



Post Office Limited

Equality Pay Gap 2025



Contents



Introduction from our CEO, Neil Brocklehurst

As we publish our ninth Gender Pay Gap report, and our fifth year of voluntarily sharing our Ethnicity Pay Gap, I want to take a moment to reflect on the progress we've made and the work still ahead.

At Post Office, we're committed to building a workplace that's fair, inclusive and truly reflective of the communities we serve. That means creating an environment where every colleague feels valued, supported and able to thrive.



This year, our median Gender Pay Gap improved slightly, moving from 11% to 10%, while our mean remained steady at 13.5%. These figures reflect gradual shifts in representation across parts of our organisation, though we know the overall picture continues to be shaped by the balance of men and women in senior roles.

On bonus pay, our mean Gender Bonus Gap reduced from 19% to 18%, while the median increased from 5% to 6%. These outcomes vary year to year, influenced by eligibility, participation and the distribution of bonus-earning roles.

We remain focused on becoming a more gender-balanced organisation. That means continuing to improve representation at senior-levels and ensuring that development and progression opportunities are inclusive and accessible to all.

Turning to our Ethnicity Pay Gap, our results this year are stable, with a modest improvement in average pay. Our median hourly gap remains at -2%, with ethnic minority colleagues earning slightly more than white colleagues at the midpoint. Our mean hourly gap has reduced from 7% to 6%, reflecting small but positive changes in representation across pay levels.

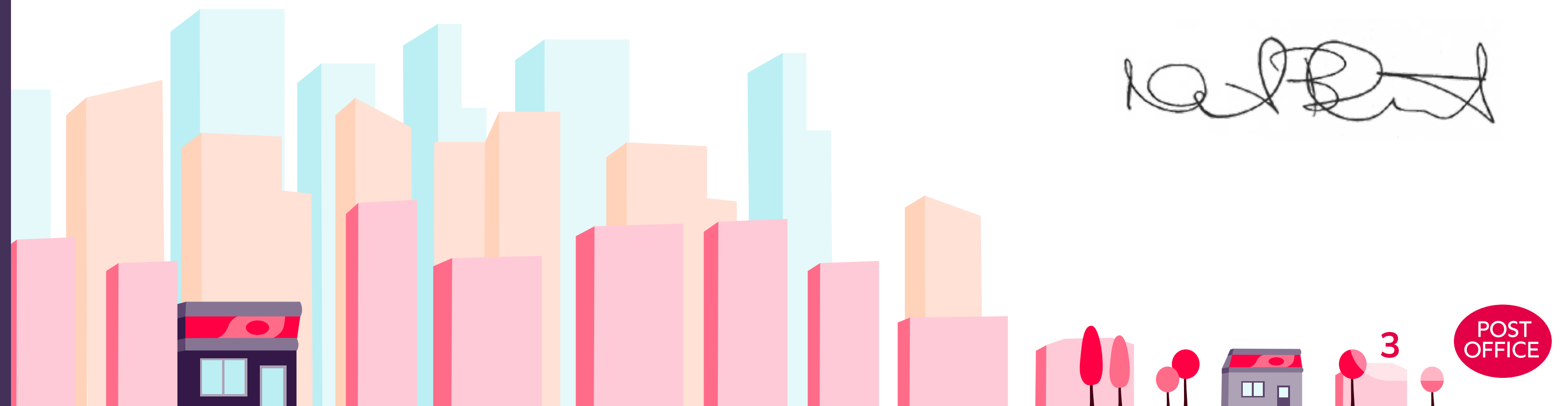
Bonus outcomes remain broadly similar between groups, with a median bonus gap of 3%. The mean bonus gap stands at 18%, shaped largely by underrepresentation of ethnic minority colleagues in senior roles where bonus values are higher. These figures reflect structural patterns in our organisation, not differences in how bonuses are awarded for equivalent work.

While we're seeing steady progress, we know there's more to do. Closing our pay gaps will take sustained action – from strengthening representation at senior-levels to ensuring that every colleague, regardless of background, has fair access to development, progression and reward.

Our commitment is clear: we will continue to take purposeful steps to build a truly inclusive Post Office. That means staying transparent about our progress, holding ourselves to account, and investing in the culture, capability and leadership behaviours that create equity by design, not by exception.

Thank you to all our colleagues who are helping to drive this work forward. Together, we're building a workplace that reflects our values, unlocks the full potential of our people, and earns the trust of the communities we serve.

A handwritten signature in black ink, appearing to read 'Neil Brocklehurst'.



What is the 'Pay Gap'?

The 'Pay Gap' is the difference between the average earnings of men and women and between white colleagues and colleagues from ethnic minority backgrounds, across our entire organisation.

It is important to remember that this is different from an equal pay comparison, which involves a direct comparison of two people or groups of people carrying out the same role or doing work of equal value.

There can be many reasons for a pay gap which do not automatically signify unequal pay. At Post Office we support equal pay by using a robust job-evaluation process which is free from bias for all our management grade roles. Roles below management level are covered by collective bargaining agreements over pay.

How do we measure our Gender and Ethnicity Pay?

Our Gender Pay Gap and Ethnicity Pay Gap calculations report on the following two main areas of our reward offering;

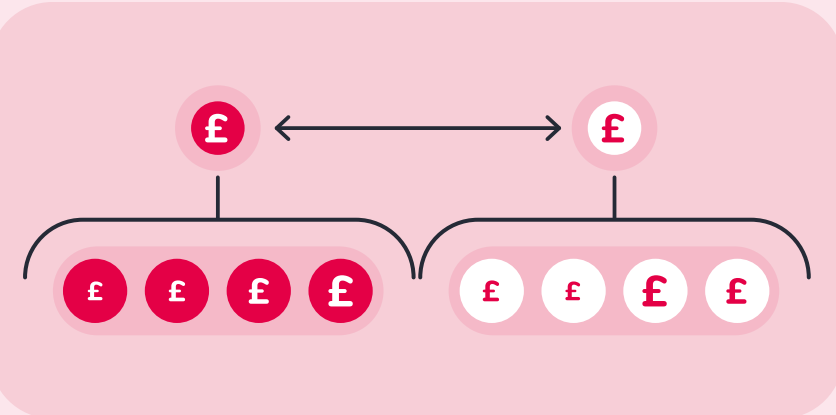


We invite colleagues to declare their gender identity:

- F** Female
- M** Male
- U** Unknown
- O** Other
- D** Decline to disclose

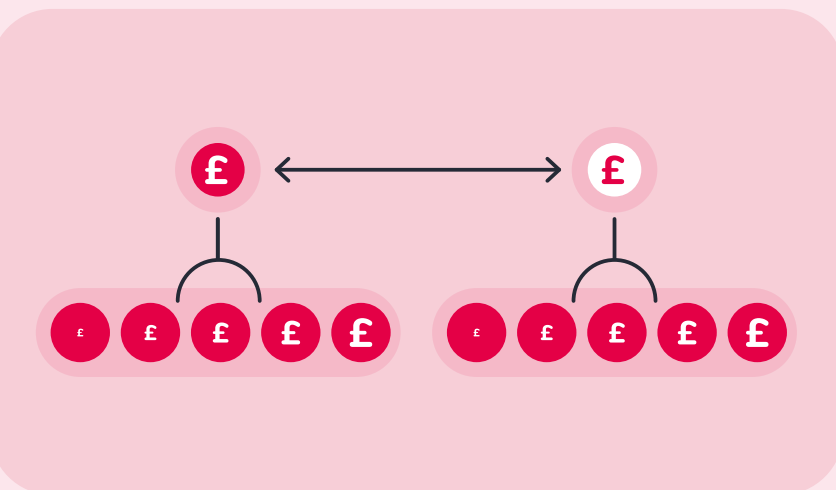
In accordance with the legislation, the data relating to colleagues who do not chose to disclose their gender or who identify as non-binary is not included in the analysis for this report. Under current legislation, we are required to report on specific statistics. To support the data reported, we have included an explanation of what these statistics represent on the following page.

How do we measure our Gender and Ethnicity Pay?



Mean Gender or Ethnicity Pay Gap

To calculate our mean pay gaps we take the average hourly pay of all our male colleagues and compare this to the average hourly pay of all our female colleagues, irrespective of job role or seniority. We also calculate the same by looking at the average hourly pay of our colleagues from diverse ethnic backgrounds in comparison with our white colleagues.



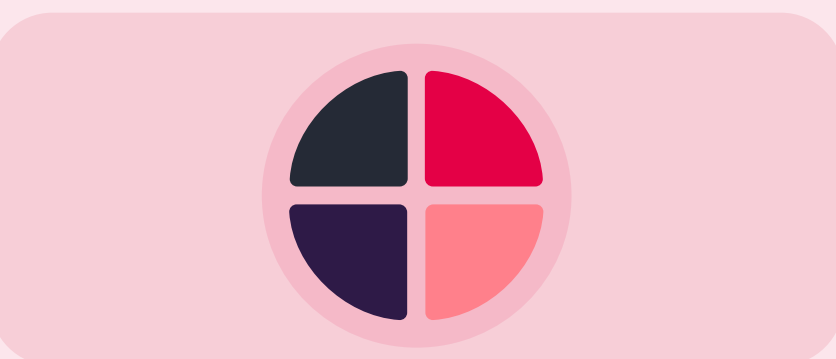
Median Gender or Ethnicity Pay Gap

The best way to understand the median pay gap would be to imagine if all our male colleagues lined up in a row from the lowest to the highest paid. The pay of the colleague in the middle of the line would be the “median” for male colleagues. We would then do the same with our female colleagues to find the median there. Our median gender pay gap is then the difference between the middle male colleague and middle female colleague, expressed as a percentage. We calculate the median ethnicity pay gap in the same way by comparing the median for our ethnically diverse colleagues with the median for our white colleagues.



Mean and Median Gender or Ethnicity Bonus Gaps

The mean and median bonus gaps are calculated in the same way as the Gender and Ethnicity Pay Gaps. Instead of using hourly pay we compare bonus payments made to colleagues across our snapshot period. It is worth noting that the prescribed method of calculating this metric looks at actual bonus values paid rather than how this would apply to a full-time equivalent colleague. This can mean the measure of this gap can be distorted as it doesn't consider the relativity of (lower value) bonuses paid to part-time colleagues, many of whom are women.



Quartile pay bands

The pay quartiles represent the pay rates of all colleagues, from the lowest to the highest, split into four equal-sized groups. We can then compare what percentage of men and women or white and ethnically diverse colleagues make up each quartile.

Our Gender Pay Gap

Our results are based on data taken at the 'snapshot' date of 5 April 2025.

The tables on the right show our overall median and mean gender pay based on the hourly rate of pay as at 5 April 2025. Our mean and median bonus gaps are based on data from the 12-months up to the 5 April 2025.

Our Gender Pay Gaps



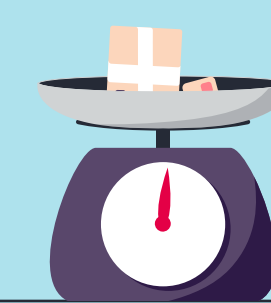
Mean Hourly Pay Gap
13.5% (2025)
13.5% (2024)



Median Hourly Pay Gap
10% (2025)
11% (2024)

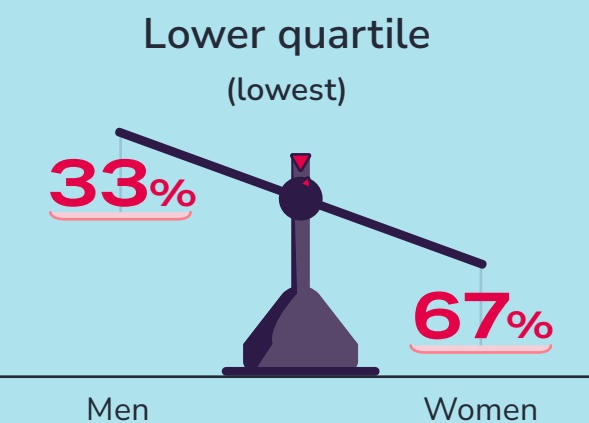
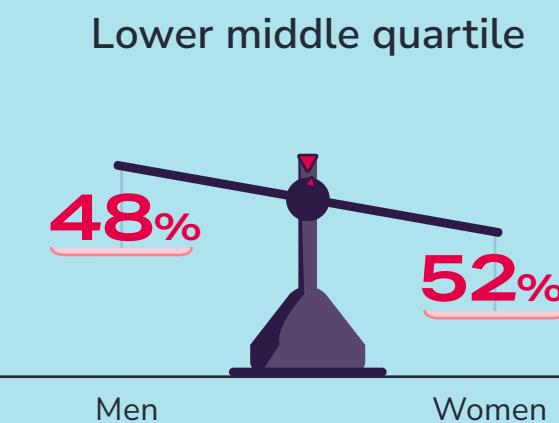
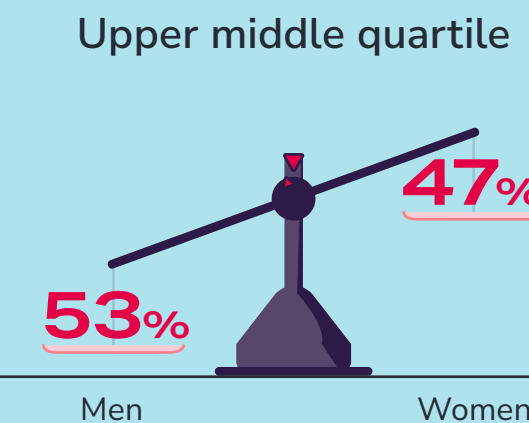
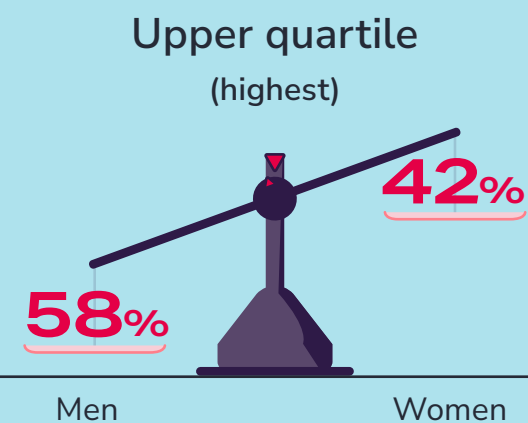


Mean Bonus Pay Gap
18% (2025)
19% (2024)

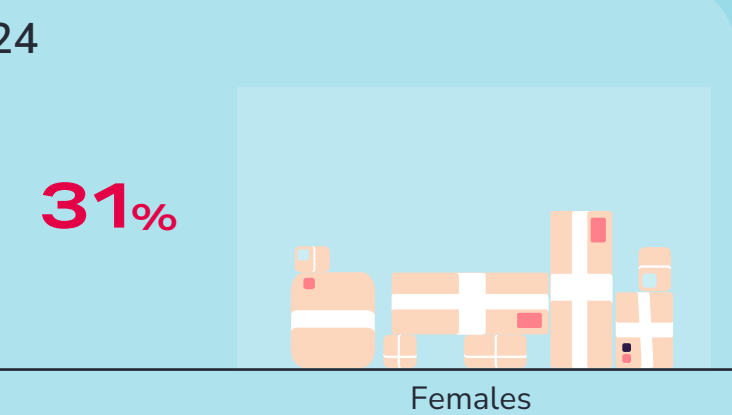
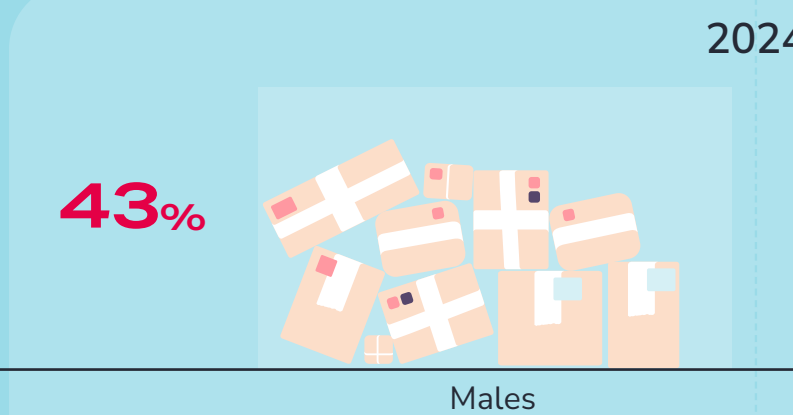
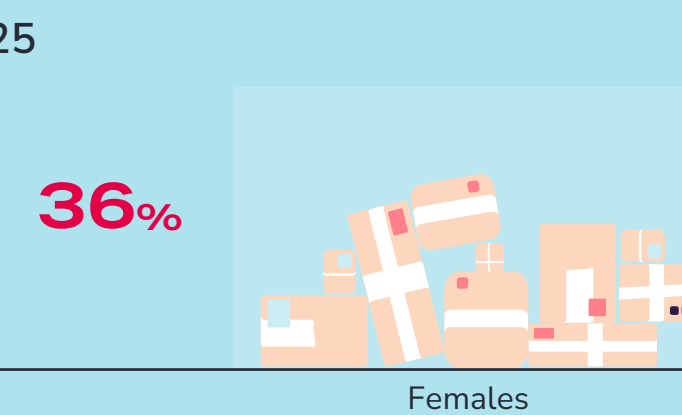
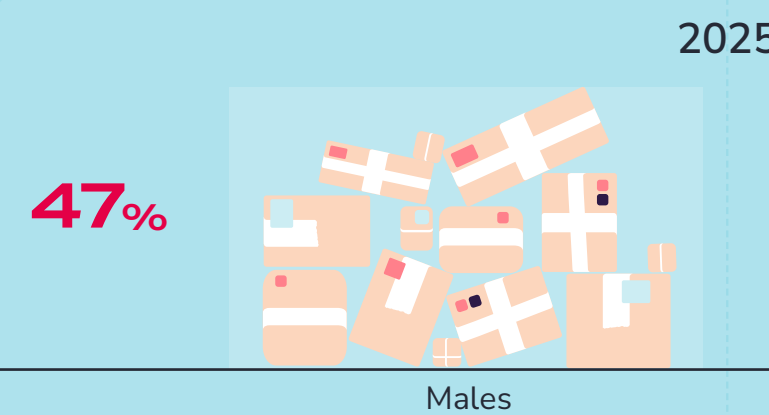


Median Bonus Pay Gap
6% (2025)
5% (2024)

Quartile Pay Bands



Our colleagues who received a bonus



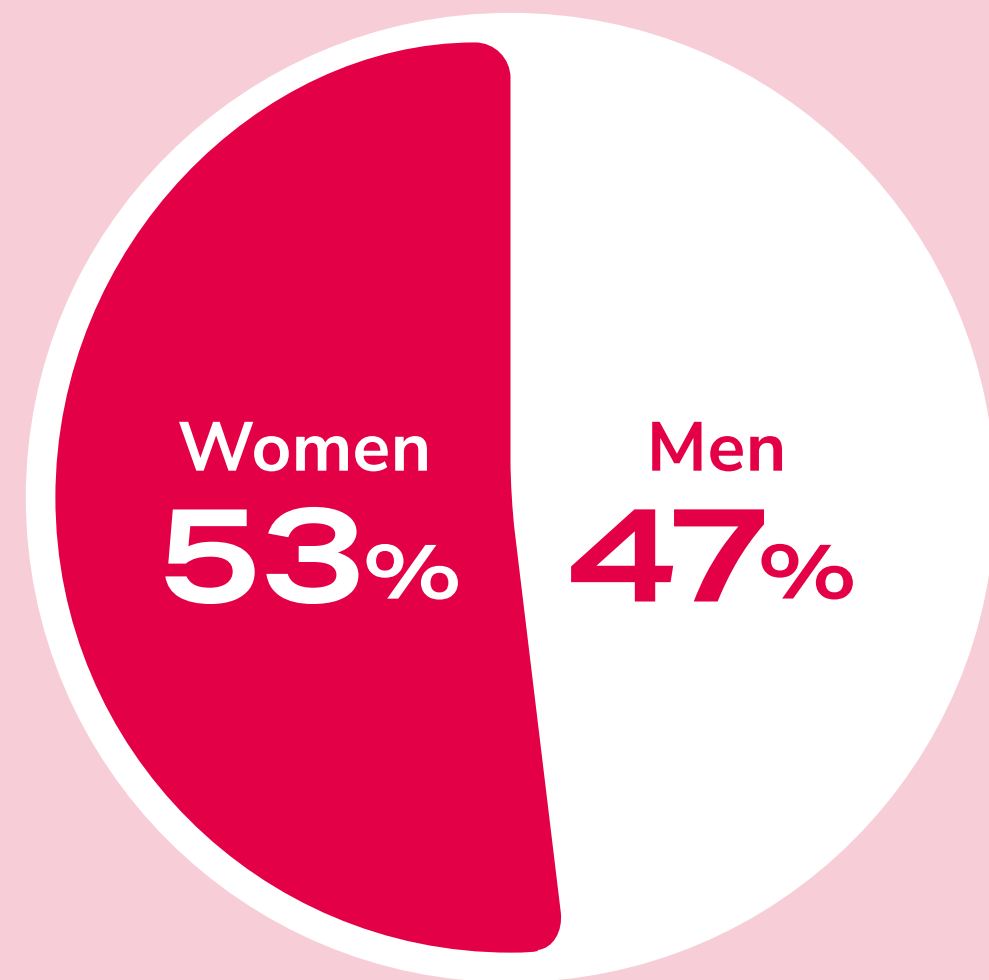
Bonus pay gap calculations

These are based on all bonus payments made in the 12-months preceding the April 2025 snapshot date. As a result, the bonus outcomes reported here reflect the 2023/24 STIP cycle and the 2021/24 LTIP cycle, both paid in December 2024. These payments are included in line with statutory Gender Pay Gap reporting requirements, which capture any bonus, incentive, or recognition payment made during the 12-month period.

Understanding our Gender Pay Gap

How is our workforce made up?

Our gender disclosure levels remain extremely high at 99.8%, giving us strong confidence that our figures accurately reflect our workforce. Our organisation is made up of:



What drives our Gender Pay Gap?

Our gender pay outcomes continue to be influenced by the distribution of men and women across different levels of the organisation. Representation across our largest employee groups remains broadly stable year-on-year. Women continue to be more represented in lower-paid roles, while men remain more represented in higher-paid, bonus-eligible, or senior leadership positions. This structural distribution continues to influence the overall Gender Pay Gap.

Hourly Pay Gap

Our mean hourly Gender Pay Gap remains unchanged at 13.5%, indicating that the overall pay distribution – particularly at more senior levels – has not shifted materially since last year.

Our median hourly Gender Pay Gap has reduced from 11% to 10%, reflecting a small improvement in typical hourly pay outcomes. This is consistent with modest increases in female representation in some parts of the senior population and changes in pay distribution within certain managerial grades.

While this movement is positive, the underlying structure of our organisation remains the primary driver of our pay gap, and there is still work to be done to improve the gender balance at higher levels of seniority.



Bonus Pay Gap

In the 12-month period used for bonus calculations, **41% of colleagues received a bonus**. Participation varied by gender:



47%

of men received a bonus



36%

of women received a bonus

These differences reflect eligibility and the distribution of bonus-earning roles across the organisation.

Bonus participation is higher among men because they hold more managerial and senior roles where bonuses are available, while women are more represented in non-management roles that do not receive bonuses.

This year, the mean Gender Bonus Gap decreased from 19% to 18%, while the median Gender Bonus Gap increased from 5% to 6%. These year-on-year movements in the bonus gap reflect both participation patterns and the distribution of bonus opportunity across grades.

The slight reduction in the mean bonus gap this year is driven by changes in senior-level bonus distribution, while the increase in the median bonus gap reflects outcomes for the typical bonus recipient within our larger populations.

We will continue to monitor eligibility, participation and bonus outcomes across grades to ensure fairness and transparency in our reward practices.

Our Ethnicity Pay Gap

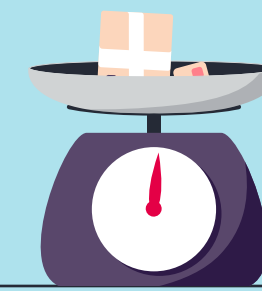
Post Office continues to be committed to reporting on our Ethnicity Pay Gap, and this is our fifth year of sharing the outcomes. The results are also based on data taken at the same 'snapshot' date as of 5 April 2025 that is used for reporting on gender pay. As of April 2025, 92% of colleagues declared their ethnicity, with the remaining 8% preferring not to say. This provides a rich data source for analysis.

We are reporting using the Office for National Statistics (ONS) two-factor classification, comparing 'White' category (White British and White Other) with all other Ethnic Minority Groups.

Our Pay Gaps



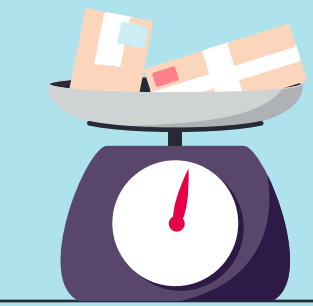
Mean Hourly Pay Gap
6%
 (2025)
7%
 (2024)



Median Hourly Pay Gap
-2%**
 (2025)
-2%**
 (2024)



Mean Bonus Pay Gap
19%
 (2025)
18%
 (2024)

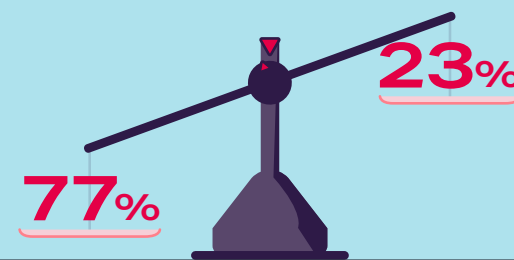


Median Bonus Pay Gap
3%
 (2025)
5%
 (2024)

** A positive pay gap indicates higher average pay for white colleagues, while a negative pay gap indicates higher average pay for ethnic minority colleagues.

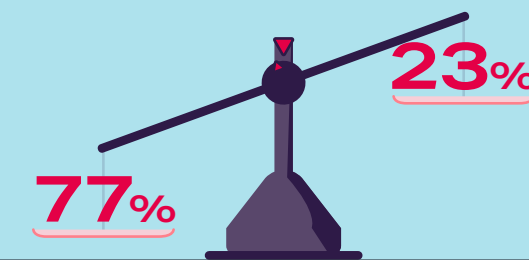
Quartile Pay Bands

Upper quartile
 (highest)



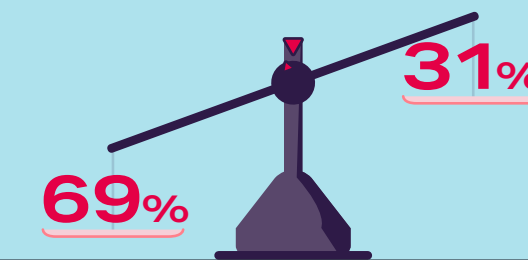
White Category
 (White British and White Other) Ethnic Minority Groups

Upper middle quartile



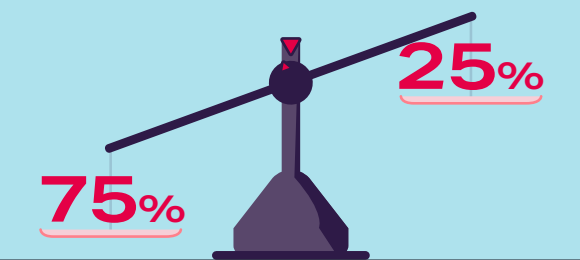
White Category
 (White British and White Other) Ethnic Minority Groups

Lower middle quartile



White Category
 (White British and White Other) Ethnic Minority Groups

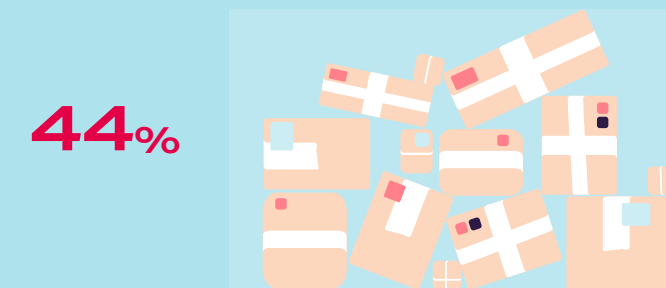
Lower quartile
 (lowest)



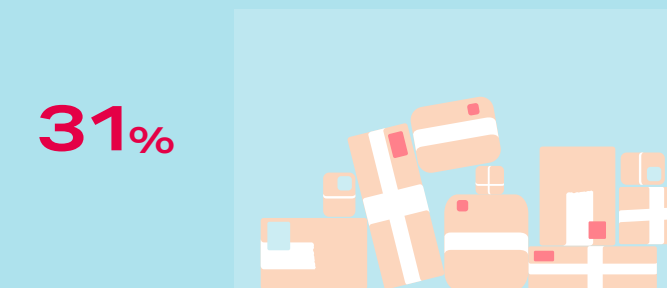
White Category
 (White British and White Other) Ethnic Minority Groups

Our colleagues who received a bonus

2025

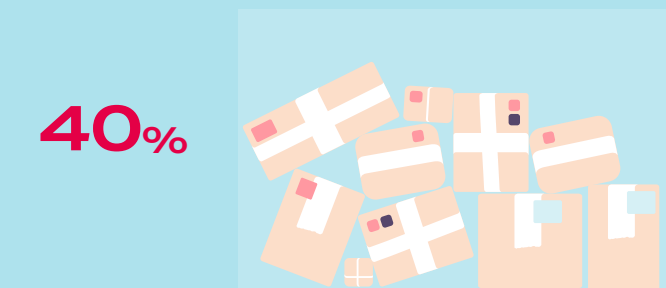


White Category (White British and White Other)

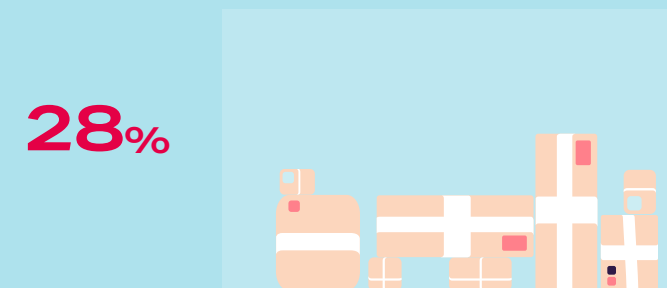


Ethnic Minority Groups

2024



White Category (White British and White Other)

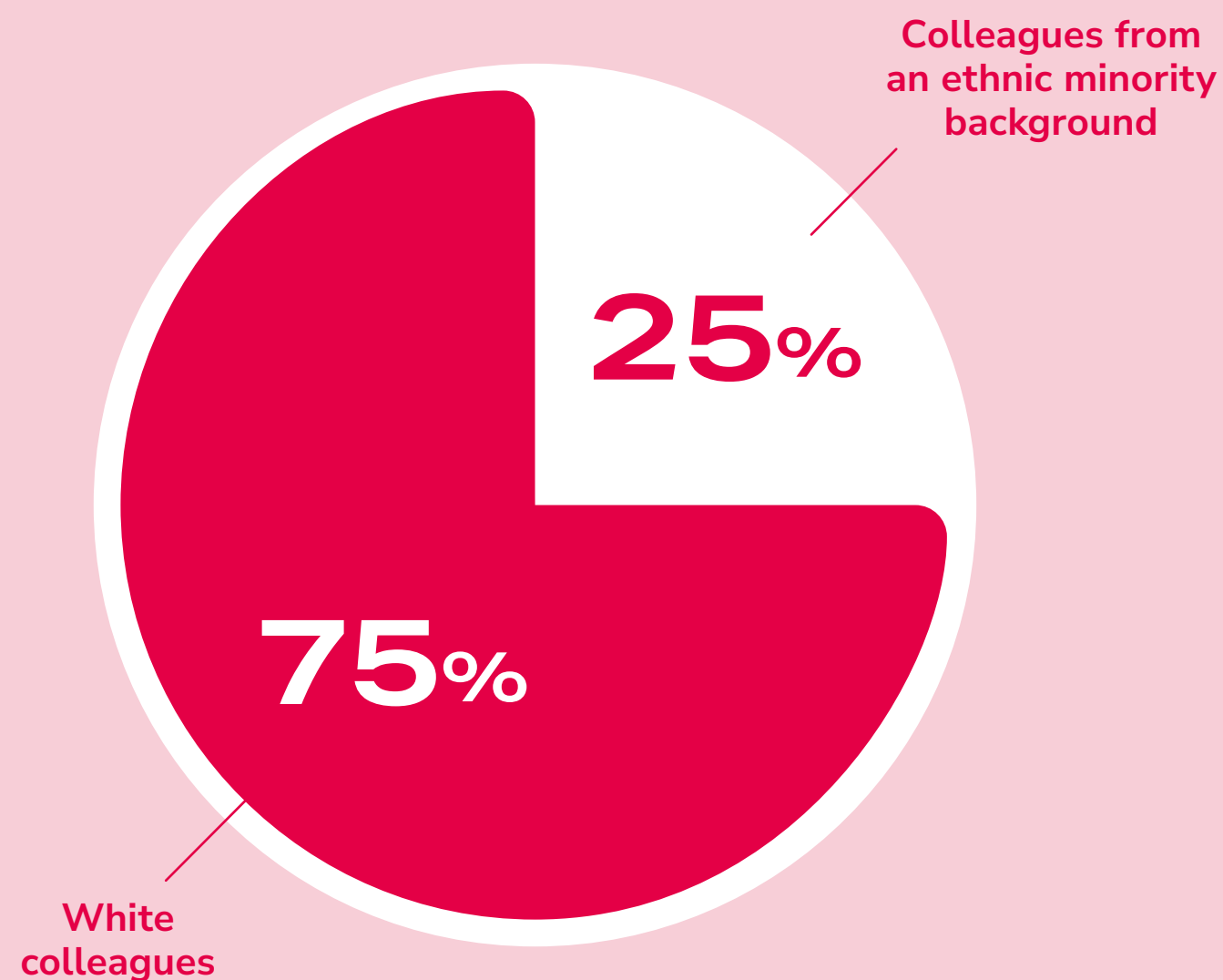


Ethnic Minority Groups

Understanding our Ethnicity Pay Gap

How is our workforce made up?

Our ethnicity disclosure levels remain high at 92%, providing strong confidence that our results represent our workforce accurately. Our colleagues are made up of:



Hourly Pay Gap

In 2025, our mean hourly Ethnicity Pay Gap is 6%, a small improvement from 7% last year. Our median hourly pay gap remains at -2%, meaning that the midpoint ethnic minority colleagues continues to earn slightly more than the midpoint white colleague.

This combination – a positive mean and a negative median – reflects the structure of our workforce and how colleagues are distributed across pay levels, rather than differences in pay for equivalent roles. A large proportion of colleagues sit within our core grade groups, where hourly pay outcomes are broadly consistent, helping to stabilise the median over time.

The mean gap is more sensitive to changes in representation at senior-levels. Ethnic minority group representation remains lower in the upper quartiles, meaning even small shifts in senior-level populations can influence the overall mean.

As with gender pay reporting, Ethnicity Pay Gap outcomes reflect workforce structure and representation patterns. They do not indicate unequal pay for equivalent roles. Post Office maintains equal pay through job evaluation for management roles and collective bargaining for roles below management level.



Bonus Pay Gap

During the bonus period, 41% of colleagues included in our Ethnicity Pay Gap (EPG) analysis received a bonus. Participation varied by ethnicity:



44%

of white colleagues received a bonus



31%

of ethnic minority colleagues received a bonus

For 2025, our mean bonus EPG is 19%, increasing from 18% in 2024. Our median bonus EPG is 3%, decreasing from 5%. The median bonus gap shows that typical bonus amounts for white and ethnic minority colleagues are quite similar. However, the mean bonus gap is higher because it is influenced by the relatively small number of higher-value bonuses paid at senior-levels, where ethnic minority representation is lower. These larger senior bonuses increase the average difference between groups, even though most colleagues receive much smaller and more comparable bonus amounts.

Bonus participation patterns reflect the distribution of roles across the organisation. Ethnic minority colleagues are currently less represented in roles that attract bonus payments, especially at senior levels where bonus values are highest. This affects the overall mean bonus gap, even though typical bonus amounts are relatively similar between groups.

As with hourly pay, bonus pay gaps reflect organisational structure rather than unequal pay for equivalent work. Bonus values vary based on role seniority, scheme eligibility, performance outcomes and time in role, all of which influence both mean and median results.

What we have done so far

Over the past year, we have continued to take deliberate, culture-focused, data-driven action to close our Gender And Ethnicity Pay Gaps. We have strengthened and expanded this work through seven key areas.



1 Strengthening data, insight and transparency

- We continued to improve the depth and quality of our inclusion data as more colleagues chose to self-identify, helping us build a clearer, more accurate picture.
- Aggregated demographic insights are shared regularly with our Employee Resource Groups (ERGs), ensuring transparency and active collaboration.
- Our Belonging & Inclusion Survey remains embedded in the wider engagement survey to enable granular analysis of colleague experience.



2 Continued investment in talent

- We provide targeted external development opportunities to high-potential women and employees from underrepresented ethnicities across our organisation. Through partnerships with specialised providers, we offer programmes such as Ethnic Future Leaders, Global Women Leaders, and Aspiring CFOs. These initiatives open doors for career advancement, supporting robust talent pipelines and establishing clear, actionable pathways for women and colleagues from underrepresented ethnicities to progress into senior roles within the Post Office.
- To further strengthen these pipelines, we are embedding a more structured approach to succession planning across the organisation. This includes enhanced potential mapping practices and a review of performance-rating patterns to identify and address any bias relating to gender or ethnicity. By combining talent data, performance insights and leadership behaviours, we are creating a more transparent view of our internal bench strength – ensuring that high-potential women and colleagues from underrepresented ethnicities are visible, supported and considered for key succession roles.
- In addition, we are launching our own internal Future Leaders programme, designed with a clear ED&I lens so that it intentionally accelerates diverse talent into senior-ready roles. This programme will equip participants with the strategic, commercial and leadership capabilities needed for progression while ensuring development pathways are equitable, accessible, and aligned to our long-term succession plans.
- Together, these initiatives reinforce our commitment to building a sustainable, diverse leadership pipeline and ensuring that the next generation of Post Office leaders reflects the communities we serve.

What we have done so far

Over the past year, we have continued to take deliberate, culture-focused, data driven action to close our Gender And Ethnicity Pay Gaps. We have strengthened and expanded this work through seven key areas.



3 Leadership accountability and inclusive capability

- We launched our reverse mentoring programme in 2025, giving senior leaders deeper insight into the experiences of colleagues from underrepresented groups.
- We continued our wider mentoring programme, which supports career development and builds confidence and capability across diverse talent.
- Executive sponsors continue to champion each ERG, ensuring inclusion remains a senior-level priority.
- Managers have completed refreshed mandatory inclusion learning aimed at improving confidence in recognising bias, building psychologically safe teams and supporting fair decision-making.



4 Embedding inclusion into policies, career pathways and everyday processes

- Working closely with ERGs, we reviewed key people policies to ensure they remain equitable, supportive and inclusive.
- The Parental Leave Buddy Scheme, introduced by the Women's ERG, continued to support colleagues transitioning back to work after taking leave.
- We continued to embed inclusive processes in recruitment, talent and reward governance as part of our long-term commitment to reducing barriers to progression.



5 Cultural transformation

- Over the past year, we have continued to accelerate our culture-transformation programme to build a more inclusive organisation where all colleagues can thrive. By defining our future-state culture, we have strengthened our understanding of the behaviours, mindsets and cultural enablers required to create a fair and equitable workplace.
- This work has also focused on deepening trust and improving psychological safety, ensuring that progression, opportunity and recognition are driven by talent and contribution – not by societal or structural barriers.
- Together, these efforts are establishing the foundations for long-term, sustainable culture change that supports gender equity across the organisation.

What we have done so far

Over the past year, we have continued to take deliberate, culture-focused, data driven action to close our Gender And Ethnicity Pay Gaps. We have strengthened and expanded this work through seven key areas.



6 Wellbeing and family support

- We continued to strengthen our wellbeing offer, including access to digital GP and wellbeing services for colleagues and their families.
- This support underpins equity, recognising that health and wellbeing challenges can disproportionately affect underrepresented groups.



7 External benchmarking and industry alignment

- Through our involvement with Diversity in Retail and our continued commitment to the Women in Finance Charter, we benchmark progress and ensure our approach remains ambitious and aligned with best practice.



Our ongoing commitment

- Closing our pay gaps requires sustained attention, long-term investment and cultural change. We are mindful that Post Office is going through a period of transformation to 2030. Our 2026 Equality Pay Gap report will reflect significant changes in our colleague demographics following the franchising of the directly managed branch network and we will monitor the impact this has on our pay gaps. Our 2025 actions build on the 2024 foundations and we remain committed to creating a workplace where all colleagues can thrive and progress as we continue into 2026 and throughout this period of transformation.