Organisational pulse Survey Results

November 2023

POST OFFICE

Methodology

Surveys were conducted over 3 waves between 21st August and 23rd October.

Total responses 2,359 | **Response rate** 65%$_{+29pts}$

Interpreting the data in this report

Scores
The survey included 19 statements which respondents rated on a 5 point scale from 'strongly agree' to 'strongly disagree'.

Data is reported as the proportion who responded positively (selecting 'strongly agree' or 'agree'), neutrally (selecting 'neither agree nor disagree') and negatively (selecting 'disagree' or 'strongly disagree'). If only one number is reported, this is the proportion of colleagues who responded positively, unless otherwise stated.

Rounding
While results and differences are rounded to the nearest whole percent, calculations are performed on unrounded data. This means differences may be up to 1% higher or lower than they appear. An example is illustrated below:

	2022	2023	Difference
Unrounded	67.6%	68.4%	0.8 point
Rounded	68%	68%	1 point

While in this case, both 2022 and 2023 scores round to 68%, the difference between the unrounded scores is closer to 1 point than to 0 points.

Response breakdown – by function

Function	Proportion of responses	Responses	Response rate	Response rate vs. 2022
Retail	70%	1,640	63%	⬆ 34
DMB	25%	594	59%	⬆ 41
Supply Chain	20%	480	59%	⬆ 42
Other–Field	10%	235	76%	⬆ 9
Other–Office	14%	331	70%	⬆ 18
Technology	8%	200	70%	⬆ 30
Finance	6%	137	79%	⬆ 14
People	3%	69	72%	⬆ 10
Commercial	3%	68	66%	⬆ 9
Remediation Unit	3%	61	66%	N/A
Legal, Compliance and Governance	2%	54	61%	⬇ 2
Strategy and Transformation	2%	41	80%	⬆ 6
Payzone	2%	40	58%	N/A
Corporate Affairs & Communications	1%	23	79%	⬇ 3
Public Inquiry	1%	16	55%	N/A
GE	<1%	8	89%	N/A
Chief Executive Office	<1%	2	100%	⬆ 67

Response breakdown – by grade

	Proportion of responses	Responses
PO/Admin	23%	543
Middle Management	30%	704
Band 3A	11%	256
Band 4	8%	180
SLP	2%	53
No grade data available	26%	615

Note: no grade data for POMS (n= 17), DMB (n=424) and Supply Chain (n=174)

Key stories

2,359

colleagues in total completed the Pulse Survey across three waves

The response count was +29pts higher than the annual census conducted in 2022. Participation at a local level was equally impressive; 80% of Stategy & Transformation, 79% of both Finance and Corporate Affairs & Communications, and 72% of People. Importantly, the results also included high representation across the GE and SLP population.

5 of 5

Top engagement drivers have improved since 2022

3 in 5

colleagues do not positively have confidence in the senior leadership of Post Office

This measure is also a key driver of Employee Engagement and, like career objectives and seeing Ways of Working exemplified daily, remains a key driver from 2022. The results point to a lack of confidence in senior leaders that is not influenced by external factors - this is supported by the external benchmark being 29pts higher than the Post Office's positivity (69% versus 40%). However, the research is clear that by showcasing transparent and authentic tone of voice, alongside genuine embodiment of values, then leaders can - and are - trusted.

Overall engagement is rising...

68%
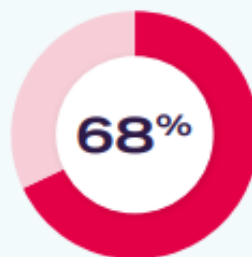
...but only two in three of Post Office's people feel engaged. This engagement score is buoyed by the strong positive movement felt by colleagues who feel motivated to do the best job they can for Post Office, outperforming the external benchmark by +15pts at 76% positivity. However, overall levels of engagement for Band 3A and Band 4 in particular are considerably lower than in 2022, -3pts and -9pts respectively.

30%

of colleagues feel indifferent to whether they're able to achieve their career objectives at Post Office

This matters because achieving personal career objectives is the primary driver of an engaged colleague at the Post Office. However, to positively improve how colleagues approach career longevity, the results show a clear role for leaders to play because those leaders who seek to hear colleagues' suggestions and ideas, encouraging two-way conversation, improve positivity around achieving career objectives by +44pts, to 70% positivity.

70%

believe that behaviours... have equal importance as outcomes

Seven in ten colleagues believe that how [we] do things is as important as what [we] do. This is the second highest-scoring measure behind role motivation and is growing, +6pts ahead of 2022. This cultural compass is key to how colleagues show up at work and the pivotal role that the Ways of Working play in how interactions happen daily.

But feelings of pride and belonging remain a focus area

pride **69%**   belonging **61%**

Positivity around levels of pride has shifted -3pts behind the 2022 levels internally, but the gap to the external market has negatively widened, as this score is now -9pts behind benchmark – in 2022 it was -5pts. Sentiment around belonging is also impacting overall levels of engagement, at -13pts behind the external benchmark. Optimistically though, there has been a movement from overtly negative sentiment, with more colleagues now feeling indifferent (scoring 'neither agree nor disagree'), which offers real opportunities for Post Office.

2 in 5

colleagues positively perceive communications as open and honest AND think that they permit two-way conversations

This is important. The 40% of colleagues who enjoy these conditions are +32pts more positive in their perception of senior leaders leading by example and in line with Post Office's WoW. However, there is an equal proportion of colleagues, 39%, who experience the exact opposite in negative perceptions of open and honest communications and communications which promote two-way conversation. Ensuring that this 'sweet spot' is found is key to achieving positive movement against the 'Improved internal two-way communications' initiative, but also in helping support 'Ways of working being demonstrated everyday'.

1 in 2

colleagues are experiencing barriers effectiveness

This has improved +5pts at an overall company level, yet there is still a broad range of sentiment collected at function level. In fact, there's a 36pt swing between those colleagues who experience the least prohibitive barriers (Public Inquiry at 63%), to those who are impacted the most acutely (Corporate Affairs & Communications at 26%). Alongside the slight positive movement in removing barriers, there are also less colleagues operating under strain, and more colleagues experiencing higher levels of intra-departmental co-operation.

Executive summary

1

Motivation improves while pride declines

- While motivation grows stronger, pride in Post Office is falling and, in turn, challenging engagement.
- A sense of belonging among colleagues is also far behind the benchmark, with many neutral on this metric.
- Pride and a sense of belonging often impact each other, as colleagues' feelings about their internal experience of an organisation intersect with their perceptions of its external image.

🔑 **Key fact**

69% feel proud to work for Post Office (-3pts vs. 2022, -9pts vs. UK Norm)

2

Career prospects linked to motivation

- Although sentiment around ability to achieve career goals has improved since last year, only just over half of colleagues feel this way.
- Results have shown that confidence in career prospects is inextricably linked to motivation, which supports engagement.
- Colleagues are substantially more positive (+44pts) on their ability to achieve their career goals when senior leaders are present in conversations and actively empowering individuals through inviting feedback and reciprocating support.

🔑 **Key fact**

53% feel able to achieve their career goals (+6pts vs. 2022, -7pts vs. UK Norm)

3

Communications seen to lack openness and honesty

- Concerningly, only half of colleagues feel that communications from Post Office are open and honest, making this the deepest issue in the organisation.
- Trust and belief in company communications are foundational to many other colleague perceptions, and are therefore crucial for achieving maximum engagement.
- Colleagues cite concerns over senior leader bonuses as well as diversity and inclusion, and ask that communications do more to explain company events and how any ensuing changes in business strategy will affect them.

🔑 **Key fact**

1 in 2 feel Post Office communications are open and honest

4

Transparent communications vital
for senior leader trust

- Open and honest communication is a master key to trust in senior leaders and belief that they behave in line with the Ways of Working.
- Colleagues who are positive about both transparent communications and senior leaders upholding Ways of Working have notably higher confidence in senior leaders.
- Over a quarter specifically call for more honesty to ensure senior leaders behave in accordance with the Ways of Working, showing how integral this practice is to positive perceptions of higher-ups in Post Office.

🔑 **Key fact**

82% confidence in senior leaders when communications are transparent and leaders role-model Ways of Working

Engagement Index remains stable at the overall level, but experiences vary across the business

Engagement Index

68% ↑1 vs. 2022
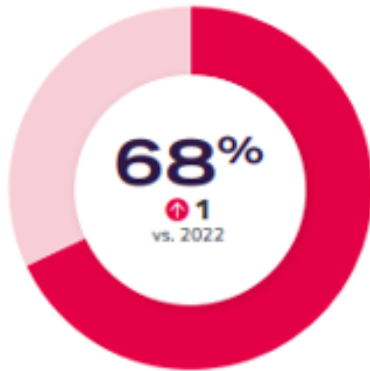
Motivation and advocacy trend upwards while pride has fallen since 2022
Key: ■ Positive ■ Neutral ■ Negative

	Positive	Neutral	Negative	vs. 2022	vs. UK Norm
I am motivated to do the best job I can at Post Office	76%	13%	10%	↑2	⊕15
I feel proud to work for Post Office	69%	21%	10%	↓3	⊖9
I would recommend Post Office as a great place to work	67%	20%	13%	↑3	⊖5
I feel a strong sense of belonging to Post Office	61%	25%	14%	⊝0	⊖13

By Division

		vs. 2022
Payzone	74%	N/A
Public Inquiry	72%	N/A
Finance	72%	↓4
Technology	71%	↑2
Strategy & Transformation	69%	⊝0
Retail	69%	↑3
Corporate Affairs & Communications	65%	↑2
Commercial	65%	↑2
Remediation Unit	63%	N/A
Legal, Compliance and Governance	59%	↓11
People	55%	↓10

By Grade
Key: ● 2023 ● 2022

Engagement Index (positivity %)

PO/Admin: 69% / 64%
Middle Management: 72% / 72%
Band 3A: 64% / 67%
Band 4: 63% / 72%
SLP: 56% / 59%
GE: 69%
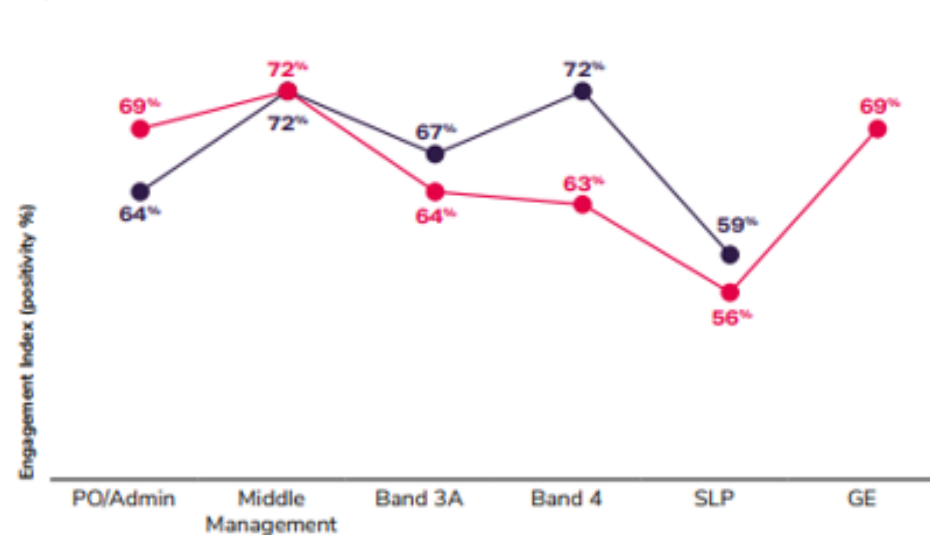
Progression on Annual Survey 2022 commitments

		score	vs. 2022	vs. UK Norm
Better support to achieve career objectives	I feel able to achieve my career objectives at this company	53%	⬆ 6	⬇ 7
	I regularly discuss my career development and growth with my line manager and track progress against my development plan	59%	N/A	N/A
	Leaders in my part of the business care about providing timely feedback that helps me grow	56%	N/A	N/A
Ways of working being demonstrated everyday	At Post Office, how we do things is as important as what we do	70%	⬆ 6	N/A
	I see the Ways of Working being demonstrated everyday	58%	⬆ 8	N/A
	Senior leaders lead by example and behave in line with our Ways of Working	44%	⬆ 4	⬇ 25
Improved internal two-way communications	Communications provided by Post Office are open and honest	50%	N/A	⬇ 11
	Internal communications provide two-way opportunities for colleagues to have their say	51%	N/A	N/A
	Leaders in my part of the business genuinely seek to hear colleagues suggestions and ideas	60%	N/A	N/A
Removing strain, bureaucracy & inefficiencies	There is good teamwork and co-operation between departments at Post Office	50%	⬆ 6	⬇ 5
	In the past few months I've felt under constant strain at work	46%	⬇ 6	N/A
	Any major barriers at work are effectively managed in order to allow me to do my job well	47%	⬆ 5	N/A
Focus on building trust in senior leadership	I have confidence in the senior leadership of Post Office	40%	⬆ 1	⬇ 29
	Where I work, people are held accountable for their performance and behaviours	59%	⬆ 21	⬇ 5
	Where I work, people are good at learning from past experience to avoid repeating mistakes	59%	N/A	⬇ 3

Annual Survey 2022 commitments: comparison to Post Office overall, by department

Functions compared to Post Office overall

Key: Significantly above average | Significantly below average

	Overall	Commercial (incl. POMS)	Corporate Affairs & Communications	Finance	Legal, Compliance and Governance	Payzone	People	Public Inquiry	Remediation Unit	Retail	Strategy & Transformation	Technology
Engagement	68%	−4	−3	+3	−9	+6	−14	+4	−6	+1	+1	+2
Better support to achieve career objectives	56%	+1	−9	+7	+4	+11	+1	+5	−8	−2	−10	+8
Ways of working being demonstrated everyday	57%	−3	−15	+3	−15	+10	−14	+7	−12	+1	−9	+1
Improved internal two-way communications	54%	+12	+22	+10	+4	+3	−2	+11	−12	−2	+11	+6
Removing strain, bureaucracy & inefficiencies	47%	−0	−15	−0	−1	+4	−2	+13	−1	−0	+2	−0
Focus on building trust in senior leadership	53%	+8	−5	+1	−8	+8	−14	+27	−14	−0	−11	+4

Next Steps

Full Engagement Survey planned to launch in February 2024.

We will continue to take action against the 'You Said, We Did' plan and combine efforts with the H2 People Priorities.

What do we need from you?

- **Share the engagement survey result with your teams**
- **Focus on open and honest Two-Way Communication**
- **Review Functional Action plans**
- **Celebrate Ways of Working**
- **Ensure Career Development Conversations feature during performance reviews**

Appendix

Confidence in senior leaders and perceptions of their role-modelling are lowest-scoring engagement drivers

Key fact

40%

have confidence in senior leaders

What you should know

- All trackable engagement drivers have improved since 2022, but low positivity is seen across the top three. Confidence in senior leadership is particularly low (40%).

- Ability to achieve career objectives is the strongest driver and positivity, while low, has improved 6pts.

- Relatedly, having feedback from leaders to support development emerges as a new driver this year, along with open and honest communications. Only one in two are positive about the latter.

What you should consider

- Focus on building trust in senior leaders by encouraging them to embrace more open and honest communication.

- Ways of Working are embedding, but positivity is low. Enlist more senior leaders to spread awareness, celebrating those who consistently demonstrate desired behaviours.

Career development opportunities and confidence in senior leader remain key focus areas.

Lower priority focus areas
Moderate impact, high positivity

Focus on maintaining
High impact, high positivity

Medium priority focus areas
Moderate impact, low positivity

High priority focus areas
High impact, low positivity

Positivity

Impact on engagement

⚠ **Items with high impact but low positivity**
Focus on these for the biggest gains on engagement

Rank		Score	vs. 2022	
1	I feel able to achieve my career objectives at this company	53%	⊕6	2022 driver ⚠
2	Senior leaders lead by example and behave in line with our Ways of Working	44%	⊕4	2022 driver ⚠
3	I have confidence in the senior leadership of Post Office	40%	⊕1	2022 driver ⚠
4	I see the Ways of Working being demonstrated everyday	58%	⊕8	2022 driver
5	At Post Office, how we do things is as important as what we do	70%	⊕6	2022 driver
6	Leaders in my part of the business care about providing timely feedback that helps me grow	56%	N/A	New driver
7	Communications provided by Post Office are open and honest	50%	N/A	New driver

Perceptions of accountability improve, but trust lags behind the benchmark across the board
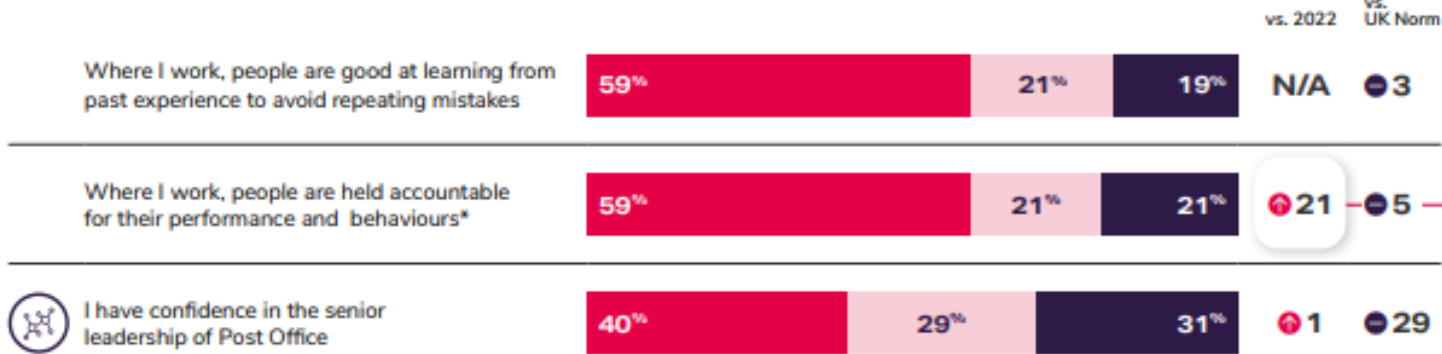
What you should know

- Three in five say people are good at learning from experience and are held accountable for what they do. Of the remainder, half are neutral and half are negative.

- Across grades, the 2022 trend for confidence in senior leaders has reversed, with highest and lowest now more positive than middle grades.

- PO/Admin colleagues see the biggest shift (+13pts), linked to increased positivity around senior leaders role-modelling Ways of Working.

What you should consider

- Senior leaders report growing confidence in one another. Why is this, and can any learnings be used to boost positivity at other levels?

- Build on improving sentiment around accountability by ensuring that roles and responsibilities are regularly reviewed, updated and communicated.
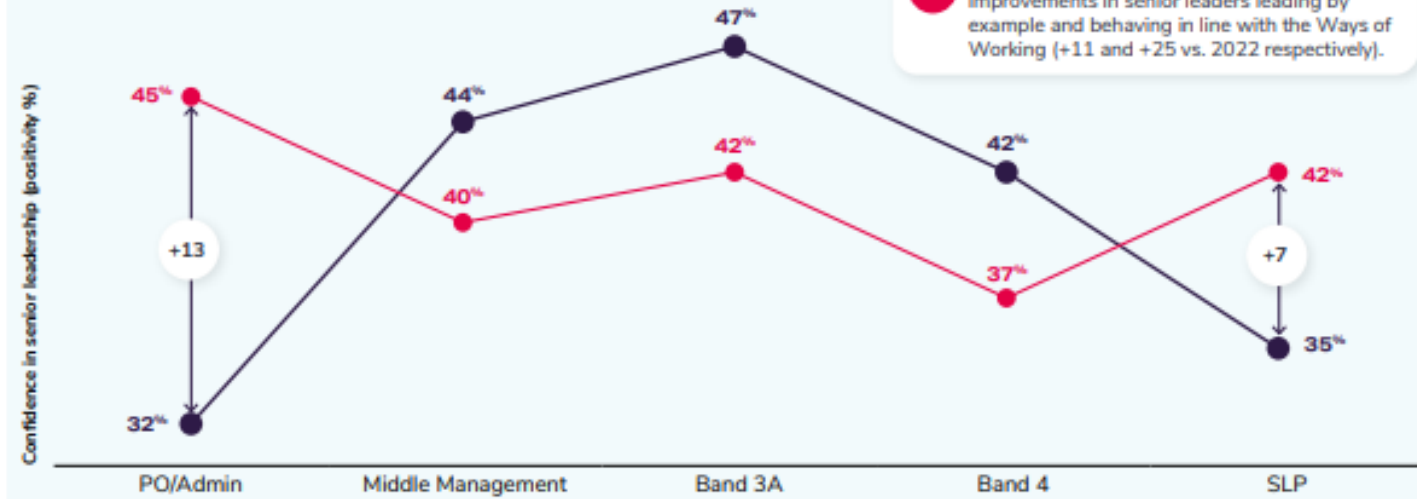
Confidence in the senior leadership team sits behind other trust metrics

Key: ■ Positive ■ Neutral ■ Negative ⊗ key correlator to engagement

				vs. 2022	vs. UK Norm
Where I work, people are good at learning from past experience to avoid repeating mistakes	59%	21%	19%	N/A	⊖ 3
Where I work, people are held accountable for their performance and behaviours*	59%	21%	21%	⬆ 21	⊖ 5
⊗ I have confidence in the senior leadership of Post Office	40%	29%	31%	⬆ 1	⊖ 29

Trend reversed since 2022 for confidence by grade

Key: ● 2023 ● 2022

Both PO/Admin and SLP grades report large improvements in senior leaders leading by example and behaving in line with the Ways of Working (+11 and +25 vs. 2022 respectively).

Confidence in senior leadership (positivity %)

	PO/Admin	Middle Management	Band 3A	Band 4	SLP
2023	45%	40%	42%	37%	42%
2022	32%	44%	47%	42%	35%

+13 (PO/Admin)   +7 (SLP)

* Wording changed from "People are held to account for their performance and behaviours at Post Office" in annual census 2022.

Where I work, people are held accountable for their performance and behaviours

⬆ **21** vs. 2022

In 2022, this question was asked using slightly different wording: 'People are held to account for their performance and behaviours at Post Office'.

While the significant uplift is likely due in part to the new wording, there is evidence to suggest that colleagues are experiencing real improvements in accountability too.

Correlation analysis from 2022 shows the three strongest correlators with this metric were:

⬆ **5**

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

⬆ **6**

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

⬆ **8**

I see the Ways of Working being demonstrated everyday

The real increases in these related metrics suggest a comparable real increase in sentiment towards accountability too.

> It is difficult to make general comments about senior leadership. Some live the corporate Ways of Working, and are exemplars, whilst others less so; some take ownership, others less so. [...] Recent management changes give me some confidence that [levels of ownership, accountability and transparency are] already changing and it was good to hear the new Chief of Staff held up as living our values, which I completely agree with."

Integrity in communication and role-modelling behaviours are key to building confidence in senior leaders

Key fact

1 in 3

positive about both communications being open and honest and senior leaders role-modelling Ways of Working

What you should know

- A growing proportion of colleagues say they are not confident in senior leadership (+4pts vs. 2022).

- Colleagues who are positive about open and honest communications and senior leaders role-modelling Ways of Working are substantially more confident in senior leadership (+76pts) than the four in ten who are neutral or negative on both metrics.

What you should consider

- Those who are positive about both senior leaders upholding Ways of Working and transparent communications have notably higher confidence in senior leaders.

- Ensure that a regular drumbeat of communications continues to promote and showcase Ways of Working.

- Getting tone of voice right will also be key to unlocking positivity around communication and, in turn, confidence in leaders.

While a similar proportion of colleagues are positive about senior leader confidence, the proportion of negative colleagues has grown by 4%

Key: ● Positive ● Neutral ● Negative

	2022	2023	
Positive	39%	40%	+1
Neutral	34%	29%	-5
Negative	26%	31%	+4

Score (%)

Colleagues who have moved from neutral to negative on this question are much less positive on Ways of Working in 2023 compared to 2022:

Key: ■ 2023 ■ 2022

Positivity (%)

Senior leaders lead by example and behave in line with our Ways of Working	I see the Ways of Working being demonstrated everyday
22% / 1%	44% / 24%
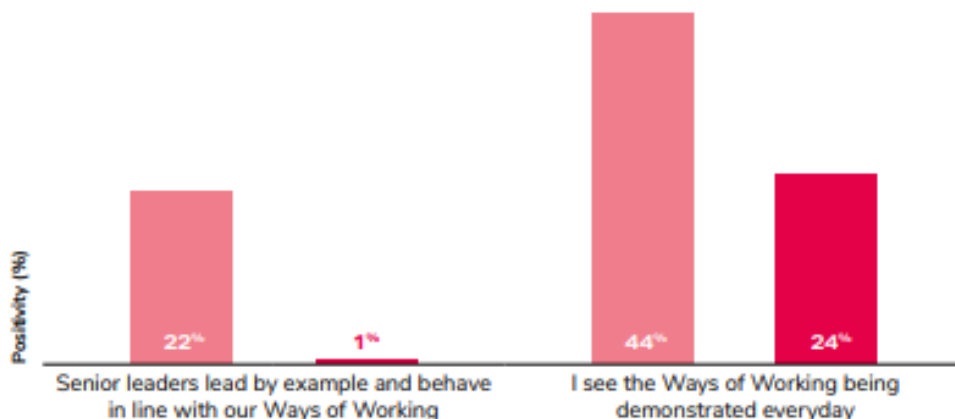
Senior leaders upholding ways of working and transparency in communications are key to promoting confidence in senior leadership

Key: ● Proportion of responses ● Confidence in senior leadership

Positive only on:
Communications provided by Post Office are open and honest
(new driver)

Proportion of colleagues in each group — 16%

Confidence in senior leadership score when colleagues are in each group — 29%

Positive on both — 34% / 82%

Positive only on:
Senior leaders lead by example and behave in line with our Ways of Working — 9% / 50%

Negative or Neutral on both

16% of colleagues are not positive on either metrics

6% Confidence in senior leadership score when colleagues are in this group

Highest in

Remediation Unit	59%
People	52%

Highest in

Payzone	43%
Finance	42%

Open and honest communications that promote two-way dialogue support positive perceptions of senior leaders

What you should know

- While only half are positive about internal communications' transparency and ability to promote two-way dialogue, more feel that leaders are receptive to colleague ideas (60%).

- Sentiment around senior leaders demonstrating Ways of Working is +61pts stronger when colleagues are positive about communications both being honest and driving opportunities for two-way dialogue, than when they are positive on neither.

What you should consider

- Fewer Band 4 colleagues see opportunities for two-way dialogue. Work with them to identify barriers to innovation.

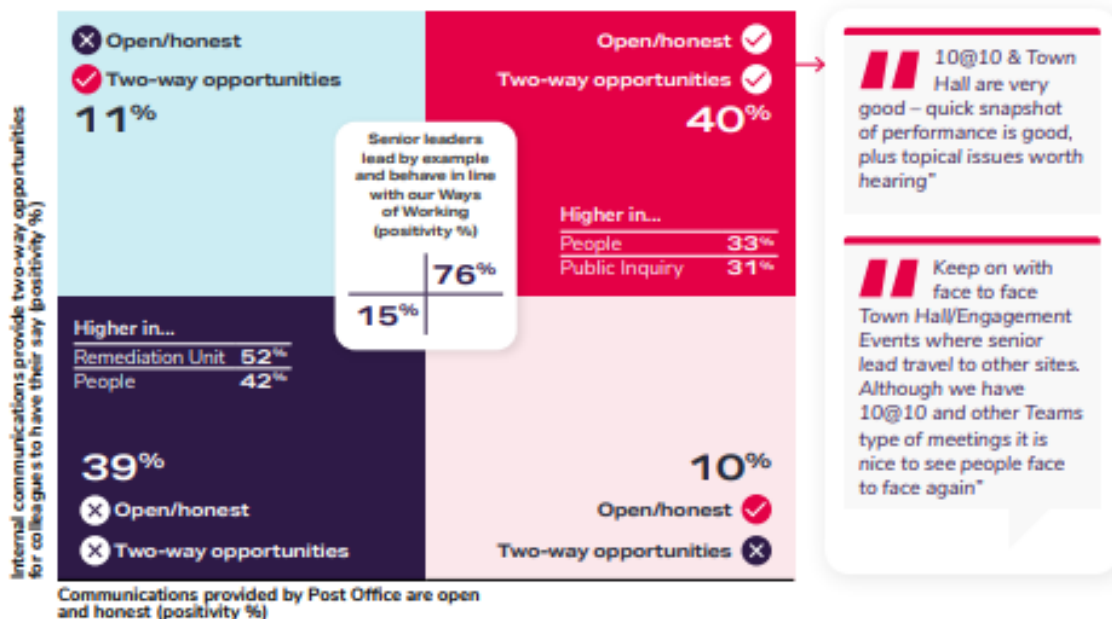- Provide opportunities for more colleagues to help develop internal initiatives, to strengthen belief that the organisation values and listens to their suggestions.

- One in three People colleagues report negatively on both communications metrics. The same proportion report positively on both. Explore why results are so polarised in People.

Honest and two-way communication metrics have the least positivity of this theme

Key: ■ Positive ■ Neutral ■ Negative ⊗ key correlator to engagement

		vs. 2022	vs. UK Norm
Leaders in my part of the business genuinely seek to hear colleagues suggestions and ideas	60% / 23% / 17%	NEW	N/A
Internal communications provide two-way opportunities for colleagues to have their say	51% / 29% / 20%	NEW	N/A
Communications provided by Post Office are open and honest	50% / 29% / 21%	NEW	⊕ 11

Communications are important for colleagues to believe that senior leaders uphold the Ways of Working

⊗ Open/honest
✓ Two-way opportunities
11%

✓ Open/honest
✓ Two-way opportunities
40%

Higher in...
People 33%
Public Inquiry 31%

Senior leaders lead by example and behave in line with our Ways of Working (positivity %)

76%

15%

Higher in...
Remediation Unit 52%
People 42%

39%
⊗ Open/honest
⊗ Two-way opportunities

10%
✓ Open/honest
⊗ Two-way opportunities

Internal communications provide two-way opportunities for colleagues to have their say (positivity %)

Communications provided by Post Office are open and honest (positivity %)

> **"** 10@10 & Town Hall are very good – quick snapshot of performance is good, plus topical issues worth hearing"

> **"** Keep on with face to face Town Hall/Engagement Events where senior lead travel to other sites. Although we have 10@10 and other Teams type of meetings it is nice to see people face to face again"

Communications positivity drops for Band 4 and Middle Management

Key: ● Open and honest ● Two-way opportunities

Positivity (%)

	Open and honest	Two-way opportunities
PO/Admin	52%	50%
Middle Management	48%	52%
Band 3A	54%	57%
Band 4	52%	45%
SLP	53%	53%
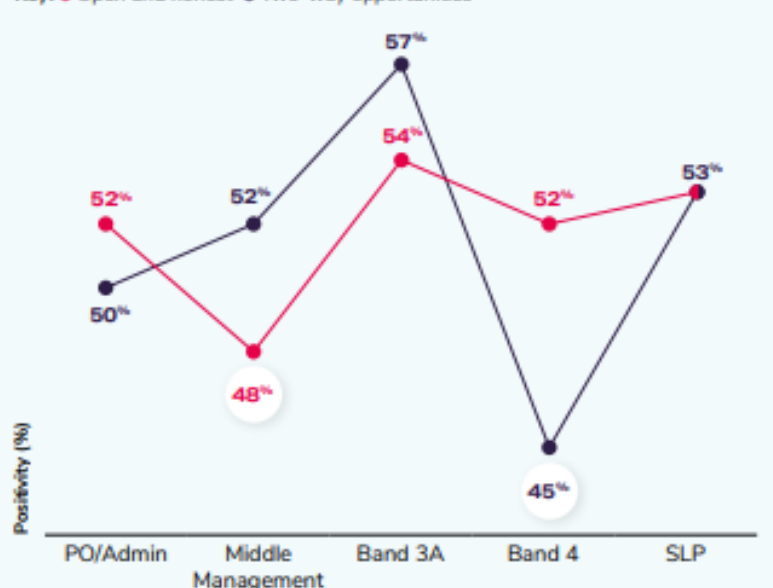
Opportunity to boost positivity on senior leaders leading by example

Key fact

7 in 10

think how and what things are done are equally important

What you should know

- Colleague belief that how things get done is as important as what gets done is strong and improving (+6pts vs. 2022).

- Visibility of Ways of Working has increased, as has belief that senior leaders demonstrate them. Positivity on these metrics together shows an improving picture of workplace culture.

- Positivity around communications is also linked to improving perceptions of senior leaders leading by example and behaving in line with Ways of Working.

What you should consider

- Incentivise colleagues and senior leaders to role-model Ways of Working through recognition and performance development measures.

Over half of colleagues see the ways of working being demonstrated every day

Key: ■ Positive ■ Neutral ■ Negative ⊗ key correlator to engagement

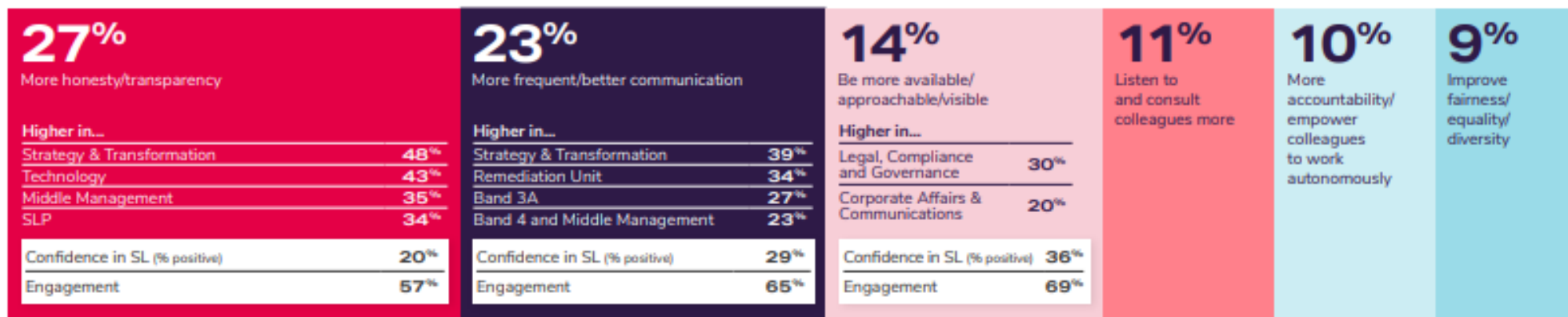|	Positive	Neutral	Negative	vs. 2022	vs. UK Norm
At Post Office, how we do things is as important as what we do	70%	18%	11%	⬆6	N/A
I see the Ways of Working being demonstrated everyday	58%	25%	17%	⬆8	N/A
Senior leaders lead by example and behave in line with our Ways of Working	44%	30%	26%	⬆4	⬇25

While leaders showing interest in colleagues' growth supports belief in ways of working, this must be built on a strong foundation of transparent communication

Key: ● Senior leaders lead by example and behave in line with our Ways of Working

30%
- ✓ Leaders care about timely feedback that supports growth
- ✗ Two-way communications
- ✗ Open and honest communications

48%
- ✓ Leaders care about timely feedback that supports growth
- ✓ Two-way communications
- ✗ Open and honest communications

83%
- ✓ Leaders care about timely feedback that supports growth
- ✓ Two-way communications
- ✓ Open and honest communications

More transparent and frequent communications are the biggest asks of senior leaders

What you should know

- Over a quarter call for greater transparency, rising to almost half in Strategy & Transformation. These colleagues report lower confidence in senior leaders and lower engagement than those with other asks.

- More frequent/better communication is a priority for a further one in four. While transparency is also a concern for this group, a desire for more two-way communication is also key.

What you should consider

- Consider conducting an internal communications audit to establish what is working well and where improvements – particularly around tone of voice – could drive the desired step-change in transparency.

- Help senior leaders become more comfortable sharing challenges faced by the business and encourage them to invite new ideas and suggestions.

What do you want to see more of from senior leaders to ensure they lead by example and behave in line with our Ways of Working?

27% More honesty/transparency

Higher in...

Strategy & Transformation	48%
Technology	43%
Middle Management	35%
SLP	34%
Confidence in SL (% positive)	20%
Engagement	57%

23% More frequent/better communication

Higher in...

Strategy & Transformation	39%
Remediation Unit	34%
Band 3A	27%
Band 4 and Middle Management	23%
Confidence in SL (% positive)	29%
Engagement	65%

14% Be more available/approachable/visible

Higher in...

Legal, Compliance and Governance	30%
Corporate Affairs & Communications	20%
Confidence in SL (% positive)	36%
Engagement	69%

11% Listen to and consult colleagues more

10% More accountability/empower colleagues to work autonomously

9% Improve fairness/equality/diversity

More Honesty and Transparency

The largest portion of colleagues within this theme discuss recent events involving the Post Office, some of which have been in the public eye. These include concerns over senior leadership bonuses/the delivery of colleague bonuses, diversity & inclusion and nepotism.

Colleagues want senior leaders to take more accountability and ownership over these through honest and open top-down communications that provide a full explanation of company events, the direction of the business/strategies in response (colleagues call for cultural change) and openness on how said happenings might affect colleagues directly.

> " Own past mistakes and act with integrity and honesty. I feel a lot of things are swept under the rug and middle managers are left to deal with the consequences (eg bonus). What is done is done, but the response has been pretty poor with lack of ownership"

> " Finding out about things from the press rather than from our own senior leaders is a horrendous practice"

Better Communication

The largest portion of colleagues within this theme want better communication by improving honesty and transparency (discussed in the top theme).

Aside from transparency, colleagues call for more two-way communication to take place and feel as though their voices or opinions are disregarded by senior leaders. Other sub-themes include calls for for better communication and collaboration between business areas and their senior leaders to unify goals and clarify responsibility and expectations.

> " I'd like to see better communication (ie more prompt, open and regular dialogue) between the different teams and the senior leaders encourage this to promote and reinforce 'we are one team'"

> " Honest two-way challenge"..."they need to listen to employees, be inclusive and dynamic in their approach to changing the culture"

Large minority unconvinced they can achieve their career goals at Post Office

Key fact
56%
say local leaders care about providing timely performance feedback

What you should know

- Positivity on all career development metrics is low, with just over half feeling that they can achieve their career objectives at Post Office. This metric is strongly linked to motivation.

- A large proportion of colleagues report neutrally across all metrics. Attrition is low, however, suggesting that most live in hope of positive change.

- Those who see senior leaders seeking suggestions from colleagues are 44pts more likely to feel that they can achieve their career goals.

What you should consider

- Do managers have all the time, tools and skills needed to coach and support colleagues to progress their careers at Post Office, and to spot and nurture talent?

- Ensure that progression pathways and opportunities are communicated clearly to all colleagues.

Large neutral population of colleagues regarding ability to achieve career goals at Post Office
Key: ■ Positive ■ Neutral ■ Negative ⊗ key correlator to engagement

|	Positive	Neutral	Negative	vs. 2022	vs. UK Norm
I regularly discuss my career development and growth with my line manager and track progress against my development plan	59%	23%	19%	N/A	N/A
⊗ Leaders in my part of the business care about providing timely feedback that helps me grow	56%	26%	17%	N/A	N/A
⊗ I feel able to achieve my career objectives at this company	53%	30%	17%	↑6	⊝7

Ability to achieve career objectives has a strong statistical relationship with motivation

I am motivated to do the best job I can at Post Office

I feel able to achieve my career objectives at this company

Colleagues feel more able to achieve their career objectives at PO when leaders seek to hear their suggestions and ideas

I feel able to achieve my career objectives at this company (positivity %)

+44

- Leaders do not seek to hear colleagues' suggestions and ideas: 27%
- Leaders seek to hear colleagues' suggestions and ideas: 70%
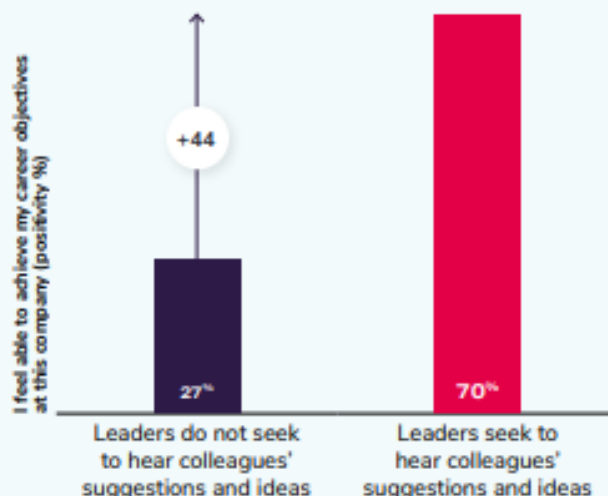
Colleagues raise concerns over fair and inclusive progression

What do you want to see more of from senior leaders to ensure they lead by example and behave in line with our Ways of Working?

58

Colleagues left comments relating to career development, training or learning opportunities - despite this not being a core aspect of the ways of working. A large portion of colleagues within this theme are calling for fairer and more inclusive career progression and recruitment. This is because they perceive that senior leadership lacks diversity and that loyal, high-performing colleagues or individuals from social minorities are not rewarded with internal progression due to favouritism and the hiring of external candidates over internal. Other sub-themes include the need for clearer progression pathways/information/training action plans, nurturing junior careers and more training relating to day-day duties.

> "I am concerned that GE/SLP lack diversity of thought, perspectives, background (social and ethnic), gender, etc. Me and peers discuss being increasingly put off career progression at POL"

> "Arrange meetings and share there ideas for the people who develop who want to develop a career and progress further"

Positive movement on barriers, strain and co-operation

Key fact

18%

think better communication is the key to simplification

What you should know

- Since 2022, confidence has grown in co-operation and effective management of barriers – key aspects of job enablement.

- While in decline, strain continues to be an issue for almost half of colleagues. Only three in ten say they are not under constant strain.

- Improved communication (specifically between departments) and processes are considered key to unlocking a simpler workplace.
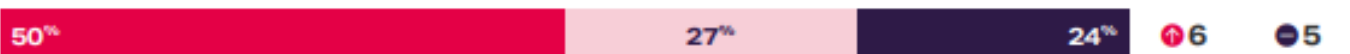
What you should consider

- Colleagues identify the need for a 'directory' of people/teams to help departments co-operate more easily. Focus efforts on producing a prototype, then iterate based on colleague feedback.

- Work with colleagues in relevant business areas to develop 'how to' guides that shortcut some of the learning required to follow processes.
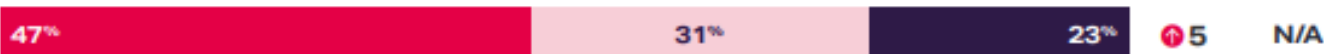
Co-operation, barriers and strain positivity improving

Key: ■ Positive ■ Neutral ■ Negative

			vs. 2022	vs. UK Norm
There is good teamwork and co-operation between departments at Post Office	50%	27%	24%	↑6	⊖5
Any major barriers at work are effectively managed in order to allow me to do my job well	47%	31%	23%	↑5	N/A
In the past few months I've felt under constant strain at work	30% Not under strain	25% Neutral about strain	Under strain 46%	↑5	N/A

If you could tell leaders in your part of the business one idea to make it a simpler place to work, what would it be?

18% Better/more communication	17% Improve our processes/procedures	14% Issues with management	11% Improve our technology/ IT systems/equipment	11% Reduce the amount of bureaucracy/red tape	8% Listen to colleagues
Higher in... Technology 31% Payzone 30% Public Inquiry 29%	**Higher in...** Public Inquiry 43% Commercial 42% Corporate affairs & communications 33%				
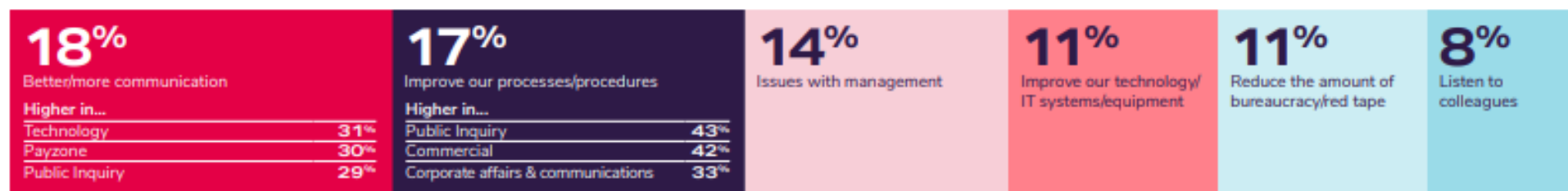
Better/more communication

The largest potion of colleagues within this theme call for better inter-departmental communication to make co-operation easier (specifically for a 'directory' of colleagues or teams). Colleagues are also calling for better communications regarding business or process changes to understand how their role is directly affected and to be better updated about change in other departments.

❝ Clearly defined process maps and listing of teams and their responsibilities to help you get an answer right away rather than going around in an email chain vortex❞

❝ Communications across the business needs to improve as we are often hearing about things that directly affect our role from retailers. Sometimes other departments don't realise we have had a process change until months later.❞

Improve our processes/procedures

Colleague suggestions include implementing a simplified change process, updating software and methods, and introducing more modern central platforms for complex tasks. They also recommend creating 'how to' guides on processes, reducing duplication of work, and establishing a feedback loop for simplifying processes. Additionally, colleagues' desire to reduce excessive paperwork take more initiative outside of processes.

❝ More 'how to' guides on people hub - some of the processes, compliance, procurement, IT requests etc are complicated and it can be quite difficult to know where to start to resolve issues❞