Engagement Survey

2024

Insight & analytics powered by
Ipsos Karian and Box

POST OFFICE

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.

2

Key stories

3,120
See page 4

colleagues participated in the 2024 annual survey, representing 86% of the total business.

The response count was +50pts higher than the previous annual survey held in 2022, capturing an additional +1,891 colleague voices.

29%
See page 20

of colleagues see improving internal communications as the key improvement for Post Office to make to ensure it becomes a better place to work.

In fact, communications is one of the key areas for the Post Office to work on, full stop. Page 15 highlights how only 46% of colleagues agree that internal communications provided are open and honest and 48% see internal communications as providing two-way opportunities for colleagues to have their say. Optimistically, Band 4s are +11pts more positive for how communications empower two-way conversations than they were in 2023, signalling positive change in direction.
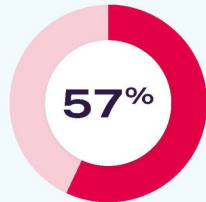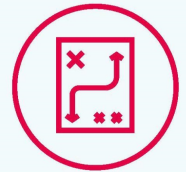
2 in 3
See page 14

feel confident that they can support Postmasters' and Partners to deliver for their customers.

This positivity grows exponentially when colleagues feel positive on how their role contributes to Post Office's overall strategy, growing to 81% positivity (that they can support Postmasters').

57%

Overall engagement index has dipped -11pts, compared to both 2023 and 2022 surveys, to 57%, with motivation, advocacy, belonging, and pride all declining.

Biggest decreases in overall engagement were experienced by PI, Remediation and CA&C at divisional level, and by Band 4's and Middle Management at grade level.

See page 6

3 in 5
See pages 9 and 10

plan to stay working at POL for 5+ years

Conversely, only 8% are looking to leave within the next 12 months and a further 14% in the next 1 to 2 years. Alarmingly, intent to leave within the next 2 years has risen +15pts for Band 4s to 46%.

Interestingly, the reasons why these employees are looking to exit the business has shifted since the 2022 annual survey, with +7pts more employees citing a lack of confidence in POL's future, or concerns around the current culture. This is interesting as concerns over the organisational culture have displaced worries over remuneration, with -12pts less colleagues citing pay or reward as an attrition driver versus 2022.

There is an equal split in colleague sentiment for feeling confident in the senior leadership – with 35% feeling positive, and 32% negative.

See page 15

This is an opportunity area given how intrinsic the role of confidence is in the overall employee experience (see page 7). However, there is a cohort of the population who responded positively to each of the four key drivers of confidence in senior leadership – 31% of S&T, 28% of CFO and 26% of Technology colleagues – and the opportunity is to deep-dive into these groups and understand how confidence has formed and how they can become ambassadors across the wider business.
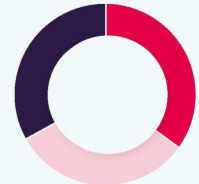
Restoring a sense of pride, to work at the Post Office, is of paramount importance.

Pride 47% ⬇22 vs. 2023

See pages 7, 8 and 9

Pride has seen the biggest decline by comparison, with less than 1 in 2 colleagues feeling proud to work at POL, -22pts less than in 2023. The shift in negativity has been acutely felt by senior grades, Band 4 and SLP, with both cohorts having negative sentiment 3x higher than in 2023.

To most positively impact on restoring a sense of pride, POL must focus on ensuring that all colleagues have confidence in the senior leadership, and that most of the systems and processes support their people to work effectively.

3 in 5

feel positively that prohibitive barriers are removed – a major improvement to both 2022, +17pts, and 2023

Technology and bureaucracy are still the two leading barriers experienced, both at 42% selected, yet have declined -17pts and -8pts respectively since 2022. In there place, not having enough communication has increased +4pts and a difficult workplace environment by +7pts.

See page 13

Opportunities exist to improve the experience of under-represented demographics, but this should be balanced by many reasons to celebrate ED&I results.

See pages 22 – 27

17% of colleagues – the second highest – felt that senior leaders could do no more than they are currently doing to deliver on Post Office's ED&I goals. A result corroborated by 3 in 5 colleagues of an ethnic minority background feeling Post Office provides equal opportunities for all. However, the flip side is that disabled colleagues still require focus to help improve their expression of true identity in the workplace, and a worrying trend of between 1 in 4 and 1 in 3 female colleagues across Band 4 and SLP experiencing unwelcome comments or conduct while at work.
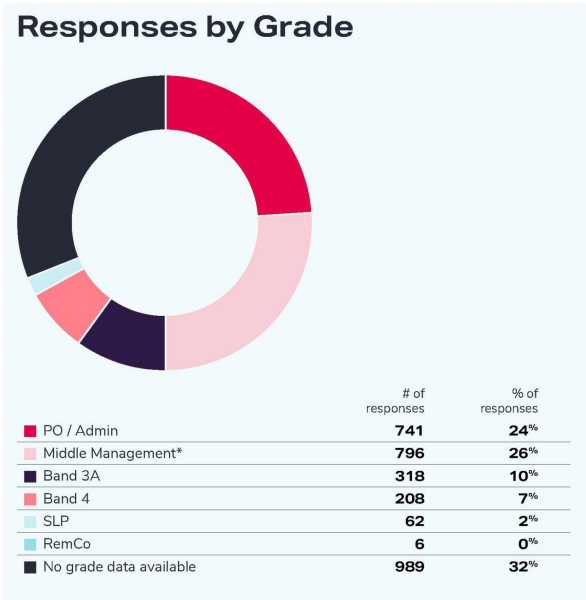
3

Methodology

Total responses

3,120

Total invited

3,644

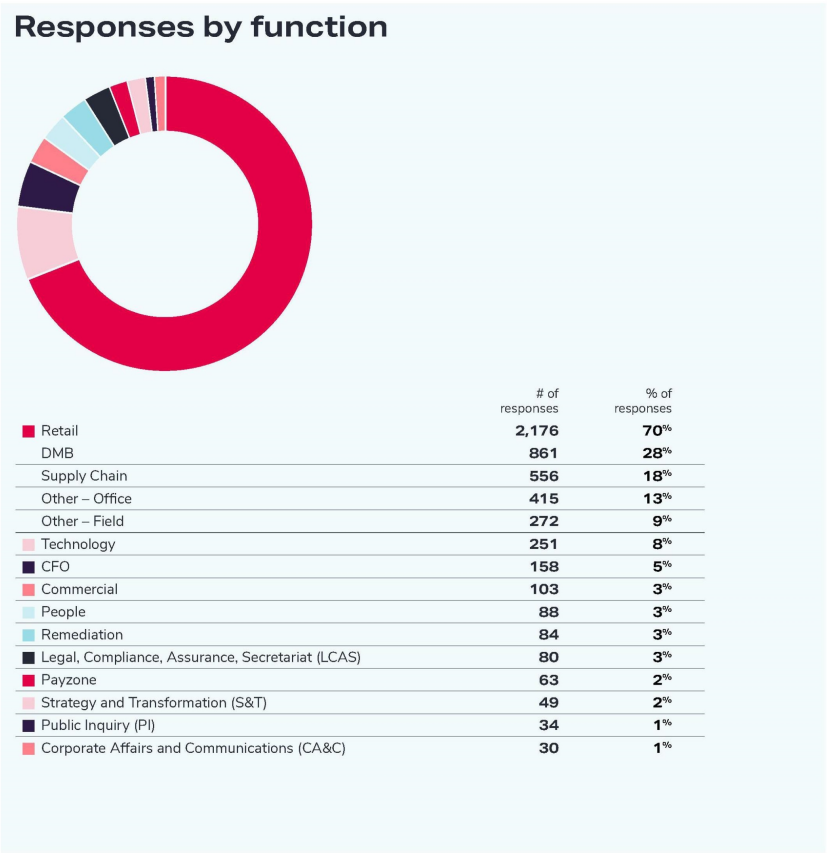**Response rate**

86%

Explaining this report

- Most questions asked colleagues to express their agreement on a scale of 1 ('strongly disagree') to 5 ('strongly agree'). Reported percentages represent the proportion responding positively ('strongly agree' or 'agree').

- All comparisons are calculated using unrounded data, meaning figures may differ by +-1pt to unrounded comparisons.

- Proportions of Positive, Neutral and Negative may not sum to 100, also due to rounding.

Responses by Grade

	# of responses	% of responses
PO / Admin	741	24%
Middle Management*	796	26%
Band 3A	318	10%
Band 4	208	7%
SLP	62	2%
RemCo	6	0%
No grade data available	989	32%

* Middle Management includes grades 2A, 2B and 3B.

Using this report

- In March 2024, Post Office undertook a colleague survey to assess its areas of strengths and identify areas where improvement was required.

- This report highlights the key insights and trends emerging from this data at an overall Post Office level.

- To provide further context, the report includes comparisons – where available – against a UK average. This benchmark provides clarity on how other organisations (from all sectors but operating in the UK market) are performing. It helps to define which trends are being felt in the wider workforce.

Responses by function

	# of responses	% of responses
Retail	2,176	70%
DMB	861	28%
Supply Chain	556	18%
Other – Office	415	13%
Other – Field	272	9%
Technology	251	8%
CFO	158	5%
Commercial	103	3%
People	88	3%
Remediation	84	3%
Legal, Compliance, Assurance, Secretariat (LCAS)	80	3%
Payzone	63	2%
Strategy and Transformation (S&T)	49	2%
Public Inquiry (PI)	34	1%
Corporate Affairs and Communications (CA&C)	30	1%

4

Executive summary

1

Motivation remains high but colleagues are less proud than ever before

- Three in four colleagues are motivated to do the best job they can, but only one in two feel proud to work at the Post Office, 25pts lower than 2022's annual survey.

- Analysis shows that rather than colleagues becoming more neutral, the drop in pride is due to a direct shift to negativity (+17pts, see page 6). This indicates an emotive response, likely due to external pressures, rather than a sustained decline in sentiment over time.

Key fact

-22pt decline in pride since 2023

What you should consider

- Addressing concerns at senior levels – related to strain, work-life balance and the culture – is crucial to ensure these colleagues can role-model and cascade positive experience to maintain motivation and boost pride.

2

Improving Senior Leader confidence is crucial to boost overall sentiment

- Confidence in Senior Leadership – a key driver of pride, advocacy and belonging – lags 34pts behind the UK norm at just 35%. Analysis shows that leading by example, communicating a motivating vision of the future and communicating openly and honestly are essential to confidence.

- Relatedly, one in four colleagues say internal communications need to focus more on building trust and confidence in Post Office overall, more frequently selected by those with lower confidence in Senior Leadership.

Key fact

35% are confident in Senior Leadership (-4pts vs. 2022)

What you should consider

- Encourage Senior Leadership to adopt a more open, honest and authentic tone to help build trust among colleagues and reinvigorate life behind the 2025 strategic priorities.

3

Work-life balance area for focus, particularly for Band 4 and SLP colleagues

- Overall, three in five colleagues feel able to balance their work and personal life, in line with 2022. However, this masks a significant decrease among Band 4 and SLP colleagues (-14pts to 46% and -18pts to 42% respectively).

- These colleagues are more likely to experience barriers relating to resources and a difficult work environment than in 2022, reflecting their experience of a bureaucratic, political and inefficient culture (see page 17).

Key fact

14-18pt decline in work-life balance among Band 4 and SLP colleagues

What you should consider

- Investigate specific resource and process changes needed among senior grades to alleviate both the direct and indirect impact this has on work-life balance across the business.

4

Pockets of opportunities across demographics to improve overall ED&I

- Post Office report a generally equitable experience across the organisation, with 16% reporting no suggestions on how to improve in the ED&I space.

- However, there are areas in need of improvement, including senior leadership diversity (see page 25), inclusion for colleagues with a disability (see page 21) and addressing equal career progression opportunities for colleagues from an ethnic minority background (see page 22).

Key fact

13% say colleagues need to be treated fairly and equally to deliver ED&I goals

What you should consider

- Encourage open and honest communications from the top down around ED&I concerns to ensure all colleagues are aware of available opportunities and measures in place to meet Post Office's ED&I goals.

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Overall drop in Engagement Index, but motivation remains above UK norm

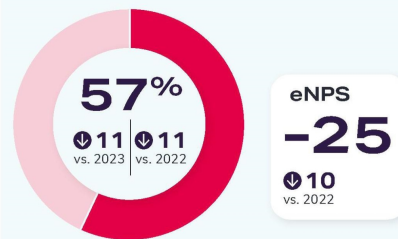**Key fact**

11pt

drop in Engagement Index since 2023

What you should know

- The Engagement Index sits at 57% following a decline driven by particularly sharp falls in pride and advocacy (-22pts and -11pts vs. 2023, respectively).
- Sense of belonging and motivation have also fallen but the latter remains relatively strong at 73%, leading the UK norm by 12pts and indicating colleagues want to do their best at Post Office.
- Engagement broadly falls as seniority increases, though rises slightly after Band 4, the lowest-scoring grade at 48% (-15pts vs. 2023).

What you should consider

- Key driver analysis on page 6 suggests that while people are motivated to do their best, they are finding it hard to do so due to cultural and practical factors.
- The high proportion of neutral responses across all four engagement metrics highlights areas for focus and an opportunity to reverse the declines seen this year.

Engagement Index

57%
⬇11 vs. 2023 | ⬇11 vs. 2022

eNPS
-25
⬇10 vs. 2022

Large drops in pride and recommending Post Office as a place to work, while motivation holds high above UK norm

Key: ■ Positive ■ Neutral ■ Negative

	Positive	Neutral	Negative	vs. 2023	vs. 2022	vs. UK Norm
I am motivated to do the best job I can at Post Office	73%	17%	11%	⬇3	⬇1	⊕12
I would recommend Post Office as a great place to work	56%	26%	18%	⬇11	⬇9	⊖16
I feel a strong sense of belonging to Post Office	52%	28%	19%	⬇9	⬇9	⊖22
I feel proud to work for Post Office	47%	26%	27%	⬇22	⬇25	⊖31

Decrease in engagement since 2023

Engagement Index (positivity %)

- 2022: 68%
- 2023: 68%
- 2024: 57%

By division

	Positivity	vs. 2022
S&T	66%	⬇2
Technology	64%	⬇5
CFO	63%	⬇12
Commercial	59%	⬇4
Payzone	58%	N/A
Retail	57%	⬇9
Remediation	53%	⬇24
LCAS	52%	⬇18
PI	51%	⬇25
People	46%	⬇19
CA&C	39%	⬇24

By grade

Key: ● 2024 ● 2023

Engagement Index (positivity %)

	PO/Admin	Middle Management	Band 3A	Band 4	SLP
2023	69%	72%	64%	63%	56%
2024	58%	58%	56%	48%	52%

6

Pride sees significant drop since 2023, with a shift to more negative sentiment

Key fact

27%

do not feel proud to work for Post Office

What you should know

- Just 47% feel proud to work for Post Office, down 22pts since 2023. Analysis shows that rather than colleagues becoming more neutral, the drop in pride is due to a direct shift to negativity (+17pts to 27%).

- This increase in negativity is particularly prominent among senior grades. 45% of SLPs and 48% of Band 4s are negative compared to 15% and 16% respectively in 2023.

What you should consider

- High levels of negativity among SLPs are a cause for concern, as key driver analysis on page 6 shows that confidence in senior leadership is crucial for pride, advocacy and belonging.

- This sentiment is reflected throughout the report in higher levels of strain, lower work-life balance and less positive culture experience, all of which need addressing so senior colleagues can role-model and cascade positive experience.

Pride sees significant drop since 2023
I feel proud to work for Post Office

Positivity %

- 2022: 72%
- 2023: 69% (-3)
- 2024: 47% (-22)
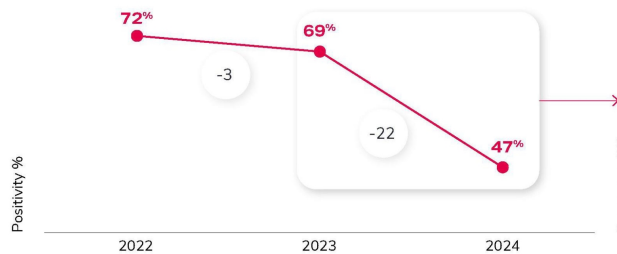
Biggest shift in pride seen from positive to negative

Key: Positive | Neutral | Negative

Proportion (%)

	2023	2024
Negative	10%	27% (+17)
Neutral	21%	26% (+5)
Positive	69%	47% (-22)
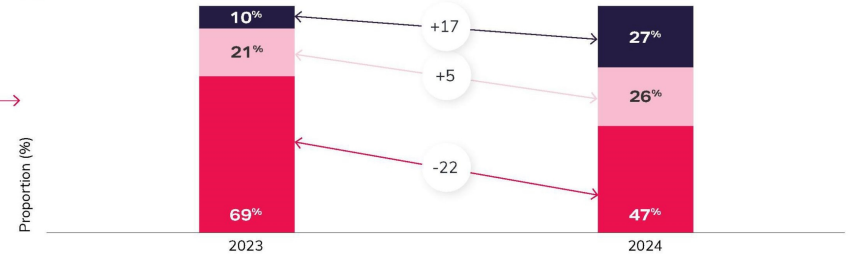
New shift in pride negativity for colleagues in less senior positions

Key: 2024 | 2023 | 2022

Negativity (proportion %)

	PO/Admin	Middle Management	Band 3A	Band 4	SLP
2024	20%	30%	35%	48%	45%
2023	7%	9%	17%	16%	15%
2022	11%	6%	9%	11%	9%
n=	741	796	318	208	62
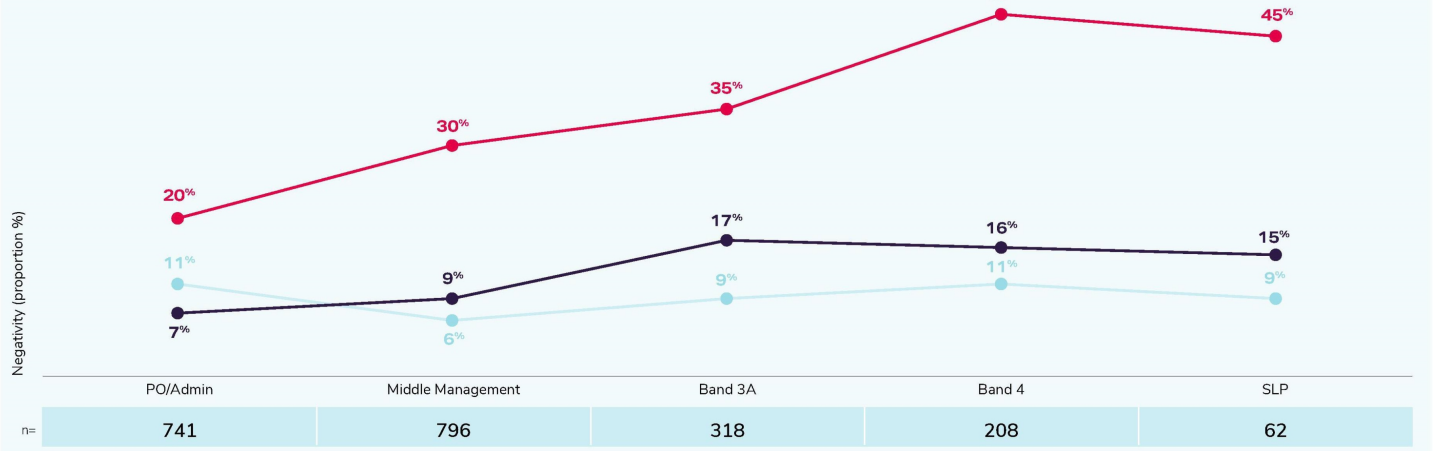
Engagement driven chiefly by culture factors, although career development and enablement are also important

What you should know

- There are five key drivers of all four aspects of engagement: consistent business practice, ability to achieve career objectives, demonstrating Ways of Working, investing in people and work-life balance.

- Each area of engagement also has its own drivers. For example, to increase pride, progress needs to be made in building confidence in senior leadership and improving processes to support effective working.

What you should consider

- It is important that senior leaders set an example and exhibit Ways of Working while clearly communicating the vision to boost overall confidence (see page 13).

- Belief that opinions are valued is a key driver of advocacy, belonging and motivation. This relates to findings on page 16, which reflect colleagues' desire for more two-way communication and evidence that leaders are listening to them.

Drivers of all four aspects of engagement

- ✓ The way Post Office does business is always consistent with our purpose, strategy and values
- ✓ I feel able to achieve my career objectives at Post Office
- ✓ I see the Ways of Working being demonstrated every day
- ✓ Post Office is investing in its people
- ✓ In the current environment, I feel able to balance my work and personal life in a way that works for me

Drivers of pride, advocacy and belonging

- I have confidence in the Senior Leadership of Post Office
- Most of the systems and processes support us getting our work done effectively

Driver of belonging and motivation

- At Post Office, how we do things is as important as what we do

Pride · Advocacy · Belonging · Motivation

Driver of advocacy

- Where I work, when mistakes happen they are treated as an opportunity to learn rather than an opportunity to blame

Driver of advocacy, belonging and motivation

- When I speak up at work my opinion is valued

8

Attrition remains stable, although more plan to leave due to concerns over Post Office's future and culture

Key fact

22%

plan to leave due to lack of future confidence (+7pts vs. 2022)

What you should know

- Intent to stay for 5+ years is particularly high at 58%, up 2pts since 2022. However, coupled with decreasing scores, this suggests colleagues plan to stay despite feeling disenfranchised.

- Those who plan to leave within the next 2 years mainly cite lack of confidence in Post Office's future, reflecting the current external view of the company. Colleagues also mention concerns about culture, leadership behaviours and career progression – all of which relate to overall drivers of engagement.

What you should consider

- Other comments referred to organisational changes including redundancies, site closures or restructuring as reasons to leave Post Office, further highlighting the need to clearly define a vision of the future that considers colleague input.

- Addressing these concerns is also crucial to counter public opinion that is impacting both attraction and retention of colleagues.

How long do you plan to stay at Post Office?

Key: ■ Under a year ■ 1–2 years ■ 3–5 years ■ 5+ years

8%	14%	21%	58%

⬆2 vs. 2022 | ⬇2 vs. 2022 | ⬇2 vs. 2022 | ⬆2 vs. 2022

More plan to leave due to concerns over Post Office's future and culture compared to 2023, while fewer cite to reward concerns as a reason to leave

Proportion selected (%)

	I don't feel confident in Post Office's future	Concerns about Post Office's culture	Management / leadership behaviours	Lack of career progression opportunities	I don't feel recognised / valued / appreciated	I am not paid enough / rewarded well compared to similar roles externally	I want to retire early	I want to get different experiences elsewhere	Lack of work-life balance	Slow and complex processes make it hard to do my job	Lack of job security	Hard to get things done
%	22%	18%	18%	18%	15%	14%	13%	10%	10%	10%	8%	8%
vs. 2022	⬆7	⬆7	⬇1	⬇4	⬇4	⬇12	⬆1	⬇0	⬇2	⬇8	⬆3	⬇8

115 (18%)

'Other' comments

42%

of comments discussed redundancy, site closures or restructuring, with mixed sentiment towards the changes

17%

mentioned retiring, 12% mentioned nearing the end of their contract, and 11% mentioned issues with senior management and public events

Public opinion weighs heavily on me and I feel embarrassed to work here"

9

Attrition increases with seniority

47%

of SLP colleagues plan to leave
within the next 2 years

What you should know

- Intent to leave Post Office increases with
  seniority, broadly mirroring the trend seen
  in 2022. Band 4 and SLP colleagues are
  the most likely to plan to leave within the
  next 2 years, their scores now in line.

- Sentiment has shifted since 2022, with
  all grades more likely to plan to leave
  within the next 2 years except for PO/
  Admin (-3pts) and SLP (-18pts).

What you should consider

- Deep dive into why senior colleagues are
  more likely to leave. Might the reasons
  they cite be experienced less widely in
  junior roles, explaining lower scores for
  PO/Admin and Middle management,
  or do reasons differ entirely?

Intent to leave within the next 2 years increases with seniority at Post Office

Key: ● 2024 ● 2022

I intend to leave within the next 2 years (proportion %)

- PO/Admin: 17% (2022), 14% (2024)
- Middle Management: 19% (2024), 14% (2022)
- Band 3A: 33% (2024), 27% (2022)
- Band 4: 46% (2024), 31% (2022), +15pt gap
- SLP: 65% (2022), 47% (2024), -18pt gap

Colleagues at Band 4 and SLP are more likely to
leave due to concerns over Post Office's culture
and future – reasons which have seen an 11–20pt
increase across these two bands vs. 2022.

	PO/Admin	Middle Management	Band 3A	Band 4	SLP
n=	741	796	318	208	62

Wellbeing metrics highlight concern for senior colleagues

4 in 5

SLP have felt under constant strain in the past few months (+47pts vs. PO/Admin)

What you should know

- Perceptions of strain have dropped 5pts since 2022, driven by a decline at PO/Admin level. However, around half of colleagues still say they have experienced constant strain in the past few months, particularly at Band 4 and SLP level.

- 62% feel able to manage their work-life balance, unchanged since 2022. However, this overall score masks a significant decrease among Band 4 and SLP colleagues, again highlighting particular pressures at more senior grades.

What you should consider

- Despite the decrease, more needs to be done to reduce levels of strain across Post Office. Review insights on page 11 to identify specific areas where strain can be alleviated across grades.

- To make Post Office a better place to work, the top ask is to improve internal communications (see page 19). This could also prove valuable in managing strain by providing open channels for colleagues to raise concerns.

Strain has decreased since 2022…

In the past few months, I've felt under constant strain at work

⬆1 vs. 2023 | ⬇5 vs. 2022

- **46%** Confirm
- **25%** Neutral
- **29%** Contradict
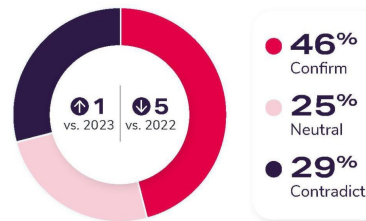
…while work-life balance remains unchanged

In the current environment, I feel able to balance my work and personal life in a way that works for me

➡0 vs. 2022 | ⬇6 vs. UK norm

- **62%** Positive
- **19%** Neutral
- **19%** Negative
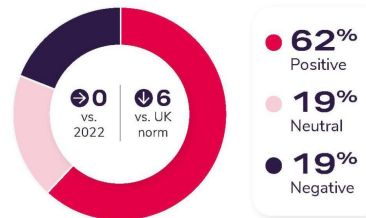
Decrease in strain seen at PO/Admin level, while senior colleagues' strain increased since 2023

Key: ● 2024 ● 2023

Proportion of colleagues under strain (%)

	PO/Admin	Middle Management	Band 3A	Band 4	SLP
2024	34%	51%	54%	77%	81%
2023	38%	46%	53%	61%	75%
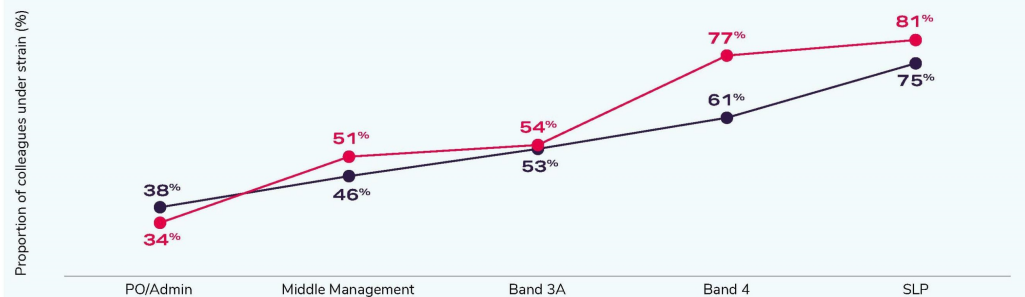
Positivity on work-life balance decreased for senior grades since 2022

In the current environment, I feel able to balance my work and personal life in a way that works for me

Key: ● 2024 ● 2022

Positivity (%)

	PO/Admin	Middle Management	Band 3A	Band 4	SLP
2024	65%	65%	67%	46%	42%
2022	66%	60%	68%	60%	60%

11

Workload and staffing level issues are driving strain

What you should know

- Overall, colleagues under strain are much more likely to cite workload, understaffing, conflicting priorities and a difficult working environment as barriers.

- Analysis of barriers across grades paints a changing picture of strain vs. 2022. While junior colleagues are significantly less likely than in 2022 to cite a lack of resources (-14pts), the inverse is true for SLP (+21pts).
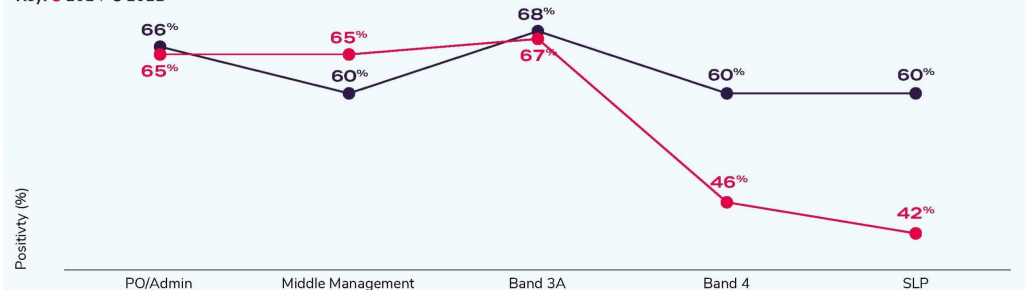
What you should consider

- Further investigation is needed to identify specific resources or process changes needed among senior grades to alleviate the impact of low resource where restrictions are necessary.

- Colleagues across all grades are more likely to say a difficult working environment contributes to strain than in 2022. Steps must be taken to address misalignment between the desired culture and behaviours exhibited in Post Office.

Colleagues under strain select workload, human resource, change and difficult working environments as barriers much more than colleagues not under strain

Key: ■ Not under strain ■ Under strain

Proportion selected (%)

Barrier	Not under strain	Under strain	Gap
My workload is too high	6%	30%	24pt gap
There aren't enough colleagues	21%	38%	16pt gap
Priorities are conflicting / change regularly	29%	44%	15pt gap
There's a difficult working environment at Post Office	13%	26%	12pt gap
I don't have the resources I need	18%	24%	6pt gap

> **"I don't have the resources I need."**
> was third in importance to strain in 2022 but appears less key in this year's data, suggesting improvements have been made in this area

Barriers which have the highest impact on strain have decreased for junior colleagues, but increased for senior colleagues since 2022

Key: ■ My workload is too high
■ There aren't enough colleagues
■ I don't have the resources I need
■ There's a difficult working environment at Post Office
■ Priorities are conflicting / change regularly

Proportion selected (%) vs. 2022

	PO/Admin	Middle Management	Band 3A	Band 4	SLP
My workload is too high	-7	-11	-5	-4	+8
There aren't enough colleagues	-18	-12	+6	-3	+10
I don't have the resources I need	-14	-0	+7	+2	+21
There's a difficult working environment	+3	+7	+6	+14	+7
Priorities are conflicting / change regularly	-7	-8	-9	-2	-4

12
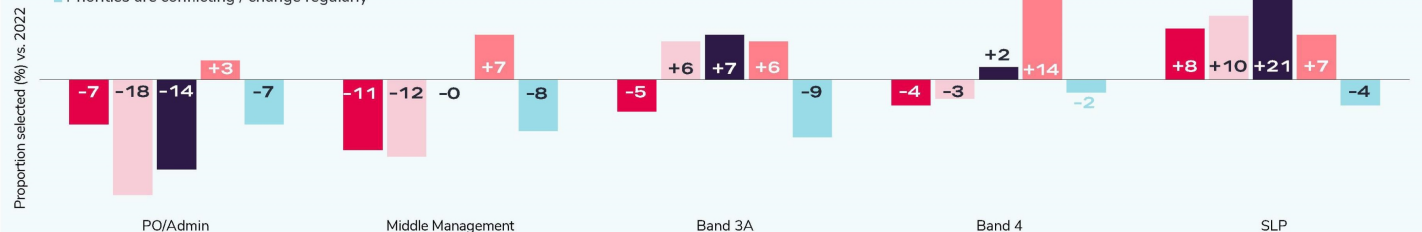
Technology remains the main barrier, though major improvements have been seen

What you should know

- Three in five colleagues now feel barriers at work are managed effectively, up 17pts since 2022. This improvement is reflected across most functions, with just S&T, Remediation and People reporting decreases.
- Technology, IT systems, bureaucracy and conflicting priorities remain the top barriers, but all have improved this year.

What you should consider

- There has been a slight uplift in colleagues feeling there aren't enough communications, reflecting a desire for better, more open and honest communications (see page 19).
- Further investigation is needed to understand the reasoning behind the significant neutral population (24%) and whether this is due to confusion over what constitutes a 'major' barrier, ambiguity around the work environment or alternative reasoning.

Barriers positivity sees a major uplift since 2022, particularly for PI and PO/Admin

Any major barriers at work are effectively managed in order to allow me to do my job well

- **59%** Agree ⬆12 vs. 2023 ⬆17 vs. 2022
- **24%** Neutral
- **17%** Disagree
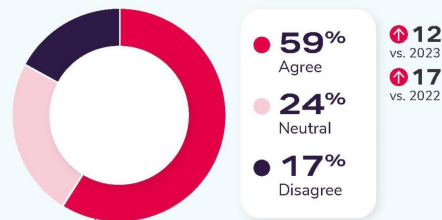
By Grade	Score	vs. 2022
PO/Admin	64%	⬆19
Middle Management	57%	⬆15
Band 3A	46%	⬆4
Band 4	34%	⬆7
SLP	32%	⬇3
By Function		
Retail	62%	⬆20
Technology	56%	⬆15
CFO	56%	⬆15
Payzone	56%	⬆15
Commercial	53%	⬆10
S&T	51%	⬇14
People	50%	⬇2
Remediation	44%	⬇9
LCAS	40%	⬆10
PI	38%	⬆14
CA&C	37%	⬆6

Largest barriers see the most improvement

	Proportion selected (%)	vs. 2022
The technology and IT systems aren't good enough	42%	⬇17
There's too much complexity and bureaucracy	42%	⬇8
Priorities are conflicting / change regularly	39%	⬇11
There aren't enough colleagues	32%	⬇6
There isn't enough communication	25%	⬆4
It's difficult to work and collaborate across teams	24%	⬇4
My workload is too high	21%	⬇8
There's a difficult working environment at Post Office	21%	⬆7
I don't have the resources I need	21%	⬇4
I don't have access to the training I need	8%	⬇1
My manager doesn't support me	6%	⬆1
There's too much communication	6%	⬇4

Strategy understanding is key to unlocking confidence in supporting Postmasters to deliver for customers

Key fact

55pt

gap in confidence supporting Postmasters when positive on strategy vs. negative

What you should know

- Almost two thirds of colleagues are confident in supporting Postmasters and Partners to deliver for customers, though almost three in ten are neutral. This varies significantly across functions, from 80% positivity in S&T to just 47% in PI.

- Analysis highlights the importance of strategy understanding in building confidence to support Postmasters. 81% who are positive on the strategy feel confident compared to just 26% who lack strategy understanding.

What you should consider

- High neutrality on supporting Postmasters and Partners presents an opportunity to drive higher positivity. Investigate why neutral colleagues take this view – is it a lack of awareness on how they can support Postmasters, or is something else at play?

- Explore what resources senior leadership might need to help drive greater awareness of the strategy.

Large neutral population towards confidence in supporting Postmasters and delivering for customers

I feel confident that I can support Postmasters' and Partners to deliver for our customers

- **64%** Agree
- **27%** Neutral
- **9%** Disagree

Colleagues who are positive on strategy understanding report stronger confidence in supporting Postmasters to deliver for customers

I feel confident that I can support Postmasters' and Partners to deliver for our customers

Positivity (%)

- **26%** Negative on 'I understand how my role contributes to Post Office's overall strategy'
- **34%** Neutral on 'I understand how my role contributes to Post Office's overall strategy'
- **81%** Positive on 'I understand how my role contributes to Post Office's overall strategy'

By function

Key: ■ Positive ■ Neutral

Proportion selected (%)

Function	Positive	Neutral
S&T	80%	14%
Commercial	77%	20%
CFO	76%	21%
LCAS	76%	19%
Technology	75%	18%
CA&C	73%	17%
Payzone	68%	24%
Remediation	63%	30%
Retail	61%	29%
People	60%	30%
PI	47%	41%
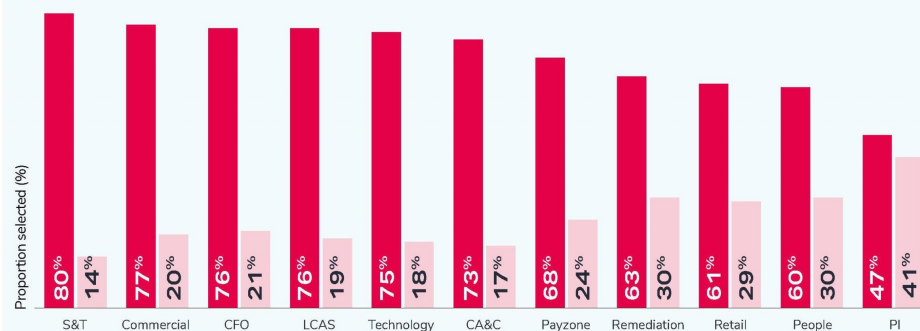
By grade

Key: ■ Positive ■ Neutral

Proportion selected (%)

Grade	Positive	Neutral
PO/Admin	66%	27%
Middle Management	77%	17%
Band 3A	74%	20%
Band 4	68%	23%
SLP	73%	19%

14
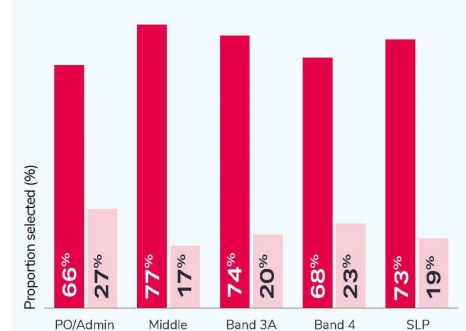
Confidence in senior leadership dips along with key drivers

Key fact

35%

are confident in senior leadership

What you should know

- Confidence in senior leadership – a key driver of pride – has fallen 5pts since 2023 to just 35%, 34pts below the UK norm. Colleagues report particularly low belief that leaders lead by example, communicate openly and honestly and communicate a motivating vision for the future.

- Concerningly, one in four colleagues responded neutrally or negatively on all four drivers of leader confidence. These colleagues are more likely to be found in Retail, Supply Chain and Remediation.

What you should consider

- Colleagues with low confidence in leaders are more likely to ask them to build trust and demonstrate listening (see page 16).

- Review senior leader communication from a local perspective to identify areas where tailored messaging would be more impactful to bolster perceptions of honesty and transparency.

Confidence in senior leaders decreased since 2023

I have confidence in the senior leadership of Post Office

-34 vs. UK Norm

- 35% Agree ⬇5 vs. 2023
- 33% Neutral ⬇4 vs. 2022
- 32% Disagree

Top four drivers of colleague confidence in Senior Leadership

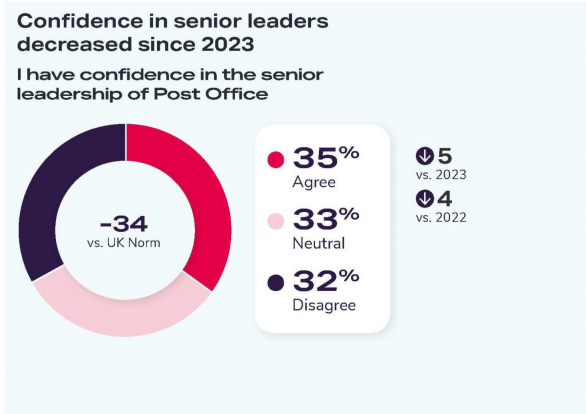| Order of strength	Drivers	Positivity	vs. 2023	vs. 2022	vs. UK Norm
1	Senior Leaders Lead by Example and behave in line with our Ways of Working	38%	⬇6	⬇2	⬤31
2 NEW	The senior leadership have communicated a vision for 2025 and strategic priorities for Post Office that motivates me	32%	N/A	⬇12	⬤30
3	Communications provided by Post Office are open and honest	46%	⬇4	N/A	⬤15
4 NEW	I understand how my role contributes to Post Office's overall strategy as an organisation	64%	N/A	⬇6	⬤20

The number of colleagues who responded negatively / neutrally to all 4 key drivers of confidence in Senior Leadership is highest in:

34% of colleagues in Retail - DMB

33% of colleagues in Supply Chain

24% of colleagues in Remediation

24% of Post Office colleagues responded negatively / neutrally to all four key drivers of confidence in senior leadership

18% of Post Office colleagues responded positively to all four key drivers of confidence in senior leadership

The number of colleagues who responded positively to all 4 key drivers of confidence in Senior Leadership is highest in:

31% of colleagues in S&T

28% of colleagues in CFO

26% of colleagues in Technology

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Perceptions of communications improve considerably at senior levels
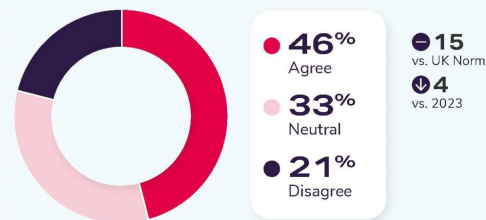
What you should know

- Overall, less than half of colleagues feel communications are open and honest (46%) or that they allow them to have their say (48%). Both of these metrics have declined since 2023 and the former lags the UK norm by 15pts.

- While more senior colleagues report relatively high and improving views on openness and honesty as well as two-way communications, the opposite is true for those at lower grades.

What you should consider

- Investigate what is driving the perception gap across grades and consider why positivity among more senior levels is failing to cascade.

- Focus on facilitating genuine two-way communication channels to improve trust in leaders and provide an opportunity to consistently demonstrate behaviours linked to Ways of Working.
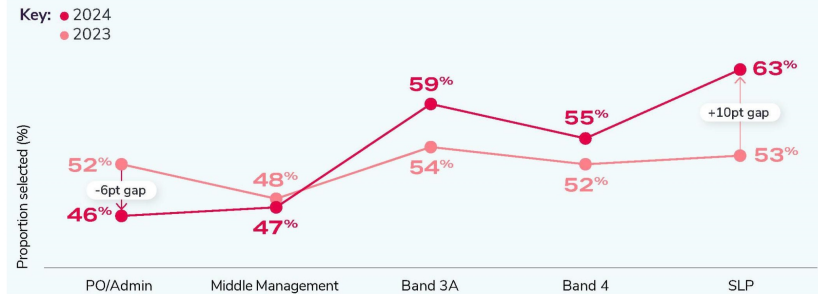
Communications metrics see a slight decrease since 2023

Communications provided by Post Office are open and honest

- **46%** Agree
- **33%** Neutral
- **21%** Disagree

➖ **15** vs. UK Norm
⬇ **4** vs. 2023

Internal communications provide two-way opportunities for colleagues to have their say

- **48%** Agree
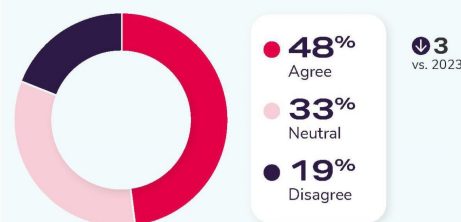- **33%** Neutral
- **19%** Disagree

⬇ **3** vs. 2023

Feeling that communications are open and honest has improved at senior levels, but dropped at PO/Admin

Communications provided by Post Office are open and honest

Key: ● 2024 ● 2023

Proportion selected (%)

	PO/Admin	Middle Management	Band 3A	Band 4	SLP
2024	46%	47%	59%	55%	63%
2023	52%	48%	54%	52%	53%

-6pt gap (PO/Admin)
+10pt gap (SLP)

Feeling that communications are two-way sees considerable improvement at Band 4

Internal communications provide two-way opportunities for colleagues to have their say

Key: ● 2024 ● 2023

Proportion selected (%)

	PO/Admin	Middle Management	Band 3A	Band 4	SLP
2024	47%	51%	60%	56%	61%
2023	50%	52%	57%	45%	53%

+11pt gap (Band 4)

16
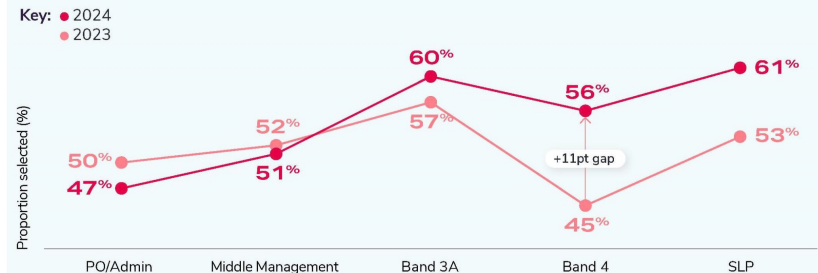
Building trust, engaging in conversations and listening to colleagues is key to improving comms

Key fact

1 in 4

colleagues want more communications to build trust and confidence in Post Office as an organisation
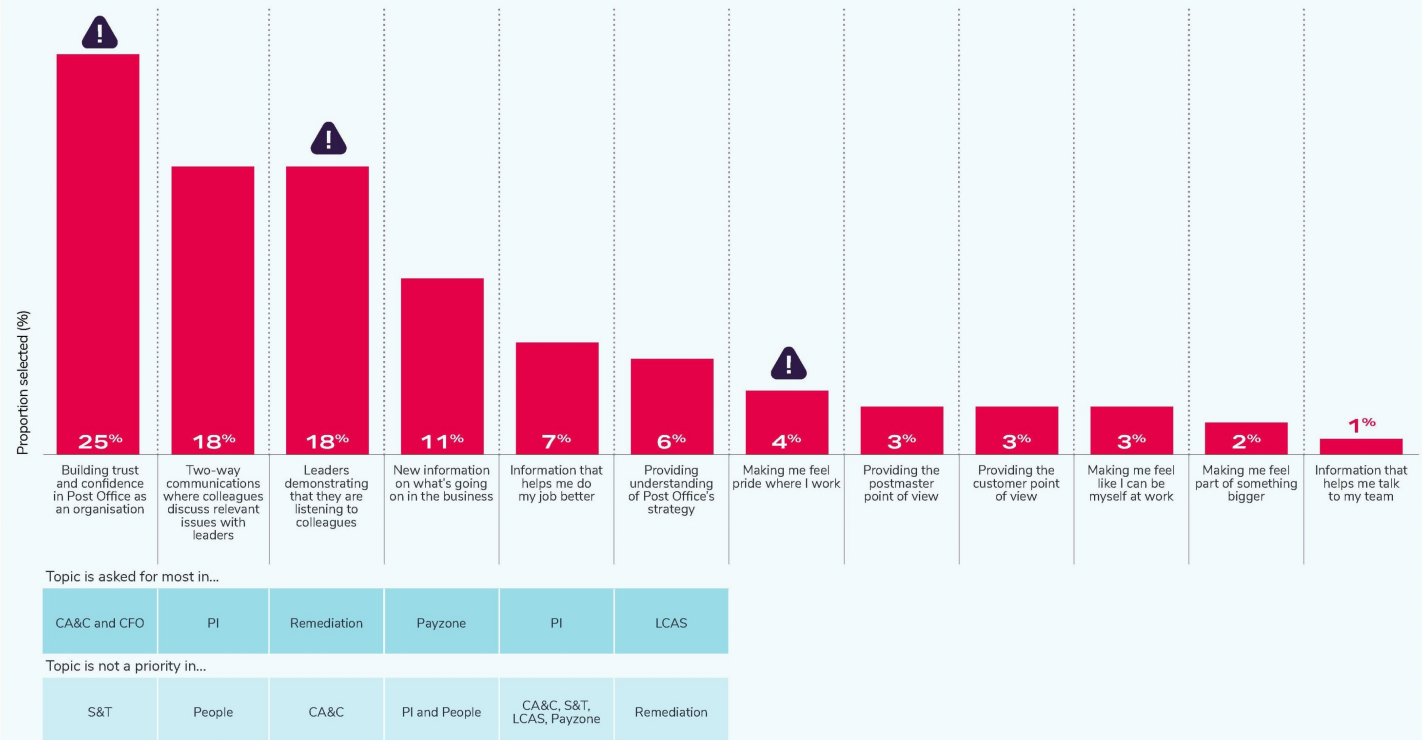
What you should know

- Colleagues want leader communications to do more to build trust and confidence in Post Office as an organisation. This is a particularly acute desire for those in CA&C and CFO.

- Other top-priority requests relate to two-way communications that allow colleagues to discuss issues with leaders and for leaders to demonstrate that they are listening.

What you should consider

- Review communication channels to identify opportunities that enable colleague feedback.

- It is important that this feedback is considered and openly acted upon as belief that opinions are valued is a key driver of advocacy, belonging and motivation. Continued low scores risk a sense of futility in driving perceptions of comms.

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

⚠ Chosen more often by colleagues with lower confidence in senior leadership

Proportion selected (%)

Building trust and confidence in Post Office as an organisation	Two-way communications where colleagues discuss relevant issues with leaders	Leaders demonstrating that they are listening to colleagues	New information on what's going on in the business	Information that helps me do my job better	Providing understanding of Post Office's strategy	Making me feel pride where I work	Providing the postmaster point of view	Providing the customer point of view	Making me feel like I can be myself at work	Making me feel part of something bigger	Information that helps me talk to my team
25% ⚠	18%	18% ⚠	11%	7%	6%	4% ⚠	3%	3%	3%	2%	1%

Topic is asked for most in...

CA&C and CFO	PI	Remediation	Payzone	PI	LCAS

Topic is not a priority in...

S&T	People	CA&C	PI and People	CA&C, S&T, LCAS, Payzone	Remediation

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Culture varies significantly across grades

What you should know

- Those at PO/Admin level see a primarily friendly, supportive culture defined by continuous improvement, work-life balance, respect and learning from mistakes.

- Among Middle Management and Band 3A, the experience is also friendly and supportive, but political and bureaucratic elements feature more prominently than work-life balance.

- As seniority progresses to Band 4 and SLP level, bureaucracy and politics become defining features of the culture, in addition to aversion to risk, inefficiency and demoralisation.
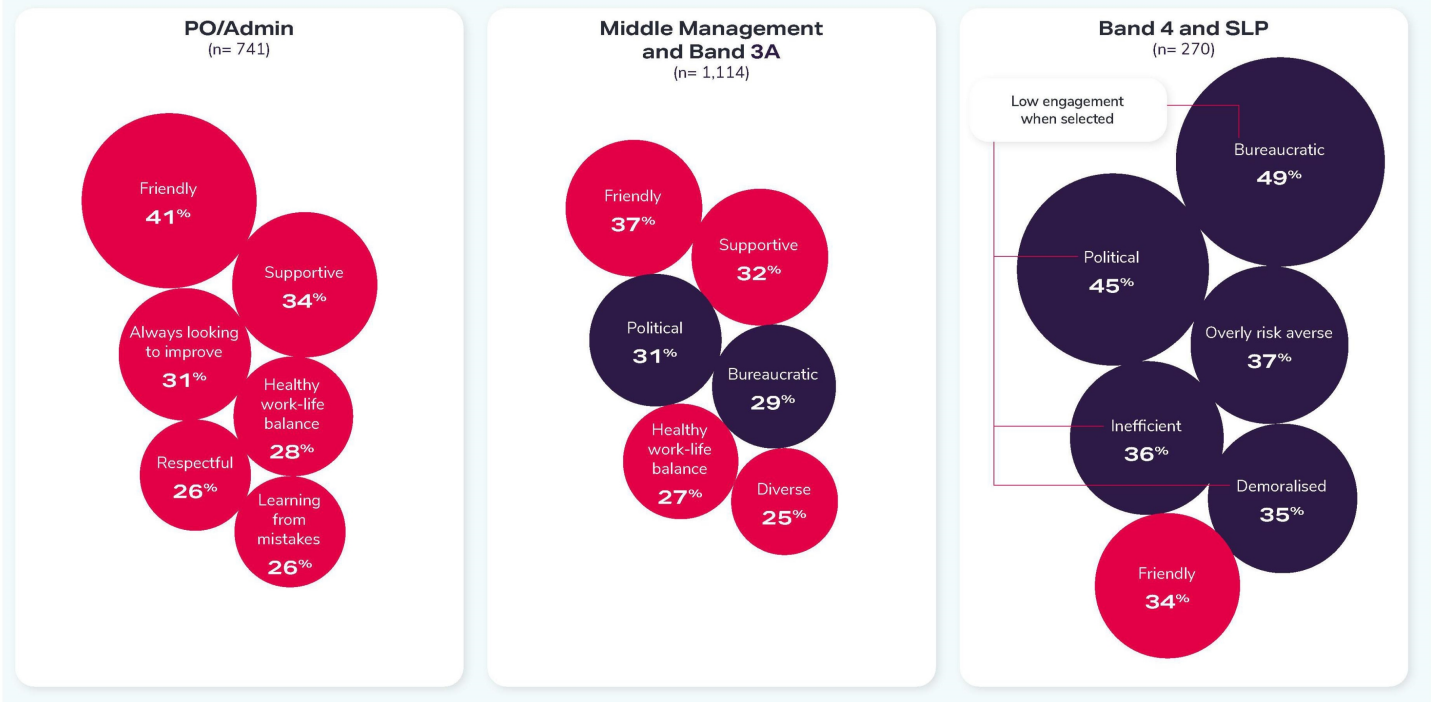
What you should consider

- These findings add weight to senior colleagues' consistently lower scores and suggest a need for an ingrained culture shift to address concerns.

- Acting on this feedback is of utmost importance to rebuild leader trust and prevent negative culture perceptions from cascading throughout Post Office.

Top selected culture words become more negative as seniority rises, particularly for behaviours with a higher negative impact on engagement

Key: ● Positive culture words ● Negative culture words ○○○○ Bubble size = proportion selected (%)

Top six culture words for each grade grouping

PO/Admin
(n= 741)

- Friendly 41%
- Supportive 34%
- Always looking to improve 31%
- Healthy work-life balance 28%
- Respectful 26%
- Learning from mistakes 26%

Middle Management and Band 3A
(n= 1,114)

- Friendly 37%
- Supportive 32%
- Political 31%
- Bureaucratic 29%
- Healthy work-life balance 27%
- Diverse 25%

Band 4 and SLP
(n= 270)

Low engagement when selected

- Bureaucratic 49%
- Political 45%
- Overly risk averse 37%
- Inefficient 36%
- Demoralised 35%
- Friendly 34%

18

Majority of manager behaviours seen to be performed better across Post Office

What you should know

- Colleagues have a broadly positive experience of their managers and see many of the behaviours they need already, particularly around regular check-ins and demonstrating care for wellbeing.

- Help with cross-team collaboration and supporting colleagues' career development are areas where managers could most improve, but have seen progress on 2022.
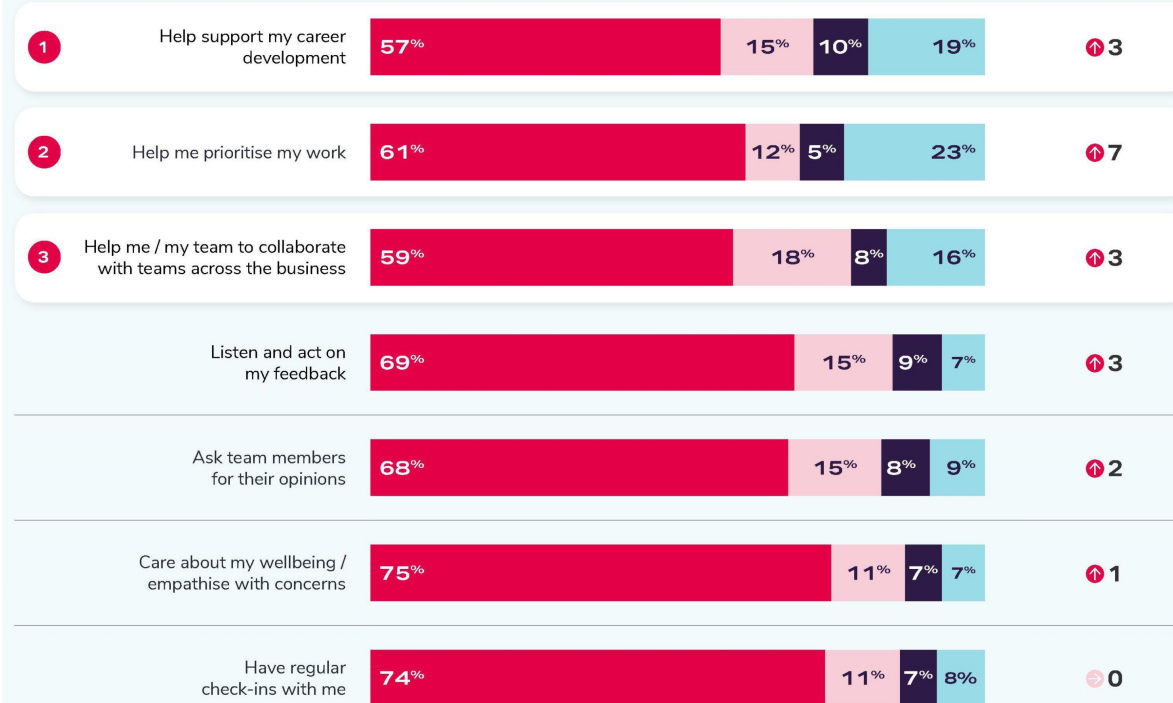
What you should consider

- How can you bolster positive momentum around manager behaviours, particularly around career development and managing workloads (two factors which impact overall engagement)?

- Consider what lessons can be learnt from managers who are listening and acting on colleague feedback and applied to senior levels to help boost confidence in senior leaders.

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

Key: ■ My manager already does this well ■ My manager could do this a little more ■ My manager could do this a lot more ■ Not applicable / Prefer not to say

	'My manager already does this well' vs. 2022
1 Help support my career development — 57% / 15% / 10% / 19%	↑ 3
2 Help me prioritise my work — 61% / 12% / 5% / 23%	↑ 7
3 Help me / my team to collaborate with teams across the business — 59% / 18% / 8% / 16%	↑ 3
Listen and act on my feedback — 69% / 15% / 9% / 7%	↑ 3
Ask team members for their opinions — 68% / 15% / 8% / 9%	↑ 2
Care about my wellbeing / empathise with concerns — 75% / 11% / 7% / 7%	↑ 1
Have regular check-ins with me — 74% / 11% / 7% / 8%	→ 0

These three manager behaviours were identified as key influencers of wider metrics in 2022

19

Improving communications is key to making Post Office a better place to work
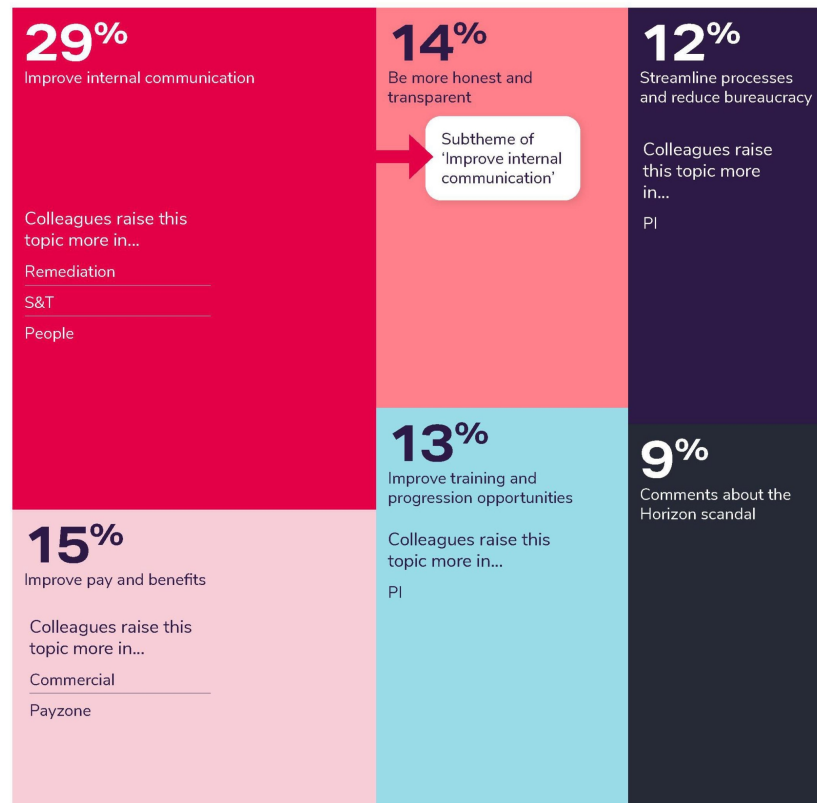
What you should know

- Internal communications appeared as the major theme when colleagues were asked what they would improve about Post Office. Not only did 29% mention improving internal comms overall, but a further 14% said communications need to be more honest and transparent, reflecting insight from page 16.

- Other themes included improving pay and benefits (15%), improving training and progression opportunities (13%), and streamlining processes and reducing bureaucracy (12%).

What you should consider

- Place initial focus on improving the transparency of internal communications. Colleagues respond to authenticity, and improvements in this area are a solid start to rebuilding trust in senior leaders. It is important to avoid 'sugarcoating' or holding back information, particularly when the external narrative is so negative.

Finally, what one thing would you improve to make Post Office a better place to work?

n= 1,394

29%
Improve internal communication

Colleagues raise this topic more in...

Remediation

S&T

People

14%
Be more honest and transparent

Subtheme of 'Improve internal communication'

12%
Streamline processes and reduce bureaucracy

Colleagues raise this topic more in...

PI

13%
Improve training and progression opportunities

Colleagues raise this topic more in...

PI

9%
Comments about the Horizon scandal

15%
Improve pay and benefits

Colleagues raise this topic more in...

Commercial

Payzone

> *Honesty - Post Office has had so much bad press recently, I really don't know how it can come back from this! We need guidance from the top as to what exactly is going on (rather than hearing it in the news)."*

> *That communication is more open and honest from the top to the bottom in regards to Pay, Strategy and situations."*

Other themes included:

Improve technology and IT	8%
I would like more support from managers	8%
Improve collaboration / reduce silos	7%
Treat all colleagues fairly and equally	7%
More recognition / praise for colleagues	6%

20

Diversity & Inclusion

POST OFFICE

Colleagues with a disability are less positive on key inclusion metrics

Key fact

67%

average inclusion metric score for colleagues with a disability
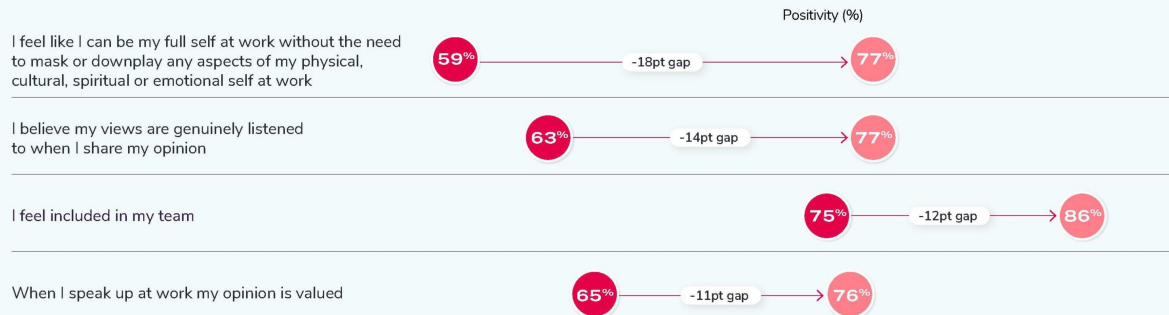
What you should know

- Colleagues with a disability are less likely to feel they can be their full selves at work (-18pts), to feel their views are generally heard (-14pts) and to feel included in their team (-12pts).

- 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.
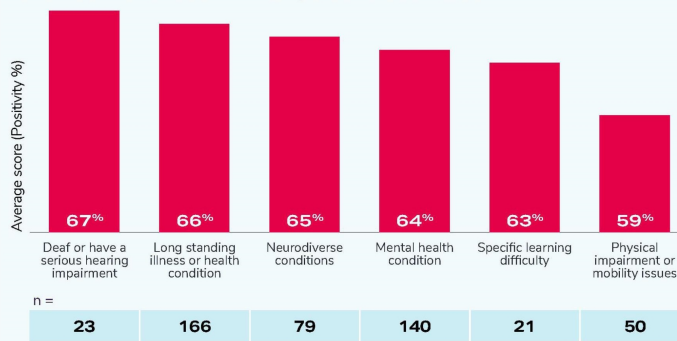
Disabled colleagues respond more negatively to inclusion metrics

Key: ● Disabled colleagues ● Non-disabled colleagues

Positivity (%)

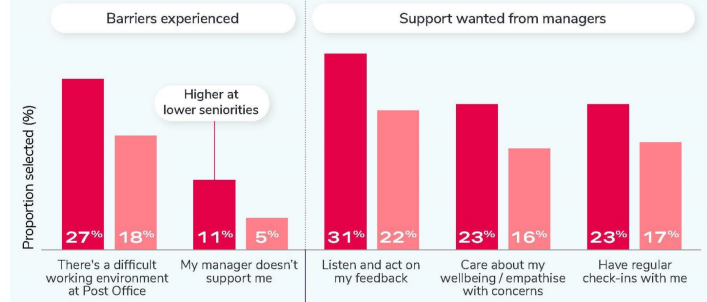|		
I feel like I can be my full self at work without the need to mask or downplay any aspects of my physical, cultural, spiritual or emotional self at work	59% —-18pt gap→	77%
I believe my views are genuinely listened to when I share my opinion	63% —-14pt gap→	77%
I feel included in my team	75% —-12pt gap→	86%
When I speak up at work my opinion is valued	65% —-11pt gap→	76%

Disabled colleagues also score 16pts 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

Average score (Positivity %)

Deaf or have a serious hearing impairment	Long standing illness or health condition	Neurodiverse conditions	Mental health condition	Specific learning difficulty	Physical impairment or mobility issues
67%	66%	65%	64%	63%	59%

n =					
23	166	79	140	21	50

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

Key: ■ Disabled colleagues ■ Non-disabled colleagues

Proportion selected (%)

Barriers experienced

There's a difficult working environment at Post Office	My manager doesn't support me
27% / 18%	11% / 5% (Higher at lower seniorities)

Support wanted from managers

Listen and act on my feedback	Care about my wellbeing / empathise with concerns	Have regular check-ins with me
31% / 22%	23% / 16%	23% / 17%

22

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 (-9pts vs. white)
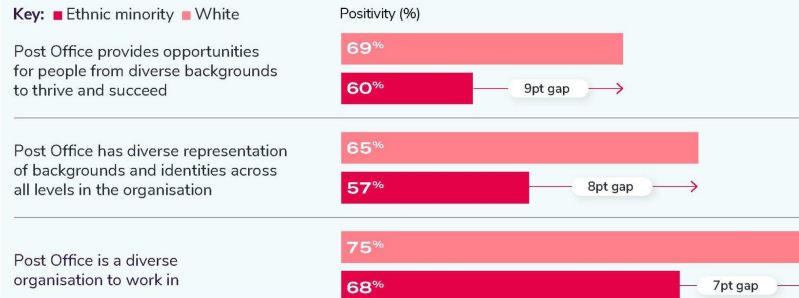
What you should know

- Colleagues from an ethnic minority background are less positive than average on diversity, especially when it comes to career development (-9pts). This positivity gap increases in higher grades, from 14pts in PO/Admin to 24pts in Band 4 and SLP.
- Positivity is also lower around diverse representation across all levels of Post Office (-8pts) and belief that Post Office is a diverse organisation (-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
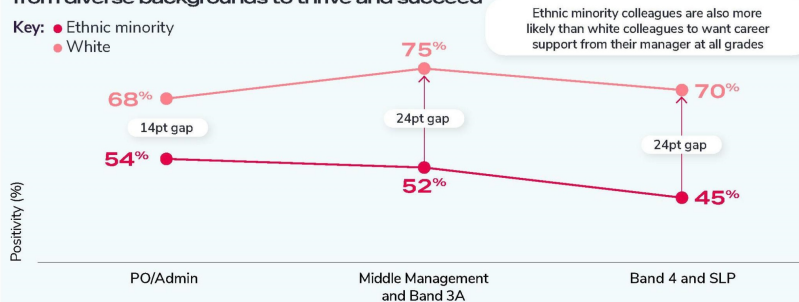
Key: ■ Ethnic minority ■ White   Positivity (%)

Post Office provides opportunities for people from diverse backgrounds to thrive and succeed	69% / 60% — 9pt gap →
Post Office has diverse representation of backgrounds and identities across all levels in the organisation	65% / 57% — 8pt gap →
Post Office is a diverse organisation to work in	75% / 68% — 7pt gap →

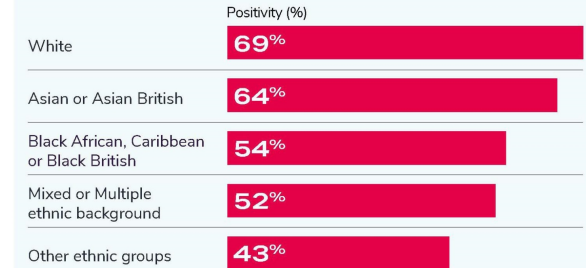## Ethnic minority colleagues are less positive about career opportunities as seniority rises

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

Key: ● Ethnic minority
● White

Ethnic minority colleagues are also more likely than white colleagues to want career support from their manager at all grades

Positivity (%)

White: 68% (PO/Admin), 75% (Middle Management and Band 3A), 70% (Band 4 and SLP)
Ethnic minority: 54% (PO/Admin), 52% (Middle Management and Band 3A), 45% (Band 4 and SLP)

14pt gap, 24pt gap, 24pt gap

PO/Admin | Middle Management and Band 3A | Band 4 and SLP

Black African, Caribbean or Black British and Mixed or Multiple ethnic background colleagues are least positive about career opportunities
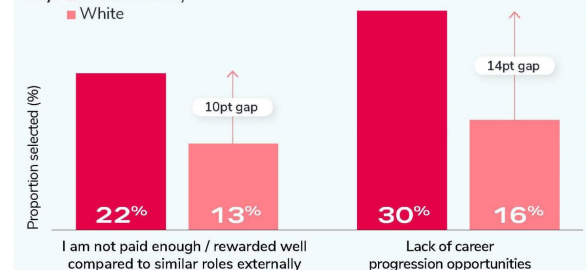
Post Office provides opportunities for people from diverse backgrounds to thrive and succeed

Positivity (%)

White	69%
Asian or Asian British	64%
Black African, Caribbean or Black British	54%
Mixed or Multiple ethnic background	52%
Other ethnic groups	43%

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

Proportion selected (%)

I am not paid enough / rewarded well compared to similar roles externally: Ethnic minority 22%, White 13% — 10pt gap

Lack of career progression opportunities: Ethnic minority 30%, White 16% — 14pt gap

23

LGB+ colleagues and women are more likely to have received an unwanted comment
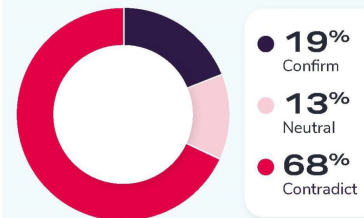
What you should know

- Across Post Office, one in five colleagues say they have been the victim of an unwelcome comment that felt offensive, embarrassing or hurtful, while a further 13% responded neutrally.

- LGB+ colleagues are 13pts more likely to have received such a comment than straight colleagues, while women are 4pts more likely than men. This gap rises to 8pts between gay women and men.

- The proportion of women experiencing this type of comment rises significantly and consistently with seniority. The gap to men is just 3pts at PO/Admin level compared to 29pts at SLP.
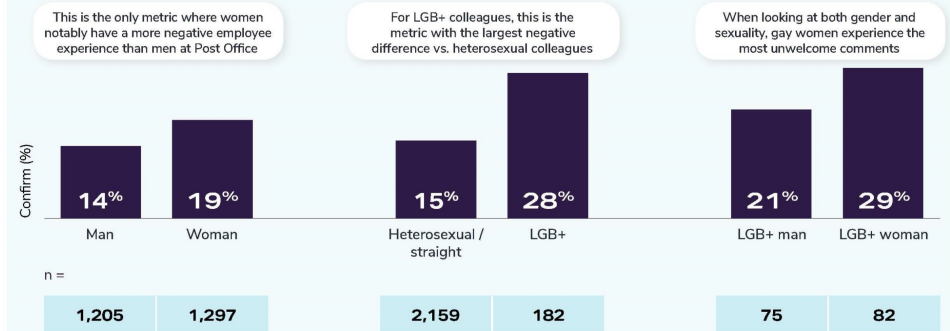
What you should consider

- 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 unwelcome comment or conduct at Post Office that felt offensive, embarrassing or hurtful

- **19%** Confirm
- **13%** Neutral
- **68%** Contradict

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

This is the only metric where women notably have a more negative employee experience than men at Post Office

For LGB+ colleagues, this is the metric with the largest negative difference vs. heterosexual colleagues

When looking at both gender and sexuality, gay women experience the most unwelcome comments

Confirm (%)

Man	Woman		Heterosexual / straight	LGB+		LGB+ man	LGB+ woman
14%	19%		15%	28%		21%	29%

n =

1,205	1,297		2,159	182		75	82

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

In the past 12 months, I have been the victim of an unwelcome comment or conduct at Post Office, that felt offensive, embarrassing or hurtful
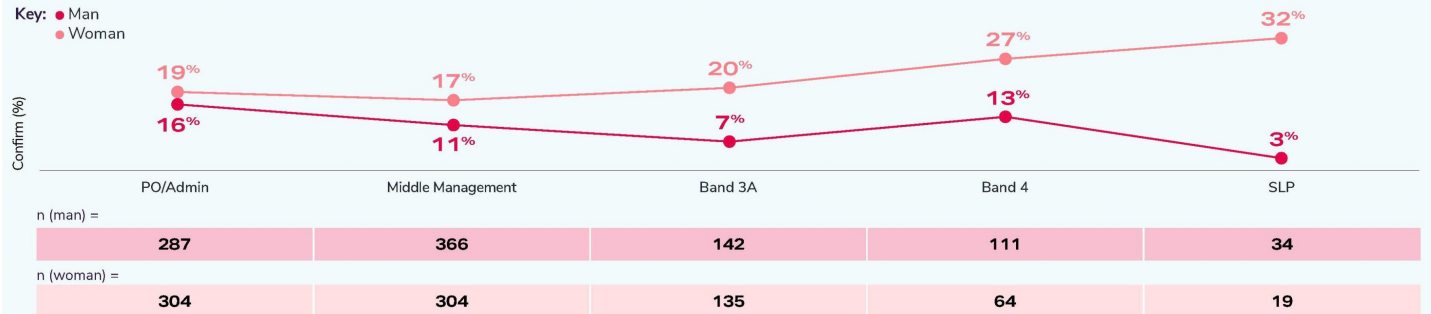
Key: ● Man ● Woman

Confirm (%)

	PO/Admin	Middle Management	Band 3A	Band 4	SLP
Woman	19%	17%	20%	27%	32%
Man	16%	11%	7%	13%	3%

n (man) =	287	366	142	111	34
n (woman) =	304	304	135	64	19

24

Colleagues with non-parental caring responsibilities feel more strain
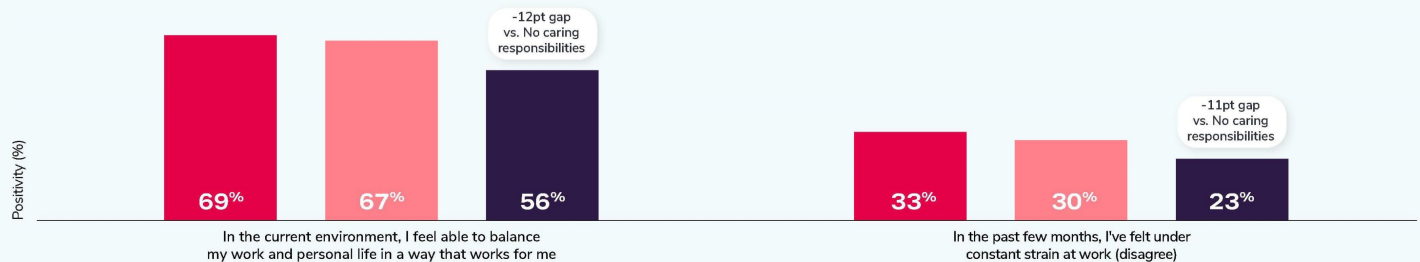
What you should know

- 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 understaffing, 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/Admin 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.
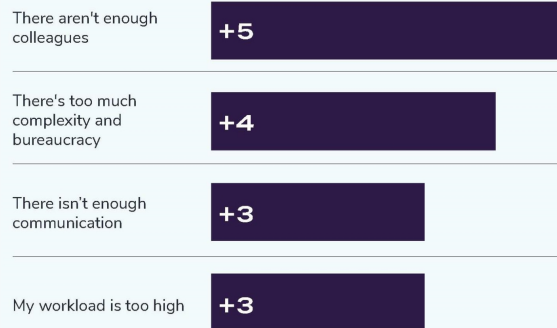
Colleagues with non-parental caring responsibilities report less work-life balance and more strain

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

Positivity (%)

In the current environment, I feel able to balance my work and personal life in a way that works for me
- 69%
- 67%
- 56% (−12pt gap vs. No caring responsibilities)

In the past few months, I've felt under constant strain at work (disagree)
- 33%
- 30%
- 23% (−11pt gap vs. No caring responsibilities)

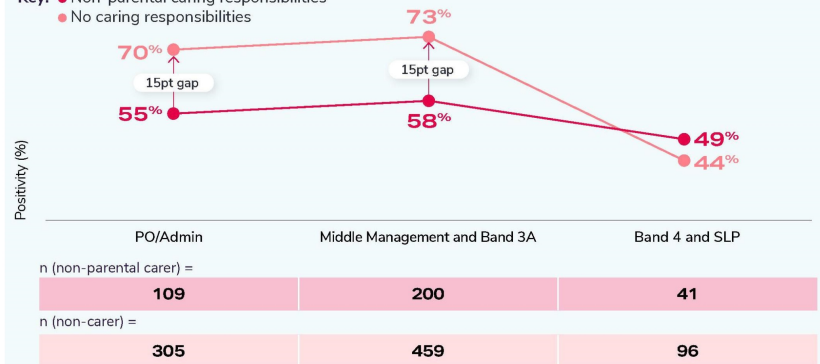## Some barriers are experienced more by colleagues with non-parental caring responsibilities

Gap vs. those with no caring responsibilities

Barrier	Gap
There aren't enough colleagues	+5
There's too much complexity and bureaucracy	+4
There isn't enough communication	+3
My workload is too high	+3

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

Key: ● Non-parental caring responsibilities   ● No caring responsibilities

Positivity (%)

	PO/Admin	Middle Management and Band 3A	Band 4 and SLP
No caring responsibilities	70%	73%	44%
Non-parental caring responsibilities	55%	58%	49%
Gap	15pt gap	15pt gap	

| n (non-parental carer) = | 109 | 200 | 41 |
| n (non-carer) = | 305 | 459 | 96 |

Representation of colleagues from a minority ethnic background decreases with seniority

Key fact

31%

of SLP are from a minority ethnic background
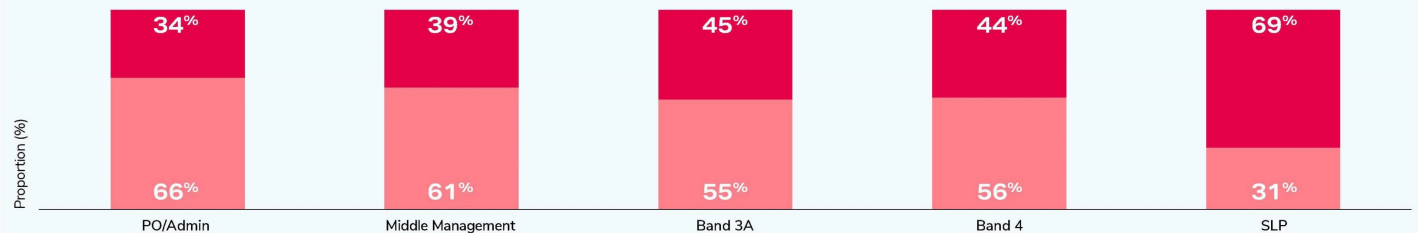
What you should know

- Representation of minority ethnic groups is much lower at SLP level (31%) than at more junior PO/Admin 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

Proportion (%)

	PO/Admin	Middle Management	Band 3A	Band 4	SLP
Member of no minority groups	34%	39%	45%	44%	69%
Member of at least one minority group	66%	61%	55%	56%	31%

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 like 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 strain 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 in my part of the business genuinely seek to hear colleagues' suggestions and ideas."

" Where I work, people can share their opinions, ideas, feedback or concerns without fear of negative consequences."

" I have access to the training, learning and development I need 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 religions are defined as those representing less than 4% of the Post Office population.

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

Key fact

19%

of comments asked to improve senior leadership diversity
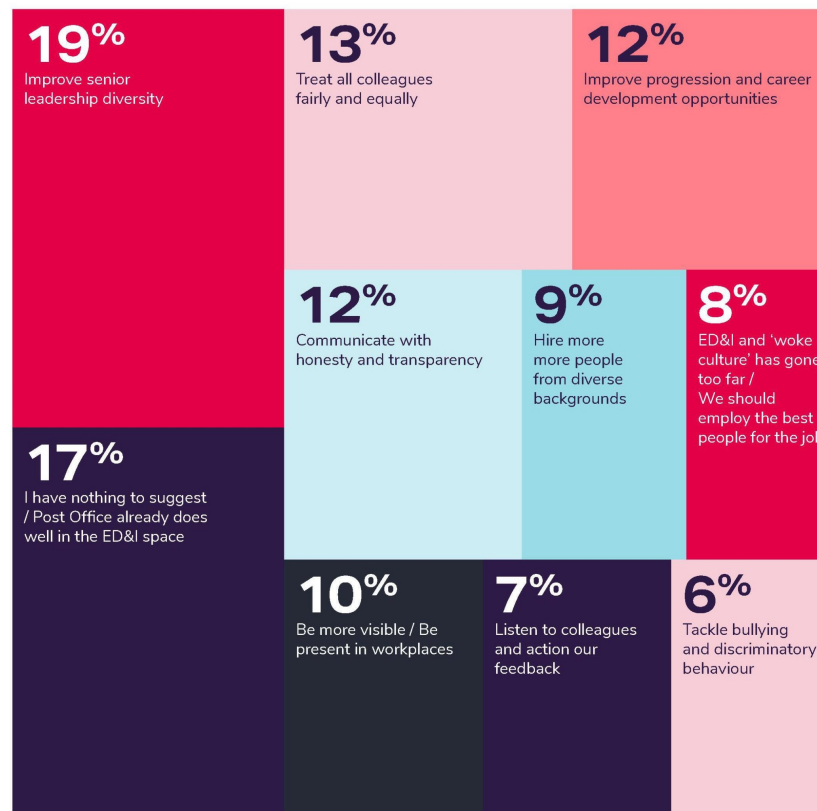
What you should know

- When asked how senior leaders can do more to deliver Post Office's ED&I goals, one in five 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 reignite trust in leaders?

- 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=851

19%
Improve senior leadership diversity

13%
Treat all colleagues fairly and equally

12%
Improve progression and career development opportunities

12%
Communicate with honesty and transparency

9%
Hire more more people from diverse backgrounds

8%
ED&I and 'woke culture' has gone too far / We should employ the best people for the job

17%
I have nothing to suggest / Post Office already does well in the ED&I space

10%
Be more visible / Be present in workplaces

7%
Listen to colleagues and action our feedback

6%
Tackle bullying and discriminatory behaviour

> **"** More diversity at the executive/director level, role modelling the EDI 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."

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Appendix

You said, we did

		score	vs. 2023	vs. UK Norm
Better support to achieve career objectives	I feel able to achieve my career objectives at this company	49%	⬇4	➖11
	I regularly discuss my career development and growth with my line manager and track progress against my development plan	55%	⬇3	N/A
	Leaders in my part of the business care about providing timely feedback that helps me grow	47%	⬇9	N/A
Ways of Working being demonstrated everyday	At Post Office, how we do things is as important as what we do	69%	⬇1	N/A
	I see the Ways of Working being demonstrated everyday	53%	⬇5	N/A
	Senior leaders lead by example and behave in line with our Ways of Working	38%	⬇6	➖31
Improved internal two-way communications	Communications provided by Post Office are open and honest	46%	⬇4	➖15
	Internal communications provide two-way opportunities for colleagues to have their say	48%	⬇3	N/A
	Leaders in my part of the business genuinely seek to hear colleagues suggestions and ideas	52%	⬇7	N/A
Removing strain, bureaucracy and inefficiencies	There is good teamwork and co-operation between departments at Post Office	48%	⬇2	➖7
	In the past few months I've felt under constant strain at work (contradict)	46%	⬇1	N/A
	Any major barriers at work are effectively managed in order to allow me to do my job well	59%	⬆12	N/A
Focus on building trust in senior leadership	I have confidence in the senior leadership of Post Office	35%	⬇5	➖34
	Where I work, people are held accountable for their performance and behaviours	63%	⬆4	➖1
	Where I work, people are good at learning from past experience to avoid repeating mistakes	68%	⬆9	➕6

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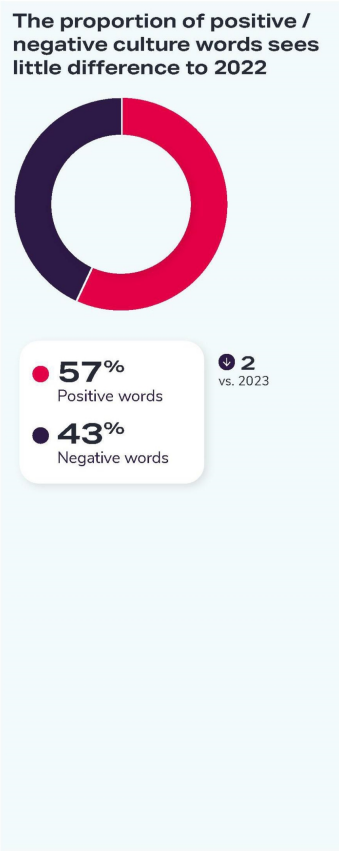# Culture defined by supportive and friendly behaviours but politics and bureaucracy a concern

Key fact

57%

of words chosen to describe the culture are positive

What you should know

- Though down slightly on 2022, 'supportive' and 'friendly' remain the top two culture traits experienced at Post Office and are associated with above-average engagement.

- In contrast, 'political' and 'bureaucracy' are the most frequently chosen negative culture words, followed by 'demoralised' which is associated with the lowest engagement score.

What you should consider

- Investigate ways to reinforce positive culture traits through team activities and recognition programmes to enhance engagement and bolster an overall positive culture.

- As seen throughout the report, communication is a key focus area, particularly around authenticity and trust. Focusing on this will play a critical role in addressing negative culture traits around bureaucracy and politics.

The proportion of positive / negative culture words sees little difference to 2022

● **57%** Positive words

● **43%** Negative words

⬇ **2** vs. 2023

Behaviours to celebrate and reinforce

Most selected, high engagement when selected

Key: ⬇ ⬆ Increase / decrease in frequency vs. 2022 (change 3pts or larger)

	Engagement score	Frequency
Supportive ⬇	78%	32%
Friendly ⬇	74%	40%
Always looking to improve	74%	26%
Learning from mistakes ⬆	73%	23%
Healthy work-life balance	71%	25%

Behaviours to grow

Less selected, high engagement when selected

	Engagement score	Frequency
Proud	91%	12%
Creative	88%	5%
Trustworthy ⬇	87%	11%
Enthusiasm	85%	8%
Empowering ⬇	84%	6%

Behaviours to move away from

Some selected, low engagement when selected

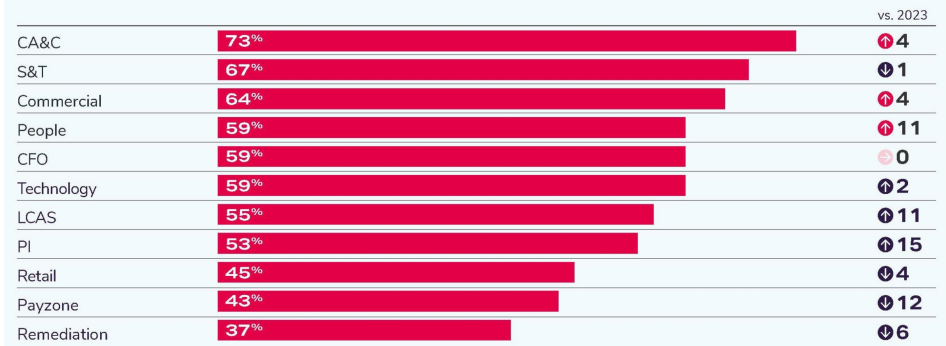|	Engagement score	Frequency
Political ⬆	46%	22%
Bureaucratic ⬇	46%	22%
Hierarchical	42%	18%
Inefficient ⬇	37%	18%
Demoralised ⬆	30%	20%

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Perceptions of communications vary by division

Communications provided by Post Office are open and honest

	%	vs. 2023
CA&C	80%	⬇7
PI	62%	⬇7
S&T	61%	⬌0
Payzone	59%	⬆4
CFO	57%	⬇4
LCAS	55%	⬇4
Commercial	53%	⬇2
Technology	53%	⬇6
People	49%	⬆5
Retail	43%	⬇6
Remediation	38%	⬆5

Internal communications provide two-way opportunities for colleagues to have their say

	%	vs. 2023
CA&C	73%	⬆4
S&T	67%	⬇1
Commercial	64%	⬆4
People	59%	⬆11
CFO	59%	⬌0
Technology	59%	⬆2
LCAS	55%	⬆11
PI	53%	⬆15
Retail	45%	⬇4
Payzone	43%	⬇12
Remediation	37%	⬇6

Leaders in my part of the business genuinely seek to hear colleagues' suggestions and ideas

	%	vs. 2023
PI	79%	⬇8
CA&C	77%	⬆7
Commercial	74%	⬇6
LCAS	73%	⬆2
S&T	69%	⬆4
Technology	69%	⬇6
CFO	65%	⬇7
People	50%	⬇14
Remediation	49%	⬌0
Payzone	48%	⬇12
Retail	47%	⬇8

The senior leadership have communicated a vision for 2025 and strategic priorities for Post Office that motivates me

	%	vs. 2022
S&T	53%	⬇16
CA&C	47%	⬇19
People	45%	⬇12
CFO	42%	⬇8
Technology	42%	⬆1
Commercial	40%	⬇10
Payzone	35%	N/A
LCAS	34%	⬇18
Retail	29%	⬇11
Remediation	25%	⬇17
PI	24%	⬇19

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