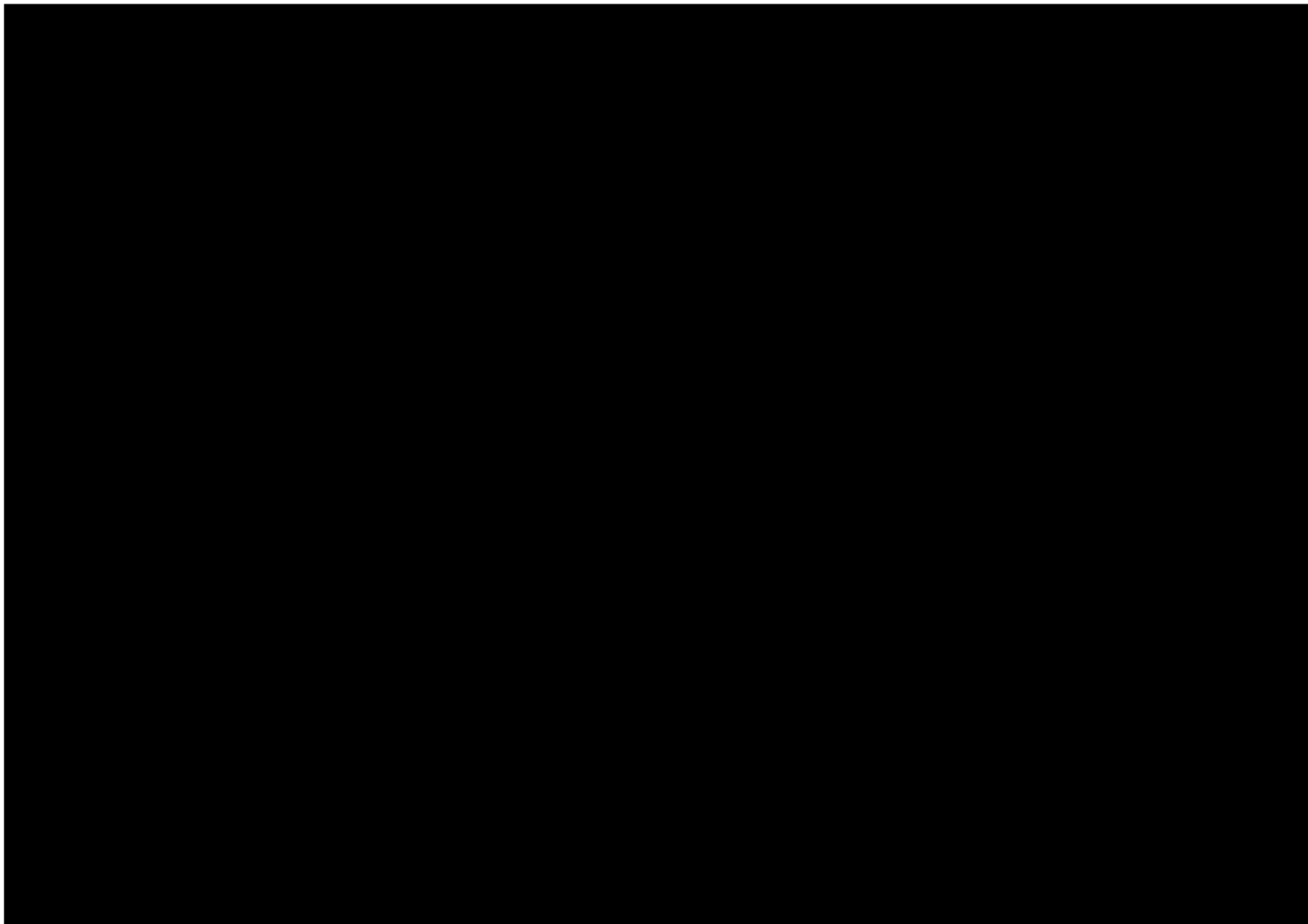
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Lunch

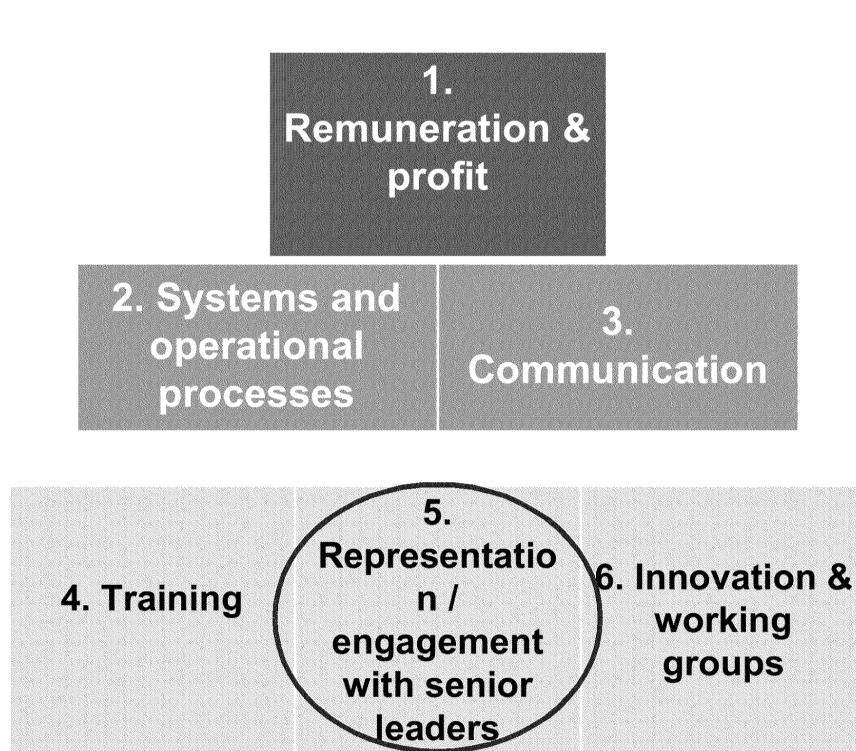


Adopt an Area Relaunch

**Martin Roberts, Group Chief Retail Officer
and Tracy Marshall, Retail Engagement
Director**



Adopt an Area



SLG

- Empathy, understanding, listening, transparency
- Build the confidence to make better business decisions based upon real understanding of the implications for Postmasters

Area Manager

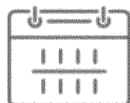
- Build relationship with SLG member
- Personal development

Postmasters

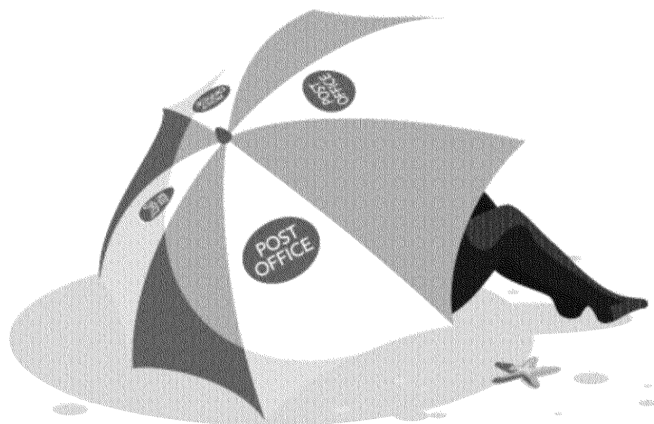
- Feel listened to and engaged with
- Opportunity to influence thinking and share ideas

Perfect Day

Week commencing
15th May

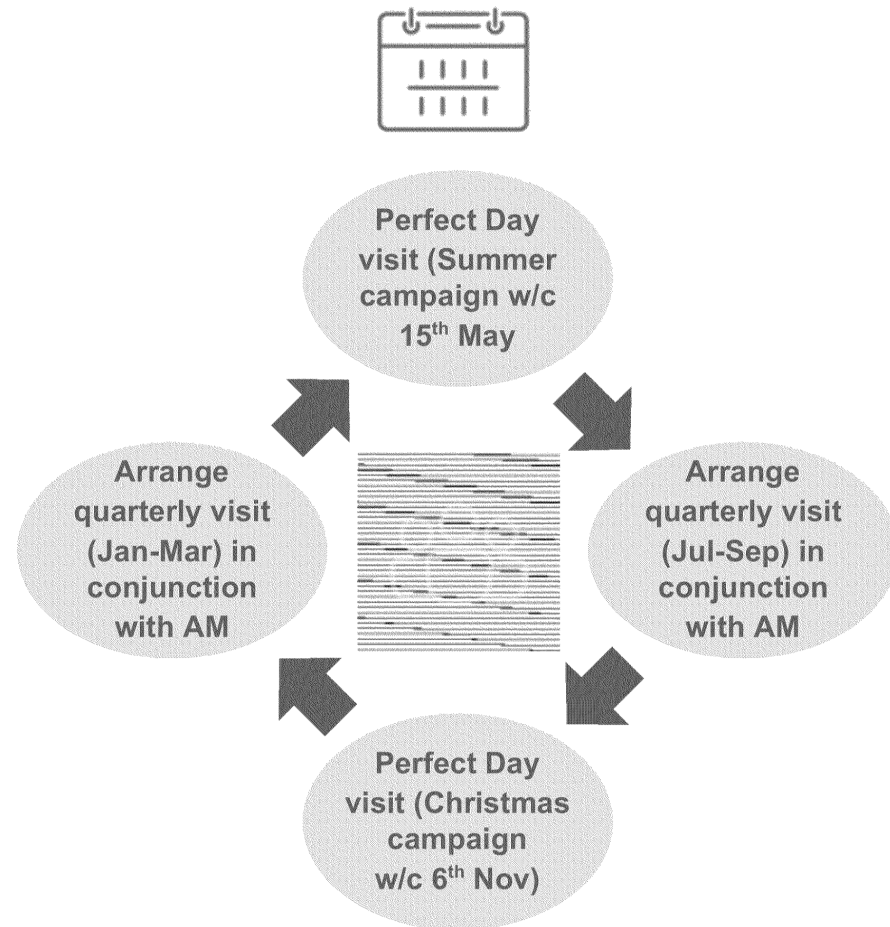


Summer Campaign

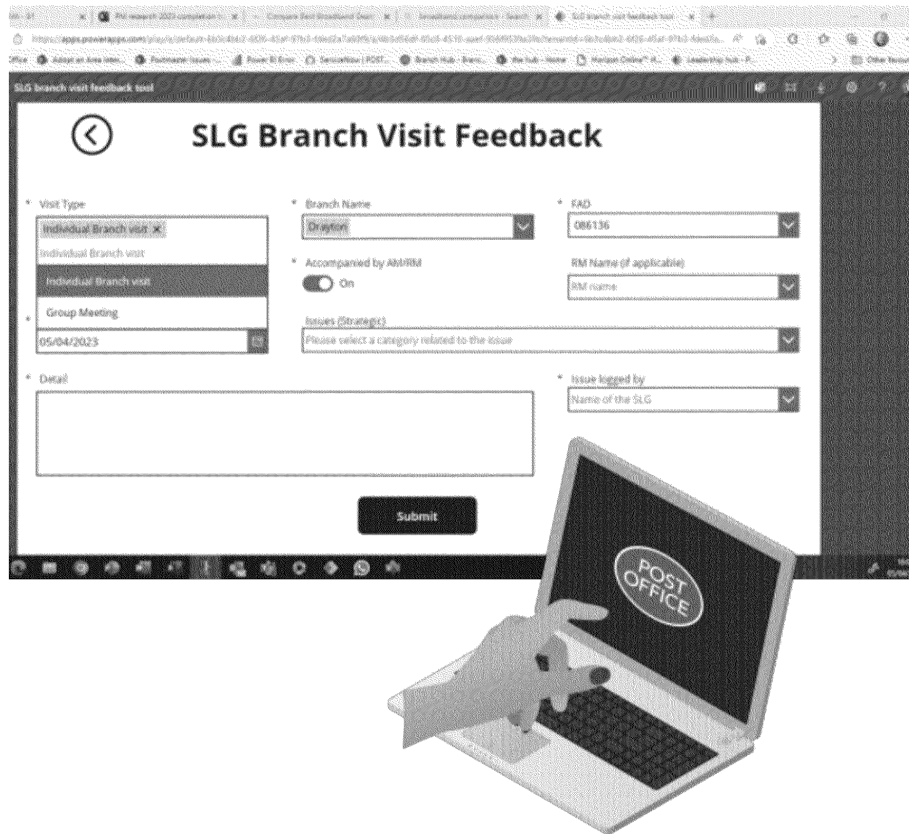


What are we doing differently?

- Use specific focus days, such as “**Perfect Day**” as the Quarterly visit
- Simplifying the mechanism for feedback
- Extending the visits to include the DMB network too
- Senior Leaders can focus on strategic issues rather than the operational detail
- Potential to hold meetings with groups of PM's to get more rounded views and give buddies more flexibility
- Much more focus on a 2 way relationship for development and a deeper understanding of each others roles and areas



Providing feedback will be much, much easier:



The screenshot shows a web browser displaying the 'SLG Branch Visit Feedback' form. The form is titled 'SLG Branch Visit Feedback' and has a back arrow icon. It contains several sections: 'Visit Type' with radio buttons for 'Individual Branch visit' and 'Group Meeting'; 'Branch Name' with a dropdown menu; 'FAD' with a dropdown menu; 'Accompanied by ABB/RM' with a toggle switch; 'RM Name (if applicable)' with a dropdown menu; 'Issues (Strategic)' with a dropdown menu; and 'Issue logged by' with a dropdown menu. There is a large text area for 'Detail' and a 'Submit' button at the bottom. A hand is shown typing on the laptop keyboard.

- ✓ Simplified electronic form
- ✓ Options to state whether an individual branch visit or a group event
- ✓ Will self populate most of the information
- ✓ You just need to select a category and provide a brief description of the strategic issue.
- ✓ There will also be a button to press if no issues are identified.
- ✓

Next steps?



- ✓ Full toolkit and instructions on next steps will be sent to each colleague. This will include information on the next 'Perfect Day' event in May.
- ✓ The Leadership Hub will continue to be a key resource tool for all – please access this.
- ✓ We'll also circulate an updated view of top postmaster issues, key messages and suggested responses, to ensure a consistent approach across each area.
- ✓ The feedback received from AAA will be collated with the other PM insights data and presented each month.

Please take the time to establish/ re-establish the relationship with your AAA buddy and agree future ways of working..

Utilise the next 15 minutes to discuss best practice and log any suggestions.

Mails Strategy

**Neill O'Sullivan, Managing Director Parcels & Mails
and Jack Dowling, Director of Mails
Transformation**



Post Office Mails & Parcels – Introduction & Our Response

**The biggest
change in
Mails
Portfolio
history**

**Changing
market
conditions**

**Reducing
dependency
on Royal
Mail**

**Providing
customers
and
postmasters
with more
choice**

Post Office Mails & Parcels – Burning Platform



Our customers and postmasters have told us that they want us to provide multiple services from multiple carriers.

2022 PUDO Rollout has laid technical and operational foundations.

We have demonstrated clear value of the Post Office network, expertise, brand and customer relationships.

Post Office Mails & Parcels – As Is

The fast-changing environment has reinforced the need to fundamentally change our current model of single carrier sales and acceptance in branch.



Post Office Mails & Parcels – Vision

Vision:

Provide unparalleled access to mail and parcel services for customers, carriers and retailers.

How we will deliver:

PUDO

Multi-carrier C&C,
returns & pre-paid
(online) acceptance
to drive parcel
volume

Online Platform

Curated shortlist of
services available
online (and then
dropped off at a PO)

Non-RM sell in branch

Supplement our In
Branch Propositions
with new non-RM
services

Maximise RM

Jointly develop market
leading propositions:
ICDC, Tracked
24/48, Labels2Go,
Drop & Go

Core Audience:

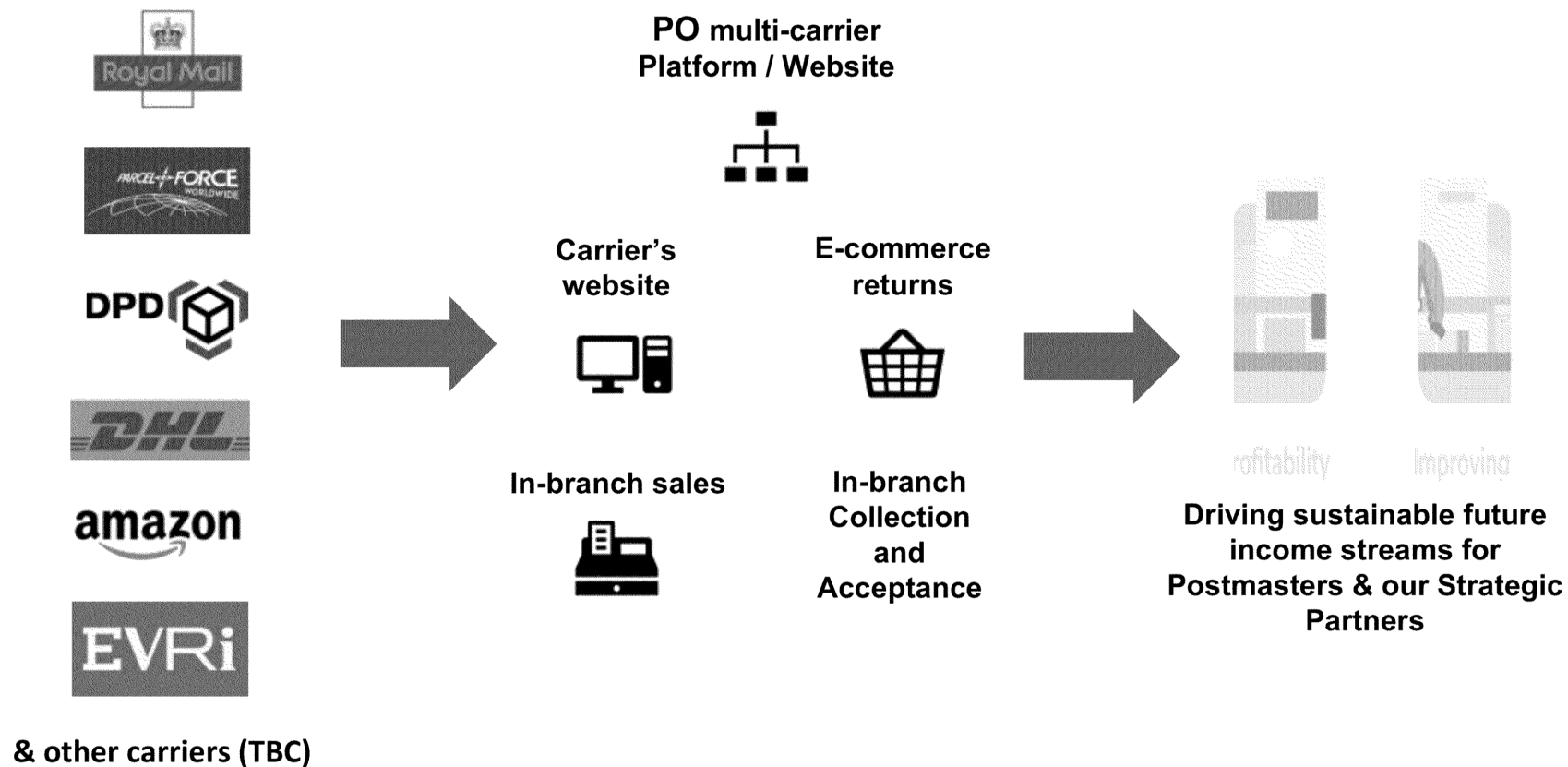
General eCommerce
customers

Young Senders +
International

Senders who have
left or are tempted to
leave

All of these +
existing customer
base

Post Office Mails & Parcels – To Be



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Break



Thinking Differently

Neil Mullarkey



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Thank you

