

Our Behaviours

Creating a great place to work for all

July 2024

Document classification: Internal



Introduction – why this is important

Our strength comes from our people. They are the driving force behind our transformation and culture and critical to our success.

Our behaviours provide clarity on 'how' we do things and help guide us on what it takes to be successful.

A combination of these behaviours will provide a pathway for everyone to realise their full potential, while giving us a clear and consistent standard against our leadership and talent processes.

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How it all fits together

Our behaviours represent the essence and spirit of our business, the driving force behind our transformation, and support us in creating an inclusive and thriving culture that secures Post Office's success for the long term.

As you all know, we are on a journey of huge cultural change, and we must all play a part in being able to move the business forward, whilst we continue to learn from the past.

We have developed the behaviours to ensure they support our relationships across the business with our postmasters, partners, colleagues and customers. These behaviours are **for anyone** and **applicable to everyone**, regardless of role or grade.

Our expectation is we all live and breathe the behaviours, embrace them and hold ourselves and each other to account.

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"We have identified these behaviours as those that matter most. They form the core beliefs and guiderails that will drive Post Office forward and serve as a cornerstone for our cultural change.

By threading these behaviours through our processes, we will see consistency, alignment and significant strengthening of both performance and culture."

We want everyone to feel proud to be part of the journey in order to bring about positive change. Everyone's contribution really does count!"

Karen McEwan, Group Chief People Officer

The behaviours that will drive our culture and transformation plans

Be Curious



~~Ask the questions you think need to be asked and push for the truth if you ever think it is missing~~

“We challenge the norm, ask questions and push for the truth”

“We are inclusive, speak openly and listen to the views of others”

“We try new things and encourage others to do the same”

Move it forward



~~Keep momentum, pushing things closer to completion, and encourage others to do the same~~

“We hold a high bar on performance”

“We make bold decisions for today and the future”

“We cut through complexity and execute with pace”

Own the outcome



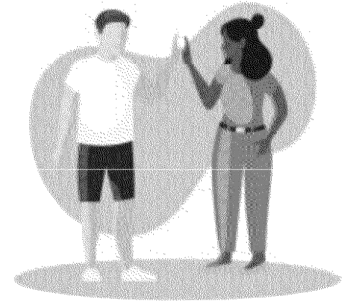
~~Take responsibility, run with it and see it through~~

“We are accountable for our decisions and grow from our actions”

“We have high levels of personal integrity”

“We support business change and find the way forward”

Back each other



~~We support each other and embrace diversity to build an inclusive culture~~

“We trust and encourage each other”

“We treat others with respect and dignity at all times”

“We are all in this together”

How and when to use these behaviours

| Activity | How to utilise the behaviours |
|--|--|
| Performance conversations/ objective setting | 'How' people deliver their role is as important as 'what' they deliver. We have a clear expectation when objectives are set that behaviours are considered in the objective setting process. This will also assist individuals in having richer performance conversations aligned to our transformation and culture plans. |
| Career / development conversations | A chance to deep-dive on what will really make the difference to support your career pathway by helping you reflect on what combination of behaviours will unlock you being at your best, whilst supporting everyone to create high impact personal development plans targeting the most relevant areas. |
| Recruitment and selection | To support what it takes to be successful at Post Office, we will align our behaviours to our recruitment and selection processes. The definitions will provide a solid benchmark when hiring. We should clearly set out our expectations on the technical skills required and behaviours, using scenario-based questions to better understand an individual's skill level and cultural fit. |
| Communication and engagement | You will see these behaviours threaded throughout all our communications going forward. We believe they are essential to our success. |
| Organisational design | Using the behaviours to benchmark our structure design, role summaries and future needs. |
| Employee engagement survey | Including questions related to behaviours in employee surveys to gauge impact on overall engagement, cultural alignment and colleague satisfaction. |
| Succession planning | Succession planning will support us in building strong and diverse pipelines of talent. Part of the process will be to consider observable behaviours and have meaningful conversations using the definitions provided. (See appendix) |
| Identifying high potential | We consider that someone with potential should consistently role model all four behaviours. |

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Question and Answers

What are Post Office behaviours?

The behaviours underpin our purpose. They are simple, set the standard and define the cultural differences we want to see. We will hold ourselves and each other to account to ensure they are being lived across the business.

They provide clarity on our organisational capabilities so everyone is clear what is expected of them and will be the foundation for all our talent, inclusion and people processes going forward.

It will be the combination of all four behaviours that will help us to drive stronger cultural outcomes.

They will be used at every stage of the colleague lifecycle, from recruitment, performance and development to communication, engagement surveys and succession planning.

Who are the behaviours for?

We have developed the behaviours to ensure they support our relationships across the business with our postmasters, partners, colleagues and customers. These behaviours are **for anyone** and **applicable to everyone**, regardless of role or grade.

We want everyone to feel connected to the behaviours to support business performance, enhance individuals' skills to meet their potential and contribute to the collective success of Post Office.

When are they used?

They have several different uses. The main ones are:

- Performance – Aligned to the performance matrix, reviewed and held accountable against both the 'what' and the 'how'
- Succession planning – Conversations and benchmarking observable behaviours to support us with our talent decisions.
- Recruiting and appointing leaders – recruiting and promoting candidates assessed against the behaviours so we always attract the best talent.
- Career development – helping to define and develop careers and the behaviours that will help everyone achieve their ambitions.

What else can you tell me about them?

A great deal of time and consideration has gone into finding the right behaviours which mean something to everyone and people feel connected to. They also provide a clear and consistent standard against which we recruit, select, review and develop our people.

In the appendix to this guide, for each of the four behaviours you will find:

- A definition.
- An expectation of the observable behaviour in practice
- An observable scale to rate current level of ability.

How do these behaviours align to our purpose & vision?

To achieve 'a great place to work for all', our people strategy focuses on three phases - foundations, growth and sustainability. Having a set of common behaviours in place creates a strong foundation, allows individuals to grow and sets the direction for a sustainable business.

What is the purpose of providing examples?

These are indicators only rather than a comprehensive list of everything that you might observe, or a person may demonstrate.

- The observable behaviours are designed to act as a benchmark to help all colleagues understand, develop and grow.
- The definitions will help you to identify key strengths that could be utilised further as well as highlighting development needs which in turn will support a much more detailed and robust development plan.

How do we use the behaviours for succession planning?

Each of the four behaviours will be used as part of the succession planning process, whereby we will ask for current level of ability using the observable scale below:

- Not demonstrating – Behaviours are not visible or actively practised
- Emerging – Some opportunities to develop this behaviour and give some more focus.
- Accomplished – It's a genuine and consistent strength; they constantly receive feedback that tells them so.
- Role Model – You can point to them as someone who demonstrates what good looks like and others will learn from.

Appendix

Observable behaviours guide

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A closer look at... 'Be Curious'

Ask the questions you think need to be asked and push for the truth if you ever think it is missing



| Observable behaviours in practice | Not demonstrating Behaviours are not visible or actively practised | Emerging Some opportunities to develop this behaviour and give some more focus | Accomplished It's a genuine and consistent strength, and individuals receive feedback that tells them so | Role Model You can point to them as someone who demonstrates what good looks like, and others learn from them |
|--|---|---|--|--|
| • Challenge the norm, ask questions and push for the truth | • Shows little interest in considering alternatives or seeking deeper understanding with a reluctance to ask questions or explore topics in depth | • May accept information readily or seek a quick solution without questioning, challenging or exploring deeper ideas or options | • Confident in questioning, displaying self-led curiosity to problem solve and navigate setbacks if they arise | • Has a significant influence and impact on others to think independently, always demonstrating integrity and authenticity |
| • Be inclusive, speak openly and listen to the views of others | • Disregard for others' contributions and lack of willingness to listen | • Sometimes dominates conversations and attention to listening is limited, missing the opportunity to gather diverse views | • Seen advocating for underrepresented voices, by actively involving people from diverse backgrounds in conversations and decision making showing they value their input | • Listens attentively, acknowledges different points of view, and shows empathy, setting a standard for others to follow |
| • Try new things and encourage others to do the same | • Absence of interest and shows resistance when presented with new ideas | • Tend to stick to what they know, avoiding stepping out of their comfort zone with a strong preference for 'playing it safe' | • Frequently takes the initiative to explore new ideas and ventures, adapting to change and often leading the way for others | • Displays genuine enthusiasm to actively engage in new experiences demonstrating a willingness to step out of their comfort zone whilst showing their trust and belief in others to do the same |

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A closer look at... 'Move it forward'

Keep momentum, pushing things closer to completion, and encourage others to do the same.



| Observable behaviours in practice | Not demonstrating Behaviours are not visible or actively practised | Emerging Some opportunities to develop this behaviour and give some more focus | Accomplished It's a genuine and consistent strength, and individuals receive feedback that tells them so | Role Model You can point to them as someone who demonstrates what good looks like, and others learn from them |
|---|--|---|---|--|
| • Hold a high bar on performance | <ul style="list-style-type: none"> Fails to meet deadlines or accept constructive feedback indicating a lack of commitment to performance standards | <ul style="list-style-type: none"> Seeks feedback or clarification on their performance, but needing more guidance and support on delivery | <ul style="list-style-type: none"> Consistently meets or exceeds performance targets and are often recognised for their contributions. Able to adapt to changing circumstances and still deliver results | <ul style="list-style-type: none"> Actively seeks feedback and uses that to reach higher levels of performance, consistently meeting or exceeding expectations |
| • Make bold decisions, for today and the future | <ul style="list-style-type: none"> Show reluctance or indecision when faced with choices that require a firm commitment and does not consider the long-term implication | <ul style="list-style-type: none"> Hesitant at times to take risks, reflect and make decisions, sometimes waiting for others to move things forward | <ul style="list-style-type: none"> Confident and reflective decision maker showing assertiveness in their choices with the ability to adapt and bounce back quickly if setbacks occur | <ul style="list-style-type: none"> Reflective and transparent in their thinking and actions which are visible to others, readily adjusting to new information or circumstances |
| • Cut through complexity and execute with pace | <ul style="list-style-type: none"> Taking longer than necessary to complete tasks, overcomplicating instead of simplifying or putting off decisions | <ul style="list-style-type: none"> May not always prioritise effectively or focus on the most important tasks, at times delaying making decisions or taking action | <ul style="list-style-type: none"> Can identify and focus on the most important tasks and make decisions promptly and confidently even in complex situations | <ul style="list-style-type: none"> Make informed decisions swiftly without unnecessary delay and prioritise their work on tasks that will add the most value, showing confidence in their judgement |

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A closer look at... 'Own the outcome'

Take responsibility, run with it and see it through

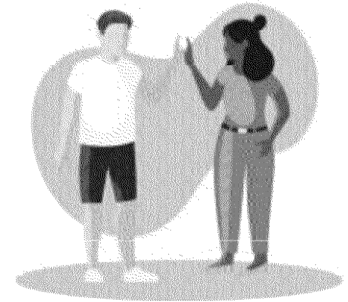


| Observable behaviours in practice | Not demonstrating Behaviours are not visible or actively practised | Emerging Some opportunities to develop this behaviour and give some more focus | Accomplished It's a genuine and consistent strength, and individuals receive feedback that tells them so | Role Model You can point to them as someone who demonstrates what good looks like, and others learn from them |
|---|---|--|---|--|
| <ul style="list-style-type: none"> Accountable for our decisions and grow from our actions | <ul style="list-style-type: none"> Failing to learn from past errors and continuing to make the same choices. Not owning up to mistakes, they may blame others or external circumstances | <ul style="list-style-type: none"> Can show reluctance to accept responsibility and avoid taking ownership of outcomes | <ul style="list-style-type: none"> Take full responsibility for their choices and decisions regardless of the outcome, and reflect on successes and failures to extract valuable lessons | <ul style="list-style-type: none"> Are proactive and intuitive with a solution orientated attitude, displaying high levels of integrity and are trusted to always do what's right |
| <ul style="list-style-type: none"> High levels of personal integrity | <ul style="list-style-type: none"> Failing to take ownership of their actions and often showing favouritism or treating others in a way that is not ethical | <ul style="list-style-type: none"> Sometimes demonstrating a gap between what they say and what they do, which can play out in their consistency in decision making | <ul style="list-style-type: none"> They are humble, showing empathy and respect for others and value honesty and truth even when things are challenging | <ul style="list-style-type: none"> They lead the way in helping establish a culture of integrity, reliable with their commitments and treat others with respect and dignity |
| <ul style="list-style-type: none"> Support business change and find the way forward | <ul style="list-style-type: none"> Demonstrating an inability or unwillingness to adjust to new ideas, processes, or technologies without offering constructive alternatives | <ul style="list-style-type: none"> May be resistant to new ideas or approaches, needing some reassurance and guidance to work independently | <ul style="list-style-type: none"> Showing adaptability with their decision making and forward plans whilst supporting others to overcome resistance | <ul style="list-style-type: none"> They quickly adapt and maintain a determined and positive outlook, whilst guiding and supporting others to move forward together |

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A closer look at... 'Back each other'

We support each other and embrace diversity to build an inclusive culture



| Observable behaviours in practice | Not demonstrating Behaviours are not visible or actively practised | Emerging Some opportunities to develop this behaviour and give some more focus | Accomplished It's a genuine and consistent strength, and individuals receive feedback that tells them so | Role Model You can point to them as someone who demonstrates what good looks like, and others learn from them |
|---|--|---|---|---|
| • We trust and encourage each other | • Lack of encouragement or positive reinforcement, quickly dismissing or not considering others' suggestions | • May hold back in supporting others with tasks, ideas or initiative without guarantee of success | • Empower others, trusting them to complete work effectively, acknowledging success through positive feedback | • Create opportunities for others to grow and demonstrate their capabilities, often recognising their potential even before they see it in themselves |
| • We always treat others with respect and dignity | • Uses derogatory or belittling language when speaking to or about others and failing to acknowledge or consider the contributions and opinions of others. | • At times show lack of attention to others' views or opinions, sometimes overstepping personal or professional boundaries | • Making the effort to include everyone in conversations and decision making, valuing others' opinions and offering support and guidance | • Always maintains a high level of professionalism treating everyone with courtesy and ensuring they feel seen, heard and recognised |
| • We are all in this together | • Unwillingness to collaborate or assist others in shared objectives with little concern for the challenges or needs of the team | • Prefers to work in isolation and can avoid participating in group efforts, resulting in missing the opportunity to share experiences or collaborate | • Invest time in helping others to develop their skills and confidence and actively participate in team activities, sharing their knowledge and expertise | • Cooperative, respectful and positive with their actions and attitudes, inspiring others to do the same |

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