Engagement Survey
2022

POST OFFICE

Methodology

**Total responses**

1,229

Total invited

3,369

Response rate

36%

The margin of error for the overall results is 2.2%

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').

- Comparisons are made where available to the 2021 Post Office Culture Survey. Questions in this survey used a 6-point scale (Strongly Agree – Agree – Slightly Agree – Slightly Disagree – Disagree – Strongly Disagree). Comparisons are made to those who responded Strongly Agree or Agree. ⚠ **Because of the different scoring scale, comparisons should be treated with caution.**

- 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
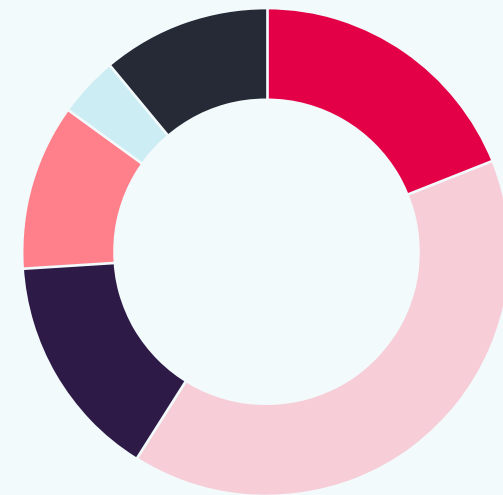
	# of responses	% of responses
■ PO / Admin	231	19%
■ Middle Management*	491	40%
■ Band 3A	182	15%
■ Band 4	131	11%
■ SLP	43	3%
■ RemCo	3	<1%
■ No grade data available	148	12%

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

Using this report

- In October 2022, Post Office undertook 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
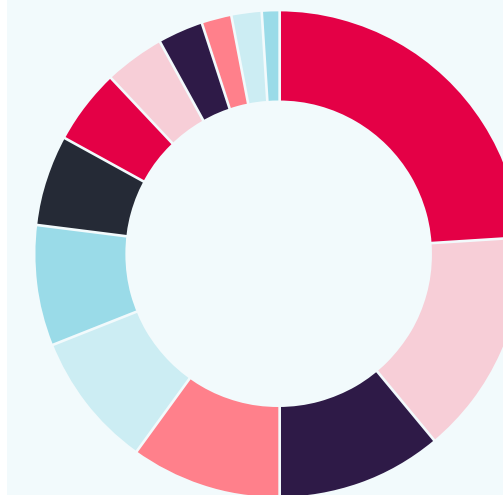
	# of responses	% of responses	Response rate	Margin of error
■ Retail – Postmaster excl. DMBs	307	25%	57%	4%
■ Retail – DMBs	186	15%	18%	6%
■ Retail – Supply Chain	135	11%	17%	8%
■ Legal, Compliance and Governance	128	10%	71%	5%
■ Finance	107	9%	65%	6%
■ Commercial	99	8%	55%	7%
■ Technology	72	6%	41%	9%
■ People	56	5%	62%	8%
■ Retail – Network	46	4%	81%	6%
■ Strategy and Transformation	32	3%	74%	9%
■ Enterprise Cloud and Transformation	23	2%	36%	16%
■ Corporate Affairs and Communications	23	2%	82%	9%
■ [Contractor] Post Office Management Services	14	1%	54%	18%
■ Chief Executive Office	1	<1%	33%	n/a

Due to high margins of error and / or low response counts, Chief Executive Office, Post Office Management Service, Enterprise Cloud and Transformation and RemCo have been excluded from any function and grade breakout reporting in this report.

Executive summary

1

Focus on building trust in senior leadership

- There is widespread lack of confidence in senior leaders at Post Office (39%) and how well they have communicated an inspiring vision for 2025 (44%).
- Confidence in leadership is the second strongest driver of engagement at Post Office and is also associated with feeling a strong sense of belonging.
- Senior leaders are much more likely to have a negative cultural experience, defined by words such as hierarchical, political and risk averse.

> **🔑 Key fact**
>
> **51%** Strategy & Leadership Index positivity

What you should consider

- Senior leaders can build colleague confidence by focusing on key behaviours including leading by example and holding others to account, plus role-modelling the organisation's Ways of Working.

2

Support people managers to host quality – not just frequent – performance conversations

- Feeling able to achieve one's career objectives is the strongest driver of engagement, yet only 47% are positive on this metric.
- Managers play a key role in driving positivity by hosting frequent, high-quality performance conversations, although fewer than half of colleagues are having this experience.
- Colleagues are +29pts more positive about career progression when managers support them through change and help them access learning opportunities.

> **🔑 Key fact**
>
> Colleagues are **+39pts** more positive on achieving their career objectives if their manager supports their career development

What you should consider

- How can managers be supported to find a better balance of wellbeing, change and learning-focused performance conversations to ensure important development needs are being met?

3

Psychological safety essential for ensuring the right behaviours practised and decisions made

- Most colleagues experience high levels of psychological safety. Positivity on speaking up without fearing negative consequences leads the UK benchmark at 74%.
- However, experiences vary – the SLP and Retail populations do not share the same high levels of psychological safety.
- Findings show that colleagues experiencing high levels of psychological safety tend to make decisions based on what they believe to be right rather than what will draw least attention.

> **🔑 Key fact**
>
> **71%** Psychological Safety Index

What you should consider

- Immediate focus is needed on populations with low psychological safety due to the implications of poor decision-making based on 'staying under the radar' rather than seeking innovation or improvements.

4

Operational and behavioural barriers driving down engagement and fuelling feelings of strain

- Half of colleagues have felt under constant strain in the last few months, rising to seven in ten among the SLP.
- Just two in five colleagues feel that major barriers at work are effectively managed. Difficult workplace environments and poor communication have the strongest negative impact.
- Colleagues who agree a working pattern with their manager (58%) that suits both them and their role are much more likely to feel they have a suitable work-life balance.

> **🔑 Key fact**
>
> **42%** of colleagues have not agreed a working pattern that suits them

What you should consider

- What can be done to address the feeling that, for some, navigating complex and bureaucratic processes in a difficult working environment may have become a default setting?

While colleagues feel highly motivated to contribute, just three in five feel a strong sense of belonging

Key fact

3 in 5

feel a strong sense of belonging to Post Office

What you should know

- At 68%, engagement is relatively strong, though 3pts below the UK Norm. However, this does not align with the overall eNPS of -14, a disconnect which is more pronounced in some functions than others.

- The engagement / eNPS 'gap' widens further by Grade, with colleagues at the PO/Admin and SLP levels recording notably lower engagement.

- Looking at individual Index metrics, although colleagues are motivated to do their best for Post Office, many do not feel a strong sense of belonging, and one in five are neutral/unsure.

What you should consider

- Analysis shows that to build belonging, senior leaders must consistently role-model the Ways of Working – what additional support do they need to achieve this?

- Belonging is also driven by feeling able to develop at Post Office, a metric which currently has low positivity. Is a genuine lack of opportunities to blame, or is the visibility of opportunities a barrier?

Engagement Index

68%
–3
vs. UK Norm
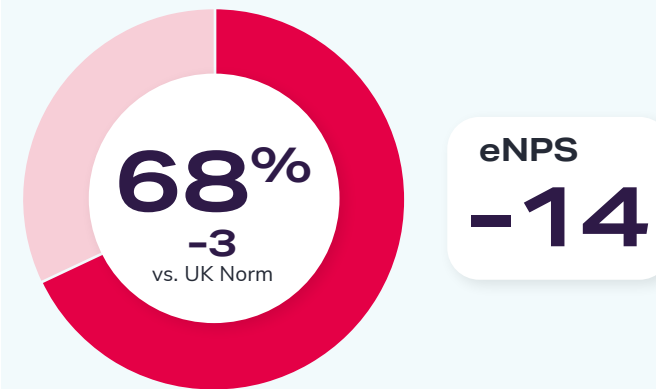
eNPS
–14

Key: ■ Above average ■ Below average
■ Negative NPS but ahead of POL Average

By Function	Engagement	eNPS
Finance	75%	+17
Legal, Compliance and Governance	74%	–18
Retail – Network	73%	–22
Strategy and Transformation	69%	–19
Retail – DMBs	67%	–8
Commercial	67%	–22
Technology	67%	–17
Retail – Postmaster excl. DMBs	67%	–18
People	65%	–16
Corporate Affairs and Communications	63%	–43
Retail – Supply Chain	61%	–18
By Grade		
PO/Admin	64%	–13
Middle Management	72%	–6
Band 3A	67%	–21
Band 4	72%	–22
SLP	59%	–51

Motivation and pride to work for Post Office sit ahead of advocacy and sense of belonging

				vs. UK Norm	vs. 2021
I am motivated to do the best job I can at Post Office	74%	15%	12%	⊕ 13	↑ 24*
I feel proud to work for Post Office	72%	20%	9%	⊖ 5	↑ 10†
I would recommend Post Office as a great place to work	64%	21%	14%	⊖ 7	N/A
I feel a strong sense of belonging to Post Office	61%	22%	17%	⊖ 14	N/A

What factors are related to a higher sense of belonging? – Top correlators

I have confidence in the Senior Leadership of Post Office

I feel a strong sense of belonging to Post Office

I feel able to achieve my career objectives at Post Office

I see the Ways of Working being demonstrated every day

Where I work, people are treated fairly

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

* Compared to the 2021 wording 'Post Office inspires me to do my best work every day'
† Compared to the 2021 wording 'I feel proud to work for this organisation'

4

Just one key engagement driver scores above 70% positivity

What you should know

- Of the seven drivers with the most influence on colleague engagement, only one ('Where I work, people are treated fairly') scores above 70%.
- The remaining drivers score between 39% and 64% positivity, revealing wide scope for improvement.
- Two low-scoring drivers with a strong impact on engagement warrant immediate focus. 'I feel able to achieve my career objectives at Post Office' scores 47%, while 'I have confidence in the Senior Leadership of Post Office' sits at 39%. These scores lag the benchmark by 11pts and 33pts respectively.

What you should consider

- Retail and Corporate Affairs and Communications have the lowest positivity across at least three of the key drivers. What unique challenges are in play in these functions?
- The two lowest-scoring drivers relate to leadership perceptions. What plans are in place to address this? Do senior leaders have the support they need to communicate effectively and follow through on their commitments?

Confidence in Senior Leaders and feeling able to achieve career objectives are high priority 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

(Quadrant plot points: 3, 5, 4, 1, 7, 6, 2)

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

Rank		Score	vs. UK Norm	Lowest in	Highest in	
1	I feel able to achieve my career objectives at Post Office	47%	− 11	Retail – Postmasters Excl. DMB / Retail – Supply Chain	Finance / People	⚠
2	I have confidence in the Senior Leadership of Post Office	39%	− 33	Retail – Postmasters Excl. DMB / Retail – DMBs	Central Functions	⚠
3	Where I work, people are treated fairly	73%	+ 1	Retail – Postmaster excl. DMBs	Retail – Network / Legal, Compliance and Governance	
4	I see the Ways of Working being demonstrated everyday	50%	N/A	Corporate Affairs and Communications / Retail – Network	Retail – DMBs / People	
5	At Post Office, how we do things is as important as what we do	64%	N/A	Corporate Affairs and Communications	Retail – DMBs / Retail – Network	
6	Senior leaders lead by example and behave in line with our Ways of Working	39%	− 27	Corporate Affairs and Communications / People	Legal, Compliance and Governance / Finance	
7	There is good teamwork and co-operation between departments at Post Office	44%	− 16	Corporate Affairs and Communications / Technology	Legal, Compliance and Governance / People	

Three in ten colleagues have a low understanding of how their role contributes and connects to Post Office strategy

What you should know

- Overall Strategy & Leadership positivity is relatively low (51%) despite colleagues' strong understanding of how their role contributes to Post Office's overall strategy (70%).
- Additionally, levels of strategic understanding and motivation do not always align. 28% of colleagues are not motivated by the strategy despite having a good understanding of it.
- When colleagues have both high levels of understanding in their contribution and are motivated by the future vision, engagement rises to 87% - 19pts higher than average.

What you should consider

- Colleagues in Retail – Supply Chain and Retail – DMB are more likely to experience low understanding and low investment. Are communications not reaching these populations, or are the messages not meaningful for them?
- Is there a way to harness 'ambassadors' in Strategy and Transformation, Corporate Affairs and Communication and People to amplify strategy and future vision communications?
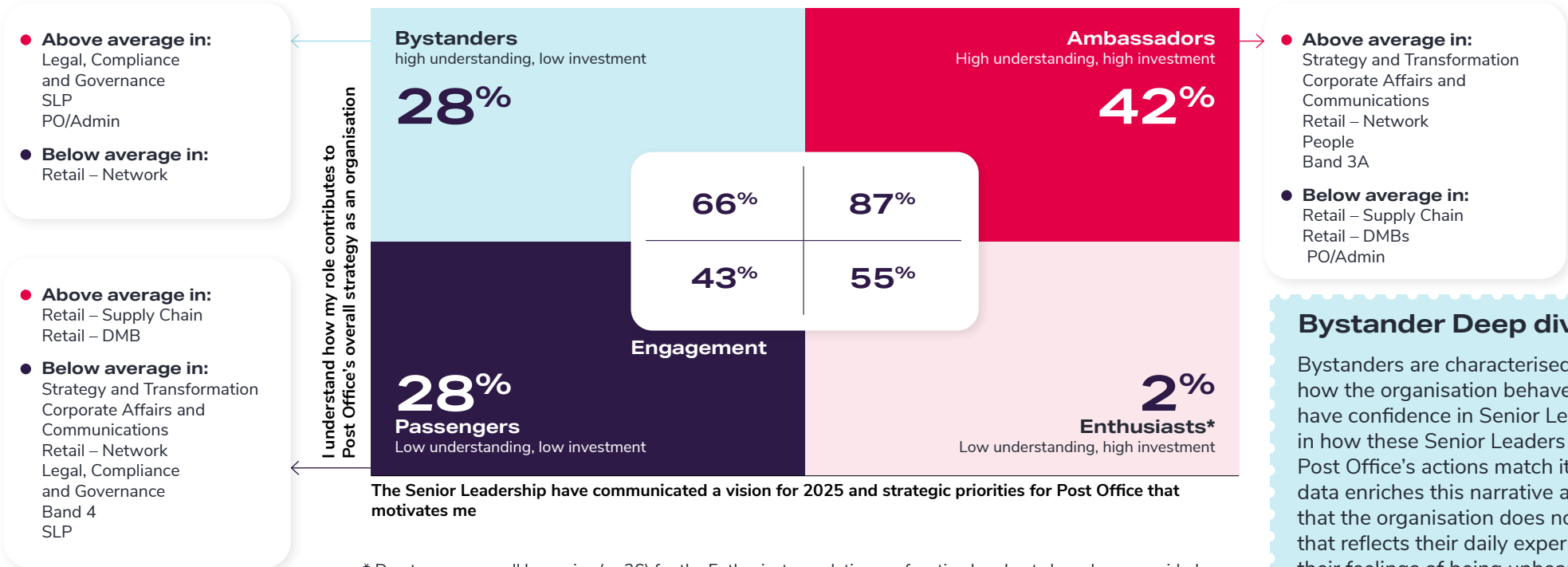
Strategy & Leadership Index

51% –19 vs. UK Norm
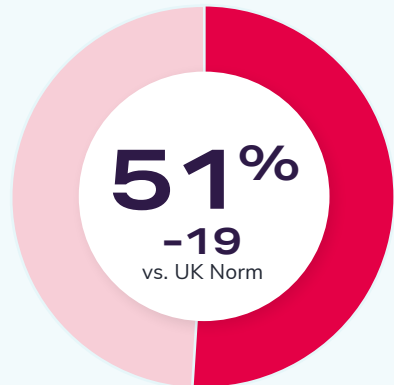
The index consists of an average of the following three questions:

	Score	vs. UK Norm	vs. 2021
The Senior Leadership have communicated a vision for 2025 and strategic priorities for Post Office that motivates me	44%	16	0
I understand how my role contributes to Post Office's overall strategy as an organisation	70%	7	3
I have confidence in the Senior Leadership of Post Office	39%	33	2

Index below average in

Retail – DMBs	35%
PO / Admin	41%
Retail – Supply Chain	41%

Index above average in

Corporate Affairs and Communications	67%
Strategy and Transformation	65%
Retail – Network	64%
Legal, Compliance and Governance	60%
Band 3A	60%
Band 4	59%
Commercial	59%
SLP	59%

87% of colleagues who understand and are invested in the strategy are engaged

Above average in:
Legal, Compliance and Governance
SLP
PO/Admin

Below average in:
Retail – Network

Bystanders
high understanding, low investment
28%

Ambassadors
High understanding, high investment
42%

Above average in:
Strategy and Transformation
Corporate Affairs and Communications
Retail – Network
People
Band 3A

Below average in:
Retail – Supply Chain
Retail – DMBs
PO/Admin

I understand how my role contributes to Post Office's overall strategy as an organisation

66%	87%
43%	55%

Engagement

Above average in:
Retail – Supply Chain
Retail – DMB

Below average in:
Strategy and Transformation
Corporate Affairs and Communications
Retail – Network
Legal, Compliance and Governance
Band 4
SLP

28%
Passengers
Low understanding, low investment

2%
Enthusiasts*
Low understanding, high investment

The Senior Leadership have communicated a vision for 2025 and strategic priorities for Post Office that motivates me

* Due to a very small base size (n=26) for the Enthusiast population, no function breakouts have been provided

Bystander Deep dive

Bystanders are characterised by their lower confidence in how the organisation behaves. Such as: 14pts less likely to have confidence in Senior Leadership, 12pts less positive in how these Senior Leaders lead by example, or whether Post Office's actions match its words. Further qualitative data enriches this narrative as they – Bystanders – feel that the organisation does not make strategic decisions that reflects their daily experience – which heightens their feelings of being unheard or undervalued.

Colleague confidence in leadership is essential for driving higher levels of engagement

What you should know

- Two in five colleagues have confidence in senior leadership. This figure rises to one in two in Finance and Legal, Compliance and Governance but drops to just one in three in Retail.

- Overall Retail sentiment remains low, but there is some variation. Retail – Network positivity sits at 43%, compared to 25% within Retail – DMBs.

- By Grade, colleagues in Band 3A have the highest confidence in senior leaders, followed by those in Middle Management. Surprisingly, colleagues in SLP and PO/Admin are closely aligned, with only one in three feeling confident.

What you should consider

- Positively role-modelling the Ways of Working, actively listening and demonstrating integrity and accountability all serve to drive greater confidence in senior leaders.

- Are senior leaders visible enough across Post Office for colleagues to be able to make an informed judgement, especially Retail colleagues, who show some of the lowest levels of confidence in leadership?

Senior Leaders must be seen to lead by example to inspire confidence

Key: Arrow thickness indicates strength of impact on this metric
Thicker line = stronger driver

Senior leaders lead by example and behave in line with our Ways of Working — **39%**

The way Post Office does business is always consistent with our purpose, strategy and values — **44%**

39% I have confidence in the Senior Leadership of Post Office

70% — **I believe my views are genuinely listened to when I share my opinion**

38% — **People are held to account for their performance and behaviours at Post Office**

Only one in three colleagues in Retail have confidence in senior leadership – this falls to one in four in DMBs

I have confidence in the Senior Leadership of Post Office - by function

Legal, Compliance and Governance	**52%**
Finance	**51%**
Commercial	**49%**
Technology	**46%**
Corporate Affairs and Communications	**43%**
Strategy and Transformation	**38%**
People	**36%**
Retail	**32%**

Retail – Network	**43%**
Retail – Supply Chain	**34%**
Retail – Postmaster excl. DMBs	**33%**
Retail – DMBs	**25%**

I have confidence in the Senior Leadership of Post Office - by grade

Positivity (%)

PO/Admin	Middle Management	Band 3A	Band 4	SLP
32%	44%	47%	42%	35%

vs. 2021: PO/Admin ↓ 5, Middle Management ↓ 3, SLP ↓ 14
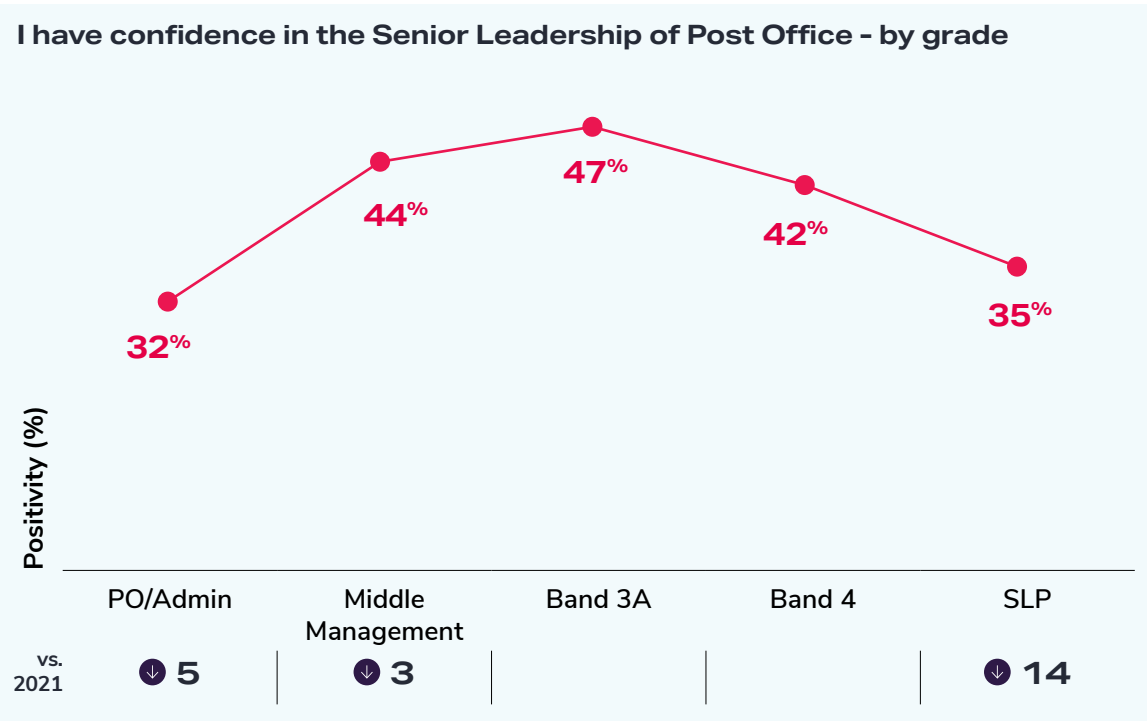
Seeing Ways of Working in action is associated with enablement and confidence in Post Office's future

Key fact

1 in 2

do **not** see the Ways of Working being demonstrated every day

What you should know

- Questions relating to Ways of Working score between 39–50% positivity, and all feature large neutral populations.

- Colleagues are particularly negative around co-operation, with three in ten saying they do not see good teamwork and co-operation between departments. This question scores 16pts below the UK norm.

- When all three of the aspects of Ways of Working are experienced positively, colleagues are around +30pts more likely to feel positively about organisational strategy and barriers to effectiveness.

What you should consider

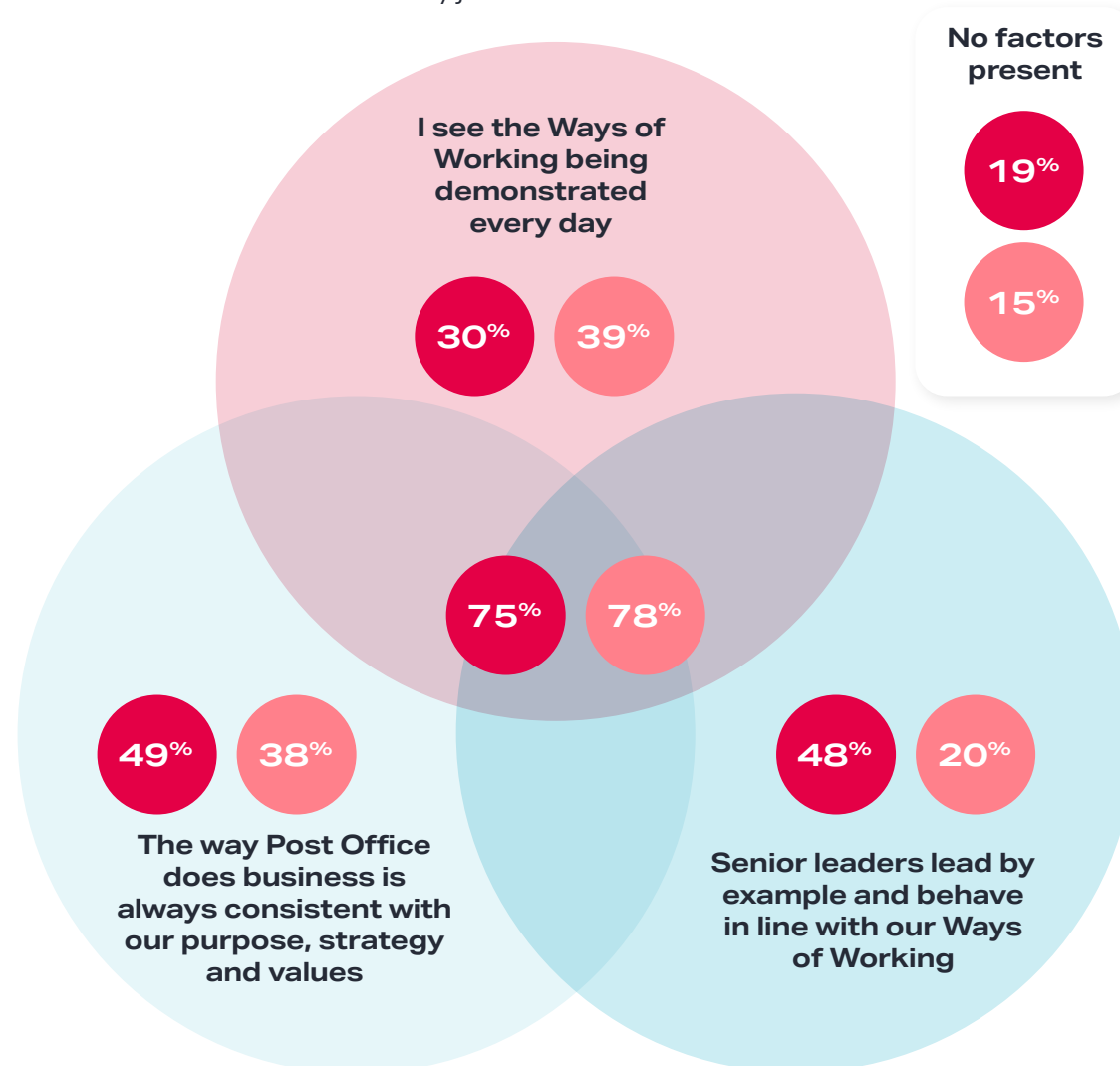- How can the large neutral population be positively influenced? Is communication/sign-posting an issue?

- What is preventing Ways of Working from being implemented evenly and effectively? Consider sharing more tangible, real world examples of behaviours so colleagues can build their understanding of how Ways of Working translate to their every day.

Seeing the Ways of Working embedded consistently across all work contexts is key to unlocking their benefits for the colleague experience

Key:
- The Senior Leadership have communicated a vision for 2025 and strategic priorities for Post Office that motivates me

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

No factors present

19%

15%

I see the Ways of Working being demonstrated every day

30% 39%

75% 78%

The way Post Office does business is always consistent with our purpose, strategy and values

49% 38%

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

48% 20%

Three in ten colleagues do not see good teamwork across Post Office
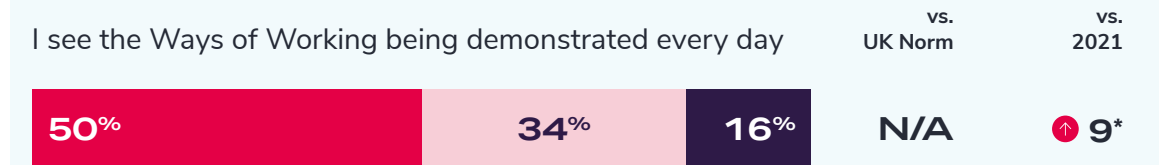
				vs. UK Norm	vs. 2021
I see the Ways of Working being demonstrated every day					
50%	34%	16%		N/A	↑ 9*
Senior leaders lead by example and behave in line with our Ways of Working					
39%	37%	23%		⊖ 27	↓ 3
The way Post Office does business is always consistent with our purpose, strategy and values					
44%	38%	18%		N/A	N/A
There is good teamwork and co-operation between departments at Post Office					
44%	25%	31%		⊖ 16	N/A

* Compared to the 2021 wording 'I see Post Office's Ways of Working being demonstrated everyday'

Focusing on supporting career development is key to building engagement

Key fact

47%

feel able to achieve their career objectives at Post Office

What you should know

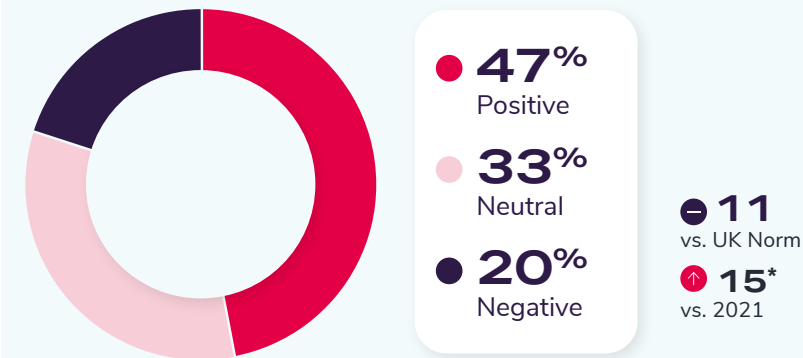- While positivity on feeling able to progress at Post Office has increased (47%, +15pts* vs. 2021), it is 11pts behind the benchmark, and one in three colleagues are unsure.

- By Grade, positivity is lowest among those in PO/Admin and SLP roles, though both have improved since last year. By age, positivity is lowest among those aged 35-44 years.

- Correlation analysis shows that when colleagues have access to development and feel supported through change, they are almost twice as likely to say they can achieve their career objectives than if they were only positive on one of these metrics.

What you should consider

- Are colleagues able to see and hear from others who have progressed within the business, and are all opportunities to progress communicated, such as lateral moves, secondments and job shadowing?

- What resources are available to managers to support their teams through organisational change? Are people managers fully aware of their critical role in change management?

I feel able to achieve my career objectives at Post Office

- **47%** Positive
- **33%** Neutral
- **20%** Negative

⊖ **11** vs. UK Norm
↑ **15*** vs. 2021

By grade

I feel able to achieve my career objectives at Post Office

vs. 2021 ↑ **9**   ↑ **18**   ↑ **11**

PO/Admin	Middle Management	Band 3A	Band 4	SLP
40%	52%	48%	52%	47%

By age

I feel able to achieve my career objectives at Post Office

16–24	25–34	35–44	45–54	55–64	65 and over
54%	47%	41%	49%	53%	59%
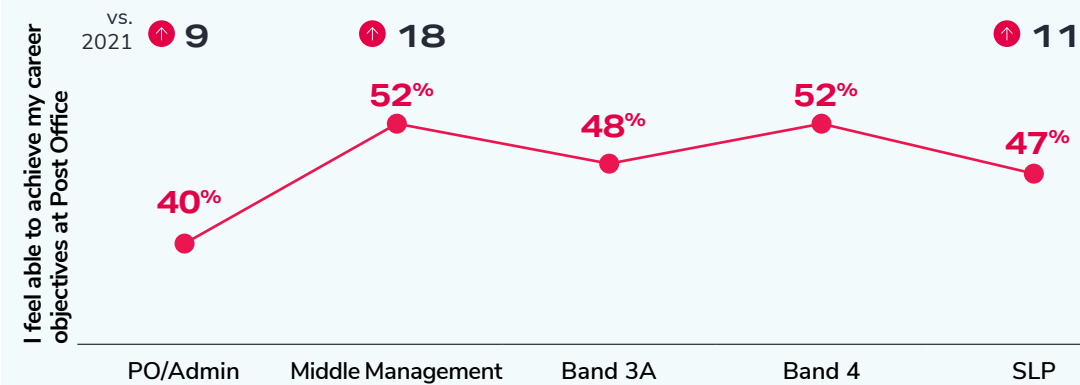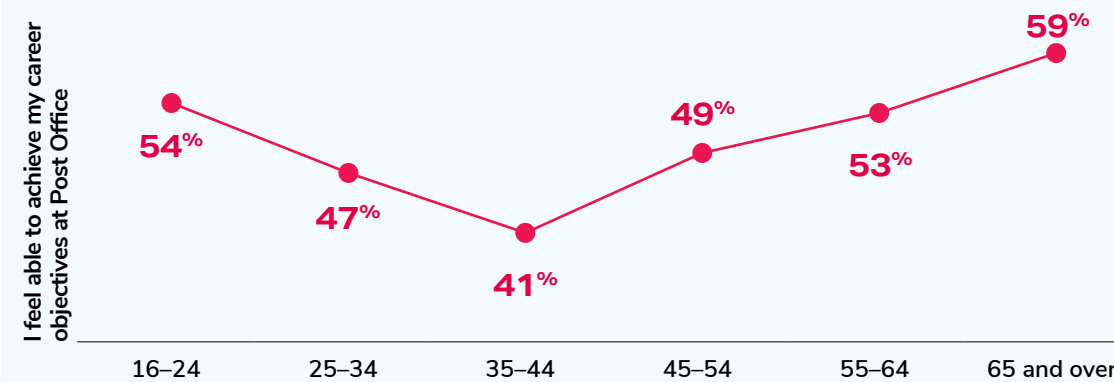
Access to resources and support are key for feeling able to progress

vs. UK Norm   vs. 2021

I have access to the training, learning and development that I need to do my job well

| 61% | 24% | 16% | ⊖ 9 | ↑ 4† |

I am given the support I need during times of organisational change

| 54% | 31% | 16% | ⊖ 7 | N/A |
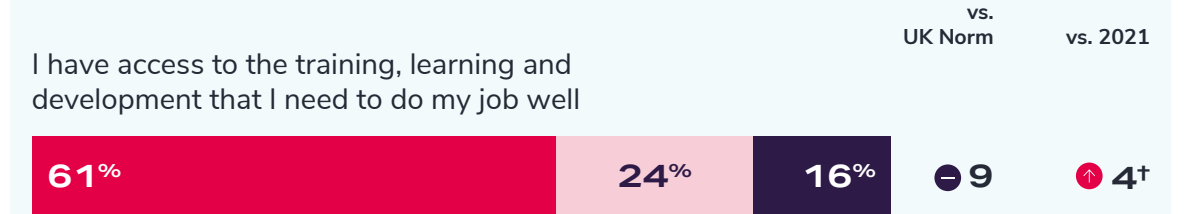
- I am given the support I need during times of organisational change
- I have access to the training, learning and development that I need to do my job well

35% feel able to achieve their career objectives at Post Office

76% feel able to achieve their career objectives at Post Office

41% feel able to achieve their career objectives at Post Office

When neither factor is present: 13% feel able to achieve their career objectives at Post Office
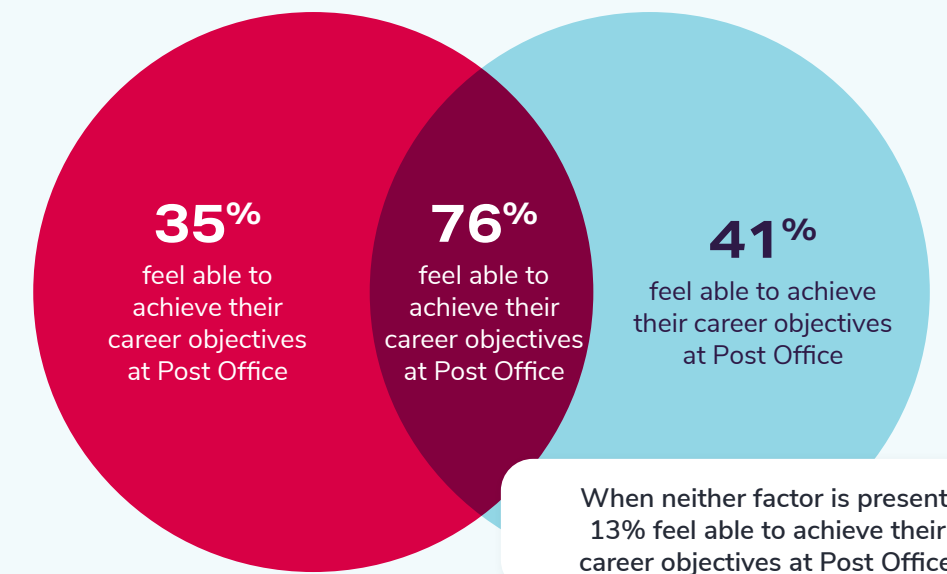
* Compared to the 2021 wording 'I believe there are good career opportunities for me at this company'
† Compared to the 2021 wording 'I have access to the learning and development that I need to do my job well'

Check-ins and wellbeing concerns may take manager focus from development and collaboration

Key fact

3 in 4

say their manager cares about their wellbeing

What you should know

- Findings show that colleagues feel well supported by their managers in having regular check-ins which cover wellbeing.

- However, 28% of colleagues would like their manager to offer additional support on their career development, and 31% would like help with empowering collaboration between teams and across the business.

- The impact of manager support on these two metrics is profound – colleagues are 39pts more positive on feeling able to achieve their career objectives and 29pts more positive on teamwork and co-operation between departments.

What you should consider

- Consider how recent external events may have led managers to deprioritise development conversations. What more support do they need to make time for them?

- Colleagues need more manager support with empowering and encouraging collaboration. Consider how this has been impacted by the current hybrid working model and whether any adjustments need to be made.

How can your line manager help you be 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

1 Help support my career development
| 54% | 15% | 13% | 18% |

2 Help me prioritise my work
| 54% | 13% | 6% | 27% |

3 Help me / my team to collaborate with teams across the business
| 56% | 20% | 11% | 13% |

Listen and act on my feedback
| 66% | 19% | 10% | 6% |

Ask team members for their opinions
| 67% | 16% | 9% | 9% |

Have regular check-ins with me
| 74% | 12% | 8% | 6% |

Care about my wellbeing / empathise with concerns
| 74% | 12% | 9% | |
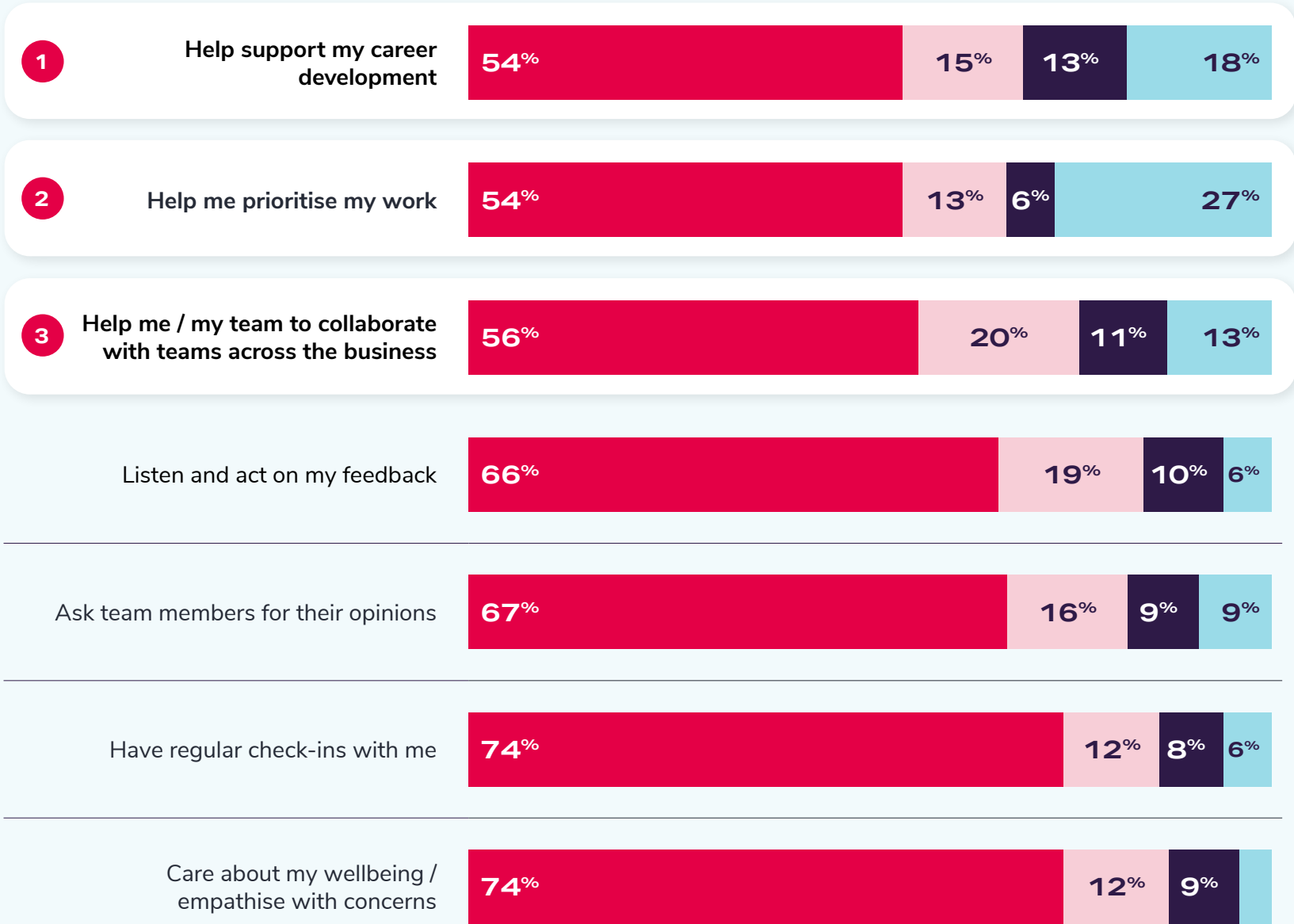
1 When a manager helps **support career development,** colleagues are

39pts

more likely to **feel able to achieve their career objectives** at Post Office

(25% positive vs. 63% positive)

2 When a manager helps **prioritise work,** colleagues are

37pts

more likely to **say they are given the support they need in times of organisational change**

(31% positive vs. 68% positive)

3 When a manager helps **colleagues and their teams to collaborate with teams across the business**, colleagues are

29pts

more likely to **say that there is good teamwork and co-operation between departments at Post Office**

(26% positive vs. 55% positive)

While frequent conversations are important, so is quality – only one in two are enjoying the benefits of both
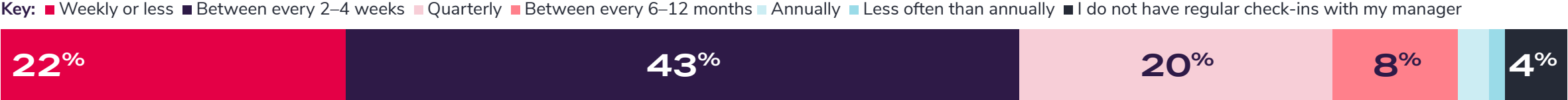
What you should know

- The majority of colleagues (65%) are having performance conversations monthly or more often, though these tend to focus on a few topics, such as wellbeing and performance.
- Fewer managers provide clarity on how to deal with barriers that occur in an individual's role, on how changes impact colleagues, or challenge them to develop their skills – a key topic given the link between development conversations and overall engagement.
- Colleagues who benefit from both frequent and high-quality conversations are much more engaged and feel more positive about achieving their career goals.

What you should consider

- Do managers need support in expanding their behavioural toolkits to cover all elements of the colleague experience that colleagues wish to discuss?
- The SLP population are less likely to have frequent, high-quality performance conversations, as are colleagues who, based on performance rating, are targeting improvement or development – why is this?

How often do you discuss performance with your line manager?

Key: ■ Weekly or less ■ Between every 2–4 weeks ■ Quarterly ■ Between every 6–12 months ■ Annually ■ Less often than annually ■ I do not have regular check-ins with my manager

| 22% | 43% | 20% | 8% | | 4% |

In a performance check-in, my people manager (% Always or Frequently):

Cares for me and my wellbeing	Gives me clarity on my goals, objectives and performance	Connects my role with the business's strategy	Provides clarity on how to effectively deal with barriers in my role	Provides clarity on how business-wide changes impact me	Challenges me to develop my skills
75%	**67%**	**61%**	**59%**	**58%**	**54%**

One in two are having both frequent and high-quality performance check-ins

59%
of colleagues have **high-quality** performance conversations

(At least 4 of the 6 above behaviours are present frequently or always)

65%
of colleagues have performance conversations **frequently**

(Monthly or more often)

Quality

Frequency

Infrequent, high quality
12%
I feel able to achieve my career objectives at Post Office
56%

Frequent, high quality
47%
I feel able to achieve my career objectives at Post Office
64%

Engagement

| 71% | 79% |
| 49% | 59% |

I feel able to achieve my career objectives at Post Office
22%
23%
Infrequent, low quality

I feel able to achieve my career objectives at Post Office
30%
18%
Frequent, low quality

Frequent, high-quality performance conversations

More common in:
Retail - DMBs
People
Band 3A
Middle Management

Performance Rating:
Exceeds Expectations

Less common in:
Corporate Affairs and Communications
Technology
Strategy and Transformation
Retail - Supply Chain
SLP
PO/Admin

Performance Rating:
Some Improvement or Development required

Four in five colleagues plan to stay with the business for the next three years or longer

Key fact

4 in 5

colleagues plan to stay for at least three years

What you should know

- Engagement is higher among colleagues who plan to stay at Post Office for at least three years, rising significantly among the proportion planning to stay for over five years.
- Among those planning to leave within two years, three distinct groupings emerge: disenfranchised colleagues (grey), those influenced by personal factors (pink) and those that score less positively on factors that Post Office can influence (blue).
- Within this group, reasons for leaving include lack of career progression, negative perceptions of reward and barriers to effective working.

What you should consider

- How can you be more purposeful in intervening at (or before) important milestones in the colleague lifecycle?
- Consider how the reasons for leaving align with other consistent themes within the report. Would further, in-depth research into these themes, perhaps involving focus groups, help inform future action plans?

How long do you plan to stay at Post Office?

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

| 6% | 16% | 23% | 56% |

● **28%** Engagement ● **47%** Engagement ● **69%** Engagement ● **77%** Engagement

What are the main reasons you would consider leaving Post Office?

Key: ⚠ Much more commonly chosen in these functions / grades / groups

n=264

Fundamentally negative reasons, low engagement

⚠ High performers Retail – Network
I am not paid enough / rewarded well compared to similar roles externally — 26%

⚠ High performers
Slow and complex processes make it hard to do my job — 22%

⚠ Legal, Compliance and Governance

⚠ Retail – Postmaster excl. DMBs Commercial
Lack of career progression opportunities

Concerns about Post Office's culture — 11%

Management / leadership behaviours — 19%

I don't feel recognised / valued / appreciated — 19%

17%

16%
Hard to get things done

⚠ Technology Band 4 SLP

16%
I don't feel confident in Post Office's future
⚠ Retail – DMBs

12%
Lack of work-life balance
⚠ People

13%
I don't feel motivated at work

Isolated negative reasons, moderate engagement

I want to get different experiences elsewhere — 11%

I want to retire early — 12%

7%
Change in career

Personal reasons, higher engagement

5% 15% 25% 35% 45% 55% 65%
Engagement Score

Post Office has a respectful, friendly and supportive culture, with pockets of bureaucracy, fragmentation and inefficiency

Key fact

3 in 5

words chosen by the SLP were negative

What you should know

- Three in five of the words chosen to describe the day-to-day culture colleagues experience were positive. However, this drops to one in two in Band 4 and two in five among the SLP.

- There is broad positivity around 'We work in Partnership' and 'We are one team'. However, 'We deliver' records lower positivity, with colleagues reporting bureaucratic, inefficient and indecisive behaviours.

- SLP colleagues experience fewer positive cultural elements than average and are more likely to choose words like hierarchical, political, overly risk averse, convoluted and fearful.

What you should consider

- Innovation and agile are among the least frequently selected words. Consider how to address this given the importance of agility in successfully navigating challenging external conditions.

- 10% of colleagues chose 'secretive', an aspect of the culture specifically identified by the Enquiry. This indicates that it is still a feature of the lived culture, particularly in Supply Chain (18%).

Please select up to 10 words that you think best describe the day-to-day culture at Post Office

Key:
- Positive question
- Negative question

Less common — More common

- ▲ Much more common in SLP
- ▼ Much less common in SLP

- **59%** Positive words
- **41%** Negative words

Positive words by grade

PO/Admin	**63%**
Middle Management	**60%**
Band 3A	**57%**
Band 4	**48%**
SLP	**38%**

We work in Partnership

▼	Respectful	26%
▼	Healthy work-life balance	24%
▼	Diverse	21%
▼	Caring	21%
	Long hours	18%
▼	Client focused	16%
	Recognition	15%
	Favouritism	14%
	Empathetic	9%
	Uncaring	6%
	Biased	6%

We are one team

▼	Friendly	45%
▼	Supportive	36%
	Fragmented	22%
	Collaboration	20%
▲	Hierarchical	20%
	Celebrating success	20%
▲	Political	19%
▼	Sharing ideas	18%
	Trustworthy	16%
	Freedom to make decisions	13%
	Informed	12%
	Secretive	10%

	Ignored	9%
	Empowering	9%
	Integrity	9%
	Hypocrisy / Hypocritical	8%
	Controlling	7%
▲	Fearful	7%
	Blame	6%
	Suppressing mistakes	5%
	Dishonest	3%
	Aggressive	3%
	Unhealthily competitive	2%
	Selfish	2%

We deliver

▼	Always looking to improve	26%
▲	Bureaucratic	25%
▲	Inefficient	21%
▲	Indecisive	18%
▼	Learning from mistakes	18%
▼	Learning/developing	18%
▲	Overly risk averse	17%
	Blindly following processes	17%
	Demoralised	15%

	Wasteful	15%
	Taking responsibility	14%
	Proud	14%
▲	Convoluted	12%
	Risk aware	11%
	Taking accountability	11%
	Uninspiring	10%
	Solutions focused	10%
	Enthusiasm	10%

	Resourceful	7%
	Narrow minded	6%
	Complacency	6%
	Arrogance	6%
	Creative	5%
	Making things easy	4%
	Low quality	4%
	Decisive	4%
	Innovation	4%
	Agile	3%

Cultural differences by function

	More common	Less common
Commercial	Bureaucratic	Long hours
	Fragmented	Supportive
Corporate Affairs and Communications	Risk aware	Always looking to improve
	Hierarchical	Client focused
Finance	Healthy work–life balance	Long hours
	Supportive	Demoralised
Legal, Compliance and Governance	Learning/ developing	Demoralised
	Collaboration	Freedom to make decisions
People	Healthy work–life balance	Integrity
	Learning from mistakes	Diverse
Retail – DMBs	Trustworthy	Hierarchical
	Sharing ideas	Fragmented
Retail – Network	Inefficient	Favouritism
	Overly risk averse	Celebrating success
Retail – Postmaster excl. DMBs	Long hours	Friendly
	Demoralised	Healthy work–life balance
Retail – Supply Chain	Secretive	Supportive
	Wasteful	Collaboration
Strategy and Transformation	Indecisive	Learning/ developing
	Political	Trustworthy
Technology	Convoluted	Supportive
	Inefficient	Learning from mistakes

Technology and complexity key barriers, though communication impacts engagement more
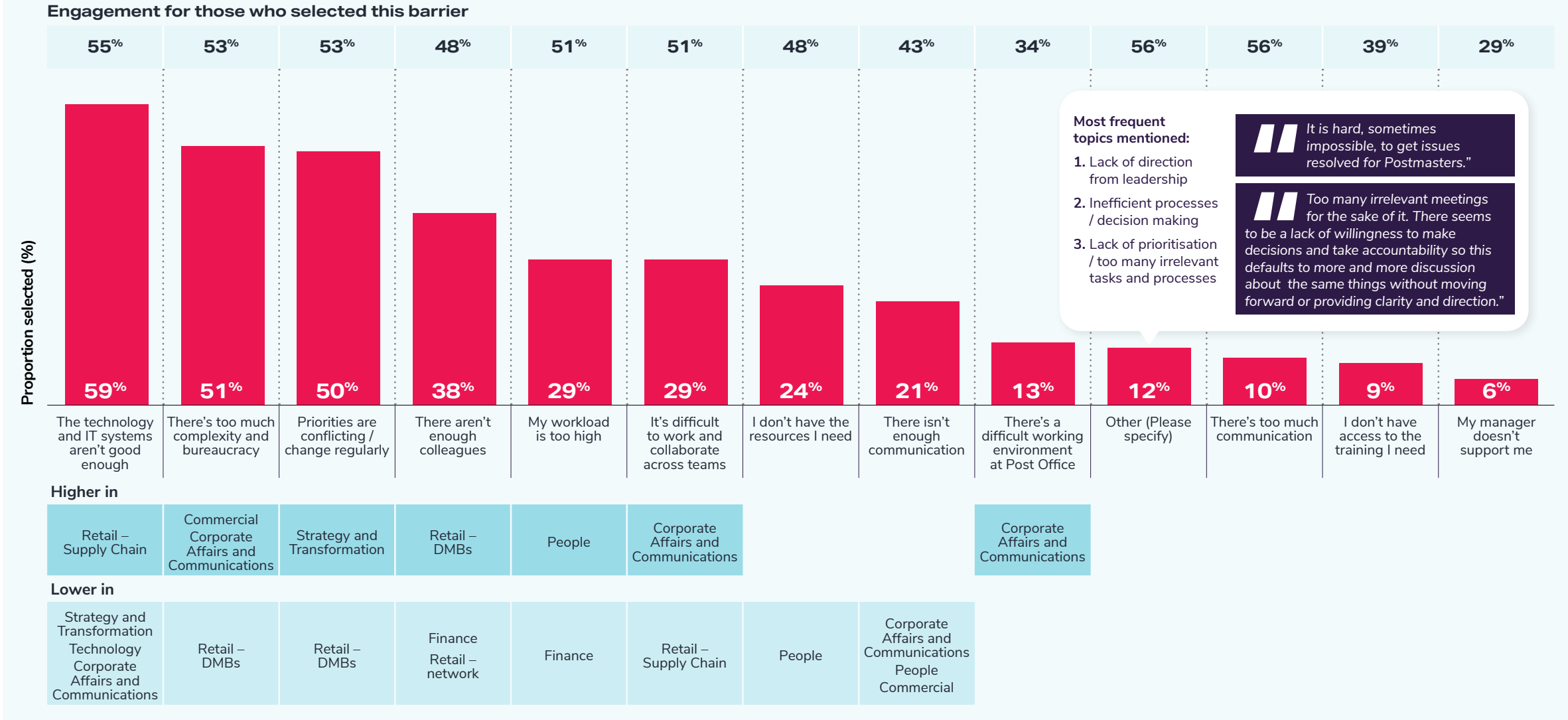
What you should know

- Only two in five colleagues feel that major barriers are effectively managed to enable them to do their job well, and a large proportion are unsure. Commonly experienced barriers are tech / IT systems (mentioned by 59%), too much complexity / bureaucracy (51%) and conflicting priorities (50%).

- However, these barriers do not have a strong negative impact on engagement. Of the barriers that do, lack of sufficient communication emerged as a prominent theme, alongside a difficult working environment.

What you should consider

- Consider how communications are currently shared and why they are seen as inefficient. Have colleagues been asked how they would like to receive their communications (via which channels) and what information they need?

- Low levels of enablement and empowerment are likely to amplify any feelings of dissatisfaction caused by other factors, driving engagement further down.

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

42%	30%	28%

↑ 7* vs. 2021

What barriers exist that stop you from performing at your best?

n=713

Engagement for those who selected this barrier

55%	53%	53%	48%	51%	51%	48%	43%	34%	56%	56%	39%	29%

Proportion selected (%)

59%	51%	50%	38%	29%	29%	24%	21%	13%	12%	10%	9%	6%
The technology and IT systems aren't good enough	There's too much complexity and bureaucracy	Priorities are conflicting / change regularly	There aren't enough colleagues	My workload is too high	It's difficult to work and collaborate across teams	I don't have the resources I need	There isn't enough communication	There's a difficult working environment at Post Office	Other (Please specify)	There's too much communication	I don't have access to the training I need	My manager doesn't support me

Higher in

Retail – Supply Chain	Commercial Corporate Affairs and Communications	Strategy and Transformation	Retail – DMBs	People	Corporate Affairs and Communications			Corporate Affairs and Communications				

Lower in

Strategy and Transformation Technology Corporate Affairs and Communications	Retail – DMBs	Retail – DMBs	Finance Retail – network	Finance	Retail – Supply Chain	People	Corporate Affairs and Communications People Commercial					

Most frequent topics mentioned:

1. Lack of direction from leadership
2. Inefficient processes / decision making
3. Lack of prioritisation / too many irrelevant tasks and processes

> *It is hard, sometimes impossible, to get issues resolved for Postmasters."*

> *Too many irrelevant meetings for the sake of it. There seems to be a lack of willingness to make decisions and take accountability so this defaults to more and more discussion about the same things without moving forward or providing clarity and direction."*

* Compared to the 2021 wording 'Most of the systems and processes here support us getting our work done effectively'

High levels of psychological safety promote decision-making based on 'doing the right thing'

Key fact

3 in 4

say people can share their views without fear of negative consequences (+4pts vs. UK Norm)

What you should know

- Findings point to a psychologically safe environment within Post Office. Most colleagues feel able to share their opinions, ideas and feedback, and a similar proportion feel fairly treated.

- However, the overall view masks variance across the wider business. The SLP population, as well as Retail, are not experiencing the levels of psychological safety seen elsewhere.

- Psychological safety and autonomous decision-making are closely linked. Colleagues who feel free to make decisions in their job are 42pts more positive on psychological safety than those who are less certain.

What you should consider

- High psychological safety enables colleagues to make decisions based on doing what is right rather than what draws the least attention – of critical importance following the Enquiry.

- Do leaders need more support in role-modelling the right behaviours, such as encouraging team members to give honest feedback, listening to concerns without judgement and building trust by delivering on promises?

Psychological Safety Index

71%
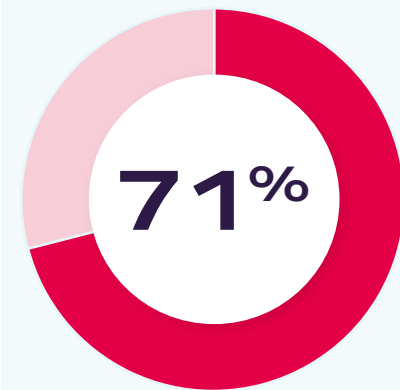
Key: ■ Above average ■ Below average

By grade

Band 3A	**79%**
Middle Management	**74%**
Band 4	**73%**
SLP	**63%**
PO/Admin	**61%**

By function

Legal, Compliance and Governance	**80%**
Technology	**77%**
Strategy and Transformation	**76%**
Corporate Affairs and Communications	**75%**
Commercial	**74%**
Retail - Network	**73%**
Retail - DMBs	**72%**
Finance	**72%**
People	**71%**
Retail – Supply Chain	**68%**
Retail – Postmaster excl. DMBs	**63%**

The index consists of an average of the following four questions:

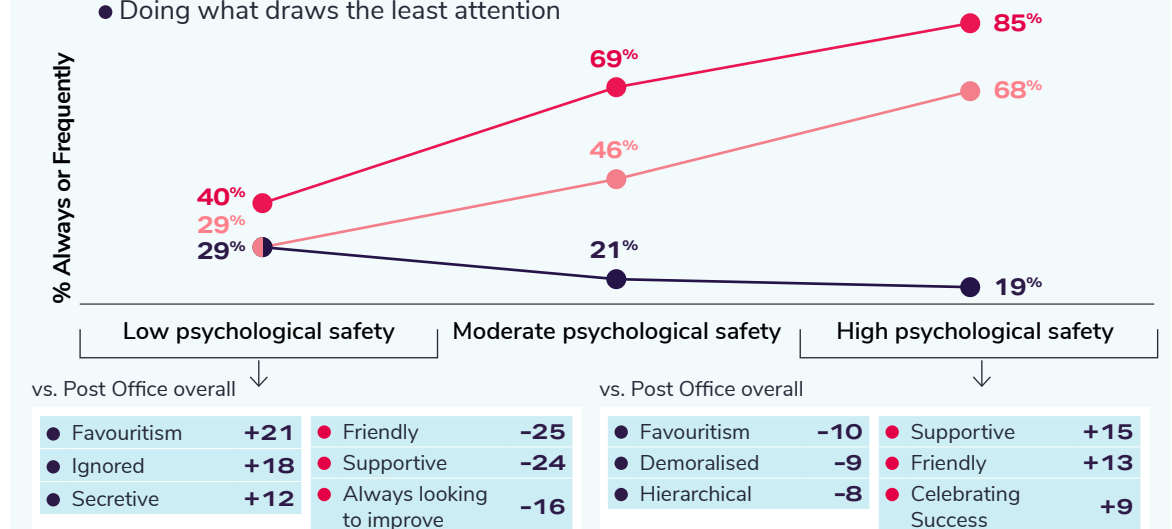|	Score	vs. UK Norm	vs. 2021
Where I work, people can share their opinions, ideas, feedback or concerns without fear of negative consequences	**74%**	⊕ **4**	N/A
Where I work, people are treated fairly	**73%**	⊕ **1**	↑ **27**†
I believe my views are genuinely listened to when I share my opinion	**70%**	N/A	N/A
Where I work, when mistakes happen they are treated as an opportunity to learn rather than an opportunity to blame	**68%**	N/A	N/A

Psychological safety is highly correlated with the freedom to make decisions:

I am provided with the freedom to make appropriate decisions in my job

vs. UK Norm

71%	**17%**	**11%**	⊖ 9

83% → Psychological Safety Index ← **41%**

Psychologically safe* colleagues are far more likely to make decisions based on doing the right thing

What influences decision-making in your part of Post Office?

Key: ● Doing what is believed to be right
● Following exactly what is outlined by our values, policies, systems or processes
● Doing what draws the least attention

% Always or Frequently

Low psychological safety	Moderate psychological safety	High psychological safety
40%	69%	85%
29%	46%	68%
29%	21%	19%

vs. Post Office overall

● Favouritism	+21	● Friendly	−25
● Ignored	+18	● Supportive	−24
● Secretive	+12	● Always looking to improve	−16

vs. Post Office overall

● Favouritism	−10	● Supportive	+15
● Demoralised	−9	● Friendly	+13
● Hierarchical	−8	● Celebrating Success	+9

* Levels of psychological safety were assigned based on how many of the Psychological Safety Index questions they answered positively to. Those who answered positively to all 4 are considered to have high psychological safety. Those who answered positively to 2 or 3 are considered to have moderate psychological safety. Those who answered positively to 1 or 0 are considered to have low psychological safety.
† Compared to the 2021 wording 'Everyone is treated fairly at Post Office'

Half of all colleagues have felt under constant strain recently – rising to seven in ten of the SLP

Key fact

52%

of colleagues have felt under constant strain at work in the past few months
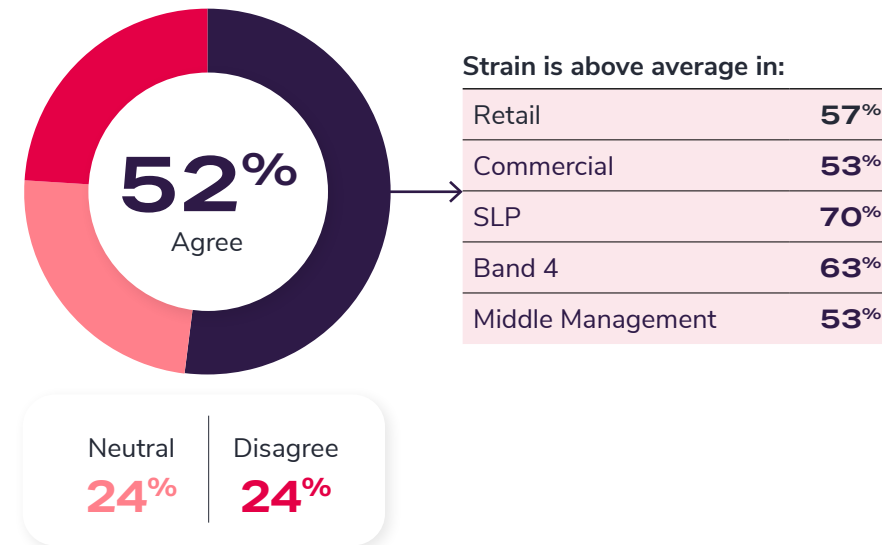
What you should know

- Just one in four colleagues have not felt under constant strain in the past six months, and one in four are unsure.
- Those under strain are much more likely to report higher workload pressure, lack of support (both in terms of resources and headcount) and conflicting priorities.
- Analysis highlights the importance of frequent, high-quality manager conversations in mitigating strain. Individuals feel far more empowered to find balance in their work-life, and less under strain, when they have agreed a working pattern with their manager.
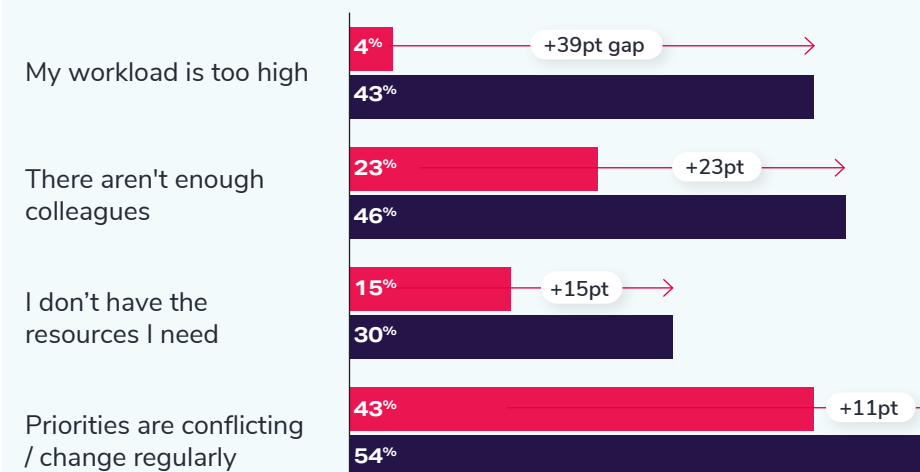
What you should consider

- The immediate impacts of constant strain are concerning, but so is its long-term impact on colleagues' resilience and their ability to bounce back when faced with adverse events at work.
- What more can be done to support managers and their teams to make time for discussing and agreeing a mutually suitable working pattern for those that have not already done so?

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

52% Agree

Strain is above average in:

Retail	57%
Commercial	53%
SLP	70%
Band 4	63%
Middle Management	53%

Neutral	Disagree
24%	24%

What barriers exist that stop you from performing at your best?

Key: ■ Not under strain ■ Under strain

My workload is too high
- 4%
- +39pt gap
- 43%

There aren't enough colleagues
- 23%
- +23pt
- 46%

I don't have the resources I need
- 15%
- +15pt
- 30%

Priorities are conflicting / change regularly
- 43%
- +11pt
- 54%

Having conversations about working patterns is key to good work-life balance – but only when these conversations lead to mutual agreement

In the current environment, I feel able to balance my work and my personal life in a way that works for me
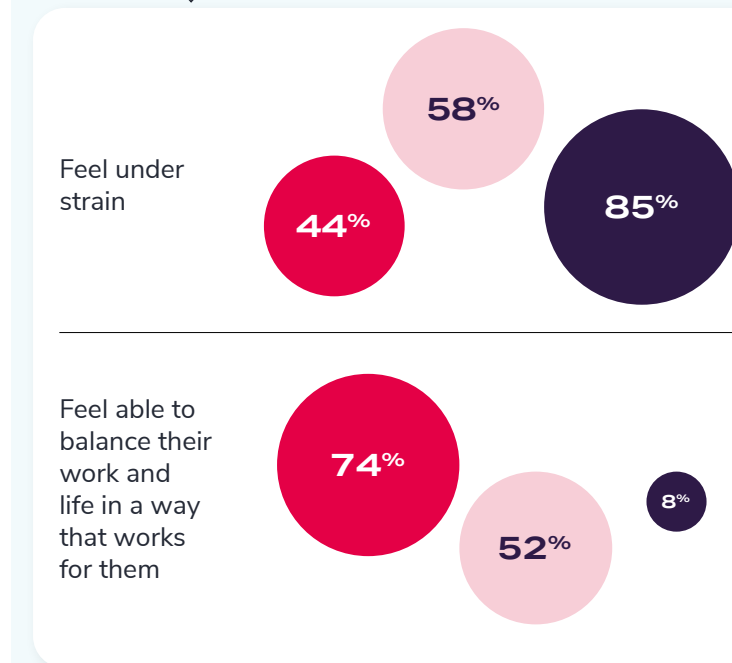
Key: ■ Positive ■ Neutral ■ Negative

vs. UK Norm

62%	17%	21%	● 6

I have agreed with my manager a working pattern that is suitable for both my role and me

Key: ■ Yes
■ No – I haven't spoken about this with my manager
■ No – we have discussed but couldn't agree a working pattern

58%	36%	6%	N/A

Feel under strain
- 58%
- 44%
- 85%

Feel able to balance their work and life in a way that works for them
- 74%
- 52%
- 8%

> **"** We do not have enough staff with our field team. It's constantly raised as we are not listened to as the workloads, travelling and nights away are excessive for lowest paid workers within the company. We are not respected for the work we complete. It seems PO does not care about our personal lives or wellbeing."

> **"** Less priorities, everything is a priority at the moment. Too many different goals to achieve which doesn't let us do our job."

Improved pay / benefits and internal communication are top asks to make Post Office a better place to work

Key fact

1 in 5 would improve pay and benefits

What you should know

- Colleagues most want to see improved pay / benefits and internal communication in order to make Post Office a better place to work.
- 11% of comments related to the theme of streamlining processes and reducing bureaucracy, while 10% highlighted improving training and progression opportunities.
- Further down the list, colleagues would like to see increased headcount, more / better recognition and collaboration and better technology / IT.

What you should consider

- Are there opportunities to commit to an ongoing dialogue on pay and benefits, with transparency around what is possible and not and the reasons why?
- Taking action post-survey will be key in building leader trust. Can action plans to address daily challenges, such as technology or processes, be shared, with progress updates and any course corrections, so colleagues feel they are being heard?

Finally, what one thing would you improve to make Post Office a better place to work? n=895

20% Improve pay and benefits

General comments about pay	19%
Ensure pay is fair for all colleagues	4%
More support during the cost of living crisis	3%
Review pay more regularly	1%

11% Streamline processes and reduce bureaucracy

10% Improve training and progression opportunities

8% Hire more staff / do more to retain current talent

8% Improve collaboration / reduce silos

8% Improve technology and IT

12% Improve internal communication

General comments about internal communication	7%
Listen to and consult colleagues more	3%
Be more honest and transparent	2%

8% More recognition / praise for colleagues

6% Better equipment and tools

6% I would like more support from managers

> "Paid in accordance with inflation and roles available for anyone that is looking to progress."

> "Speed up the decision making process, too much seems to have to go to the highest level and is procrastinated over. Trust people to make more decisions so the business can work at pace."

> "COMMUNICATE! Make sure that every rule, regulation and practice is know from the top person all the way to the cleaners! Every problem that happens in PO comes from miscommunication."

> "Leading by example – Senior Leaders following processes, systems and procedures set out for the whole organisation, not expecting to bypass them or have someone else do it for them."

Other themes included:

More empowerment / accountability / ownership	6%
Treat all colleagues fairly and equally	6%
We need to become more agile and efficient	6%
Tackle overworking and improve work-life balance	5%
Improve colleague morale / motivation	4%
More clarity on our goals and strategy	4%
Reassess where company finances are distributed	4%
Allow more home working / flexible working options	3%
More focus on diversity and inclusion	3%
I do not need any additional support / I am happy here	2%
Tackle blame / bullying culture	1%