

Your Headline Results



Colleagues were asked 'How likely would you be to recommend Post Office as a place to work to a friend or relative?' on a scale of 0 to 10. Your eNPS (Employee Net Promoter) score is the proportion of colleagues who are **promoters** (answered 9-10) minus the proportion of colleagues who are **detractors** (answered 0-6). Scores range from -100 to 100. A score greater than zero is considered good.



Your engagement index an average of four questions measuring different aspects of employee engagement: pride, advocacy, belonging and motivation. For more information, click the arrow beside the title below.

eNPS Score for Your Team

√

-35

eNPS Score for Post Office Overall

-25

Engagement Index for your team (1)





Analysis was conducted to determine the metrics that have the biggest impact on Engagement across Post Office overall. Improving these scores is likely to have a large impact on the overall employee experience here. Your team's scores for the ton

Key Drivers of Engagement for Post Office Overall √

| Name | Distribution | vs. POL Overall | UK Norm | vs. Pulse 2023 | vs. 2022 |
|---|--------------|-----------------|---------|----------------|----------|
| I see the Ways of Working being demonstrated every day | 55% 29% 17% | +2 | - | +10 | -5 |
| I feel able to achieve my career objectives at Post Office | 44% 38% 18% | -5 | -16 | 0 | -14 |
| The way Post Office does business is always consistent with | 31% 43% 26% | -11 | - | - | -24 |



This section shows two key metrics on Ways of Working – whether colleagues see them demonstrated in their everyday experience and whether they see them demonstrated by those at the top of



| Name | Distribution | vs. POL Overall | UK Norm | vs. Pulse 2023 | vs. 2022 |
|---|--------------|-----------------|---------|----------------|----------|
| I see the Ways of Working being demonstrated every day | 55% 29% 17% | +2 | - | +10 | -5 |
| Senior Leaders Lead by Example and behave in line with our Ways | 35% 32% 33% | -3 | -34 | +7 | -17 |



Your Team's Highest Scores

Your three highest-scoring items, selected from a list of all the items in the survey that were scored on an Strongly Agree - Strongly Disagree 5-point scale.



Your Team's Lowest Scores

Your three lowest-scoring items, selected from a list of all the items in the survey that were scored on an Strongly Agree - Strongly Disagree 5-point scale.







| Name | Distribution | vs. POL Overall |
|---|--------------|-----------------|
| Post Office is investing in its people | 30% 39% | 31% -10 |
| The senior leadership have communicated a vision for 2025 and strategic priorities for Post Offic | 25% 49% | 26% -7 |
| In the past few months, I've felt under constant strain at work | 24% 689 | -5 |



Your Action Plan



This page is designed to help you with your action planning. It uses key driver analysis to show where your actions can have the highest impact.

Below you will see your team's lowest-scoring engagement drivers. These are selected from a list of metrics which have been identified as having an impact of engagement across Post Office overall.

To start an action plan for a specific item, select 'Improve'. This will open up a dialogue box to confirm your choice. Select 'Confirm', then on the next page, 'View your action plan'. This will take you to a page with suggested actions to help you structure your planning, as well as the option to create your own actions. Click here for additional guidance on how to use this page.

To visit the **Action Planning Homepage** and view all your action plans, select 'Action Plans' on the toolbar above.

For Your Team 7

| Name | | Distribution | | vs. POL Overall | UK Norm |
|--|-----|--------------|-----|-----------------|---------|
| I have confidence in the Senior Leadership of Post Office | 32% | 29% | 39% | -3 | -37 |
| The way Post Office does business is always consistent with our purpose, strategy and values | 31% | 43% | 26% | -11 | - |
| Post Office is investing in its people | 30% | 39% | 31% | -10 | - |



How to use this Dashboard

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Navigating the Dashboard

Use the toolbar on the left to view the different dashboard pages.

Filtering

Use the hierarchy filter at the top of the page to choose which team's results you would like to view. If you only have permission to view results for one team, this will already be selected for you. You will not be able to select any groups with fewer than 6 people in them.

Anonymity

No scores are displayed if a question has fewer than 6 responses. No open text comments are displayed if there are fewer than 20 responses. You will not be able to select any filter values that return a group of less than 6 respondents.

Understanding your scores

Most questions use a standard 5-point Likert scale from 'strongly disagree' to 'strongly agree'. On your dashboard you will see results displayed as: Favourable: The percentage of

Favourable: The percentage of colleagues who selected 'Strongly agree' or 'Agree'.

Neutral: The percentage of colleagues who selected 'Neither agree nor disagree'.

Unfavourable: The percentage of colleagues who selected 'Strongly disagree' or 'Disagree'.

For other question formats, you will see the percentage of colleagues who selected each of the available options.

Any non-standard question formats are explained on the pages where scores are presented.

Exporting your Dashboard

You can export your whole dashboard, or just parts of it, to PDF using the Export button at the top of the page. The following configuration settings are recommended if you wish to present your results on a widescreen computer:

Filetype: PDF

No Page Breaks: Unticked

Paper size: A4

Orientation: Landscape

Margin: 0.25in

Zoom: 100% Hide Filters: Ticked Hide Header: Ticked Hide Page List: Ticked

Exporting your comments

To export all your comments to a spreadsheet, navigate to the 'Open Text Comments' page. Open the ... menu in the corner of the comments table and select 'Export'. Choose CSV, TSV or XLSX





On this page you will see your Engagement Index and the four questions which are combined to produce this Index. You will also see your eNPS score and breakdown. To calculate this, colleagues were asked 'How likely would you be to recommend Post Office as a place to work to a friend or relative?' on a scale of 0 to 10. Your eNPS (Employee Net Promoter) score is the proportion of colleagues who are promoters (answered 9-10) minus the proportion of colleagues who are detractors (answered 0-6). Scores range from -100 to 100. A score greater than zero is considered good.



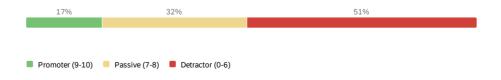
| Name | Distribution | vs. POL Overall | UK Norm | vs. Pulse 2023 | vs. 2022 |
|--|--------------|-----------------|---------|----------------|----------|
| ▼ Engagement index | 53% 22% 25% | -4 | -19 | -10 | -24 |
| I feel proud to work for Post Office | 43% 26% 31% | -4 | -35 | -21 | -35 |
| I would recommend Post Office as a great place to work | 45% 24% 31% | -11 | -27 | -10 | -27 |
| I am motivated to do the best job I can at Post Office | 73% 19% 8% | 0 | +12 | +2 | -16 |
| I feel a strong sense of belonging to Post Office | 50% 19% 31% | -2 | -24 | -11 | -19 |



eNPS Breakdown for your team ∇

-35

eNPS Breakdown for your team $\,$







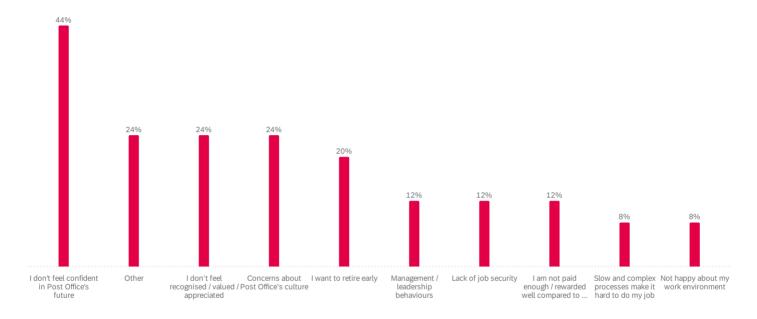
Below you will see your team broken down by how long they plan to stay at Post Office. Those who gave a response of 2 years or less were asked to select up to three reasons they would consider leaving. Their responses are displayed below.

How long do you plan to stay at Post Office?

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





Strategy & Leadership

On this page you will see your Strategy & Leadership Index and the three questions which are combined to produce this Index.



Strategy & Leadership Index



▼ 1



| Name | Distribution | vs. POL Overall | UK Norm | vs. Pulse 2023 | vs. 2022 |
|--|--------------|-----------------|---------|----------------|----------|
| I understand how my role contributes to Post Office's overall strategy as an organisation | 71% 20% | +7 | -13 | - | -11 |
| I have confidence in the Senior Leadership of Post Office | 32% 29% 39% | -3 | -37 | +12 | -18 |
| The senior leadership have communicated a vision for 2025 and strategic priorities for Post | 25% 49% 26% | -7 | -37 | - | -17 |



Ways of Working



Colleagues were asked three questions about the Ways of Working and how they see these being demonstrated day-to-day. They were also asked to select up to 10 words to describe the day-to-day culture at Post Office. The top 10 positive and negative words are shown on this page.



| Name | | Distribution | 1 | vs. POL Overall | UK Norm | vs. Pulse 2023 | vs. 2022 |
|--|-----|--------------|---------|-----------------|---------|----------------|----------|
| I see the Ways of Working being demonstrated every day | | 55% | 29% 17% | +2 | - | +10 | -5 |
| Senior Leaders Lead by Example and behave in line with our Ways of Working | 35% | 32% | 33% | -3 | -34 | +7 | -17 |
| The way Post Office does business is always consistent with our purpose, strategy and values | 31% | 43% | 26% | -11 | - | - | -24 |







On this page you will see questions about day-do-day Ways of Working, including how colleagues feel about cross-team collaboration, accountability, empowerment and barriers to effectiveness. Those who answered negatively or neutrally to 'Any major barriers at work are effectively managed in order to allow me to do my job well' were asked to select the barriers that exist that have an impact on their performance. Their most common selections are shown below.



| Name | Distribution | vs. POL Overall | UK Norm | vs. Pulse 2023 | vs. 2022 |
|--|--------------|-----------------|---------|----------------|----------|
| At Post Office, how we do things is as important as what we do | 62% 24% 14% | -7 | - | -2 | -10 |
| Where I work people are held accountable for their performance and behaviours | 58% 26% 15% | -5 | -6 | +6 | +4 |
| I am provided with the freedom to make appropriate decisions within my job | 52% 30% 18% | -21 | -30 | - | -17 |
| There is good teamwork and co-operation between departments at Post Office | 45% 25% 30% | -2 | -10 | -1 | -28 |
| Most of the systems and processes support us getting our work done effectively | 44% 25% 31% | -8 | -10 | - | - |
| Post Office is investing in its people | 30% 39% 31% | -10 | - | - | - |

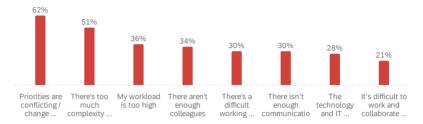
Any major barriers at work are effectively managed in order to

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



Distribution vs. POL Overall UK Norm







Equity, Diversity and Inclusion

This page includes questions about colleagues perceptions of Post Office's commitment towards Equity, Diversity and Inclusion.





| Name | Distribution | vs. POL Overall | UK Norm |
|---|--------------|-----------------|---------|
| My line manager believes in Diversity and Inclusion | 88% 7% | +5 | - |
| My line manager does what they can to drive the Equity Diversity and Inclusion agenda | 80% 14% 6% | +1 | - |
| I feel included in my team | 80% 11% 10% | -2 | -3 |
| Post Office is a diverse organisation to work in | 75% 19% 6% | +4 | - |
| Post Office provides opportunities for people from diverse backgrounds to thrive and succeed | 74% 20% 6% | +11 | +6 |
| Post Office is genuinely making a positive effort and working towards being a more inclusive work | 73% 21% 6% | +7 | - |
| Post Office has diverse representation of backgrounds and identities across all levels in the org | 70% 21% 8% | +9 | - |
| I feel like I can be my full self at work without the need to mask or downplay any aspects of my | 68% 17% 15% | -2 | -14 |
| When I speak up at work my opinion is valued | 67% 23% 11% | -4 | - |
| In the past 12 months, I have been the victim of an unwelcome comment or conduct at Post Office, | 63% 14% 23% | -5 | - |



On this page you will see your Psychological Safety Index and the five questions which are combined to produce this Index.





| Name | Distribution | vs. POL Overall | UK Norm | vs. Pulse 2023 | vs. 2022 |
|---|--------------|-----------------|---------|----------------|----------|
| ▼ Psychological safety index | 62% 18% 20% | -9 | - | - | - |
| Where I work, people can share their opinions, ideas, feedback or concerns without fear of negati | 61% 15% 24% | -13 | -11 | - | -17 |
| Where I work, people are treated fairly | 65% 12% 23% | -6 | - | - | -13 |
| I believe my views are genuinely listened to when I share my opinion | 62% 21% 17% | -9 | - | - | -16 |
| Where I work, when mistakes happen they are treated as an opportunity to learn rather than an opp | 58% 25% 17% | -12 | - | - | -12 |





On this page you will see questions relating to wellbeing, including working patterns and work-life balance and colleague strain.



| Name | Distribution | vs. POL Overall | UK Norm | vs. Pulse 2023 | vs. 2022 |
|--|--------------|-----------------|---------|----------------|----------|
| In the current environment, I feel able to balance my work and personal life in a way that works | 61% 15% 24% | -1 | -7 | - | -19 |

The following question uses a reversed scale. The green 'favorable' portion represents the proportion of colleagues who **disagree** with the statement, and the red 'unfavorable' portion represents those who agree or strongly agree. The comparison to Post Office overall refers to percentage of colleagues who answered favourably.

| _ | |
|---|---|
| 7 | 7 |
| ν | J |

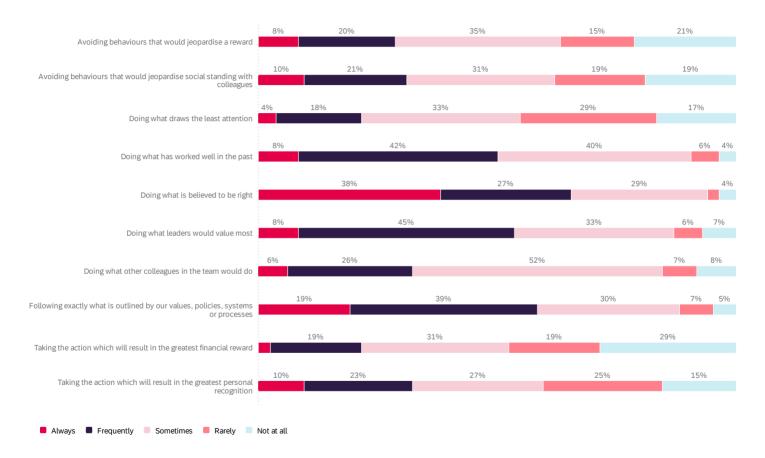
| Name | Dist | ribution | vs. POL Overall | UK Norm | vs. Pulse 2023 | vs. 2022 |
|---|---------------------|----------|-----------------|---------|----------------|----------|
| In the past few months, I've felt under constant strain at work | 24% <mark>8%</mark> | 68% | -5 | - | -1 | -22 |



Decision making



Colleagues were asked to rate a selection of statements on how much they think each influences decision making in your part of Post Office. Their responses are shown below.



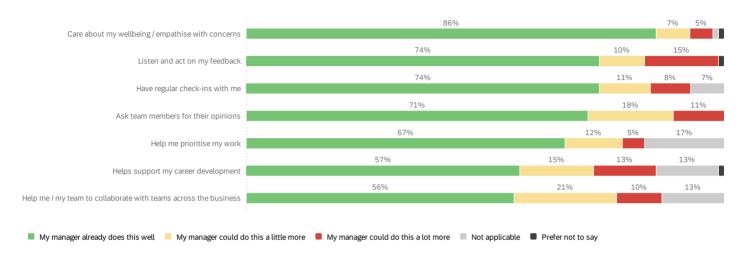


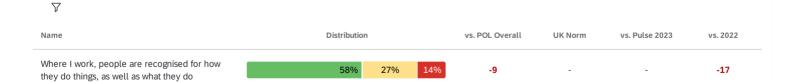
Line Manager Support



Colleagues were asked what their manager does well and what they'd like to see more of. On this page, you will see each behaviour ranked in order of which behaviours the most colleagues would like to see more of. On this page you will also see another question about how recognised colleagues feel.

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







Progression & Recognition



This page includes questions about how supported colleagues feel in improving their performance, accessing training and developing, and achieving their career objectives.



| Name | Distribution | vs. POL Overall | UK Norm | vs. Pulse 2023 | vs. 2022 |
|---|--------------|-----------------|---------|----------------|----------|
| I have access to the training, learning and development I need to do my job well | 64% 29% 7% | -2 | -8 | - | -8 |
| I regularly discuss my career development and growth with my line manager and track progress agai | 52% 26% 21% | -3 | - | -2 | - |
| I feel able to achieve my career objectives at Post Office | 44% 38% 18% | -5 | -16 | 0 | -14 |
| Post Office is investing in its people | 30% 39% 31% | -10 | - | - | - |



Leadership and Communications



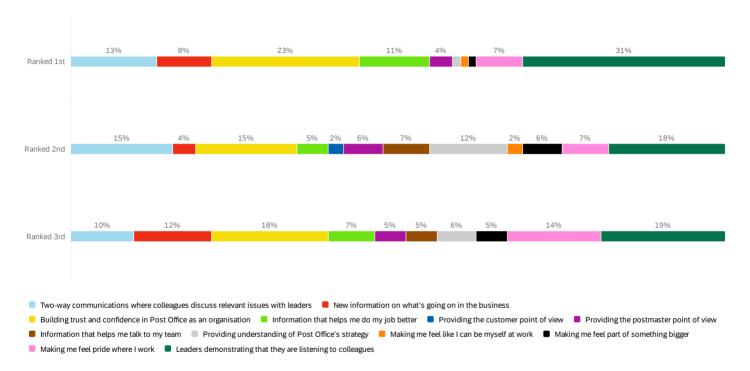
This page includes questions about how effectively leaders communicate with and support colleagues. Below shows the results of colleague's top 3 suggestions on what leaders at Post Office could do better in order to improve communications.



| Name | Distribution | vs. POL Overall | UK Norm | vs. Pulse 2023 |
|---|--------------|-----------------|---------|----------------|
| I feel confident that I can support Postmaster's and Partners to deliver for our customers | 63% 30% 7% | -1 | - | - |
| Leaders in my part of the business genuinely seek to hear colleagues' suggestions and ideas | 49% 20% 31% | -4 | - | 0 |
| Leaders in my part of the business care about providing timely feedback that helps me grow | 40% 30% 30% | -7 | - | -5 |
| Communications provided by Post Office are open and honest | 38% 30% 32% | -8 | -23 | +5 |
| Internal communications provide two-way opportunities for colleagues to have their say | 37% 27% 36% | -12 | - | -6 |

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









Colleagues were asked to provide open text feedback at the end of the survey. Their verbatim responses are displayed here. Analysis has also been conducted on the main themes of their comments, and this is summarised in the bar charts. For information on how you can download an extract of all your comments, please refer to the 'How to Use This Dashboard page'.

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What one thing would you improve to make Post Office a better place to work?

Be open Honest and fair at all times

Improvement in IT systems, training in their use, and time to learn about them.

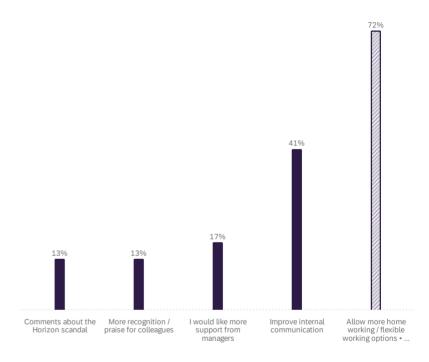
Speak up in the face of some brutal media coverage. There is genuine uncertainty on what/who is right/wrong with the myriad of disclosures that appear in the press and the public enquiry. As a consequence, where there was pride in who I worked for, there is now fear and subterfuge. We need to be able to believe in Post Office again, and that starts at the top.

To be listened too

Cana annula condition to allow

Support your people who have trusted the business and its leaders 100% that they were doing the right thing when they set out every day to do the roles and duties that the PO had asked of them. Speak up and show your support to them, apologise to them for PO letting them down and stop treating them like they are untrustworthy and have done something to be ashamed of. This is causing unnecessary stress and uncertainty because they too have also been lied to and left in the dark by PO for 20yr

Top comment themes ∇



| , | | |
|---|--|--|
| | | |
| | | |

What more can senior leaders do to deliver Post Office's Equity Diversity and Inclusion goals?

N/A carryon doing what they are doing now and continue

There has been a few incidents in the past year where I have felt that the Post Office leaders and culture team do not consider how Welsh colleagues feel about their identities. Also, regarding the HSS and associated schemes, correspondence to Welsh addresses do not contain the bi-lingual letterhead and Post Office logo.

Start by looking at the top table - then understand that having 28 modules on SF will not solve the problem, we need conversations ongoing.

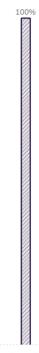
Practice what they preach and treat all colleagues with the same respect

I think senior leaders are doing everything which they can do. just bit more vigilant as they are may be not aware of that lower ground may have issue.

Lead by example and be more open

I think the senior leaders are doing a great job, I just wish their direct

Top comment themes ∇



Be more visible / be present in workplaces • Communicate with honesty and transparency • ED&I and 'woke culture' has gone too far / we should employ the best people for the job • Hire more more people from diverse backgrounds • I don't believe the committent from leaders is sincere / it feels like lip service • I have nothing to suggest / Post Office ...





This page shows a heatmap of all standard question scores. The percentages refer to the proportion of colleagues who responded 'agree' or 'strongly agree' to the question.

How to use Heatmaps

Heatmaps contain two types of scores: Comparisons and Breakouts. Choose the fields you would like to see using the menus at the top of the heatmap.

The leftmost column of the heatmap always shows the **Comparison** score, which will by default be the score for POL overall. The rest of the columns are the scores for every available field in your chosen **Breakout**. Data will update based on the filter selections at the top of the page.

Available Comparisons:

POL Overall - The score for everyone in Post Office **Your Team** - The score for the team you are currently viewing, including any filters you currently have applied

 $\boldsymbol{vs.}$ \boldsymbol{UK} \boldsymbol{Norm} - The benchmark value for each question for companies in the \boldsymbol{UK}

vs. 2022 - The score from the Post Office 2022 Annual Engagement Survey (please use hierarchy filter at the top of the page to see how your function performed in 2024 compared it's 2022 scores)

Available Breakouts:

Function - The scores for your current filter selection split by Function

One level below - The score for every team that is one level below the current selection in the

hierarchy filter

Age group - The scores for your current filter selection solit by age

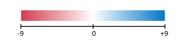
Gender - The scores for your current filter selection split by Gender

Grade - The scores for your current filter selection split by Grade

Length of service (years) - The scores for your current filter selection split by how long colleagues have worked for Post Office

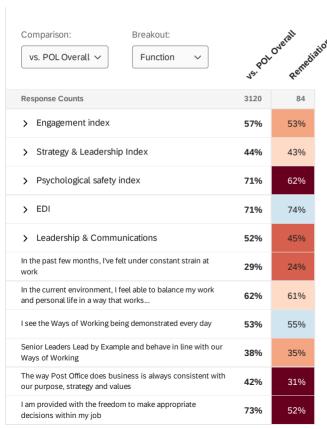
Permanent/Temporary - The scores for your current filter selection solit by contract type

Breakouts are colour coded based on their distance from the selected



Comparison





Key:

| Comparison: | Breakout: | 45. POL | Overall | atic |
|---|---------------------------------|---------|---------|------|
| There is good teamwork and codepartments at Post Office | o-operation between | 48% | 45% | |
| Where I work people are held a performance and behaviours | ccountable for their | 63% | 58% | |
| At Post Office, how we do thing do | gs is as important as what we | 69% | 62% | |
| Any major barriers at work are allow me to do my job well | effectively managed in order to | 59% | 44% | |
| Where I work, people are recog as well as what they do | nised for how they do things, | 67% | 58% | |
| I feel able to achieve my career | objectives at Post Office | 49% | 44% | |
| I have access to the training, le need to do my job well | arning and development I | 67% | 64% | |

54%

40%

52%

55%

45%

30%

52%

Post Office inspires me to do the best work everyday

Most of the systems and processes support us getting our

I regularly discuss my career development and growth with

Post Office is investing in its people

my line manager and track progress agai...

work done effectively





This page shows a heatmap of all standard question scores. The percentages refer to the proportion of colleagues who responded 'agree' or 'strongly agree' to the question.

How to use Heatmaps

Heatmaps contain two types of scores: Comparisons and Breakouts. Choose the fields you would like to see using the menus at the top of the heatmap.

The leftmost column of the heatmap always shows the **Comparison** score, which will by default be the score for POL overall. The rest of the columns are the scores for every available field in your chosen **Breakout**. Data will update based on the filter selections at the top of the page.

Available Comparisons:

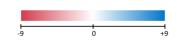
POL Overall - The score for everyone in Post Office
Your Team - The score for the team you are currently viewing, including any filters you currently have applied
vs. UK Norm - The benchmark value for each question for companies in the UK

vs. 2022 - The score from the Post Office 2022 Annual Engagement Survey (please use hierarchy filter at the top of the page to see how your function performed in 2024 compared it's 2022 scores)

Available Breakouts:

Function - The scores for your current filter selection split by Function

Breakouts are colour coded based on their distance from the selected



Comparison



| Comparison: Break | out: | all. |
|--|-------------------------|-------------------------|
| vs. POL Overall V | ion ~ | POL Overall Renediation |
| Response Counts | 312 | 20 84 |
| > Engagement index | 57 | % -4 |
| > Strategy & Leadership Index | 44 | % -1 |
| > Psychological safety index | 71 | % -9 |
| > EDI | 71 | % +2 |
| > Leadership & Communications | 5 52 | % -6 |
| In the past few months, I've felt under cowork | onstant strain at 29 | % -5 |
| In the current environment, I feel able to and personal life in a way that works | balance my work 62 | % -1 |
| I see the Ways of Working being demon | strated every day 53 | % +2 |
| Senior Leaders Lead by Example and be Ways of Working | have in line with our | % -3 |
| The way Post Office does business is all our purpose, strategy and values | ways consistent with 42 | % -11 |
| I am provided with the freedom to make decisions within my job | appropriate 73 | % -21 |

Key:

| Comparison: | Breakout: | | erall | 20 |
|---|---------------------------------|---------|-------------------|------|
| | Function | us. POL | Overall Remedi | atio |
| There is good teamwork and codepartments at Post Office | o-operation between | 48% | -2 | |
| Where I work people are held a performance and behaviours | accountable for their | 63% | -5 | |
| At Post Office, how we do thin do | gs is as important as what we | 69% | -7 | |
| Any major barriers at work are allow me to do my job well | effectively managed in order to | 59% | -15 | |
| Where I work, people are recog as well as what they do | nised for how they do things, | 67% | -9 | |
| I feel able to achieve my career | objectives at Post Office | 49% | -5 | |
| I have access to the training, le need to do my job well | earning and development I | 67% | -2 | |
| Post Office inspires me to do t | he best work everyday | 54% | -9 | |
| Post Office is investing in its p | eople | 40% | -10 | |
| Most of the systems and proce work done effectively | esses support us getting our | 52% | -8 | |
| I regularly discuss my career do my line manager and track pro | - | 55% | -3 | |



This page shows all the metrics relevant for Short Term Incentive Planning.







| Name | Distribution | vs. POL Overall | UK Norm | vs. Pulse 202: | Name | Distribution | vs. POL Overall | UK Norm | vs. Pulse 2023 | | | | | | | | | | |
|---|--------------|--------------------|---------|----------------|---|--------------|--------------------|---------|----------------|----|--|--|-----|-----|--------|--|--|--|--|
| I am motivated to do the best job I can at Post Office | 73% | 0 | +12 | +2 | I have access to the training, learning and development I need to do my job well | 64% | -2 | -8 | - | | | | | | | | | | |
| Where I work, people are treated fairly | 65% | -6 | - | - | I see the Ways of Working | 55% | +2 | | +10 | | | | | | | | | | |
| There is good teamwork and co-operation between | | -2 | -10 | -1 | being demonstrated every day | 55% | +2 | - | +10 | | | | | | | | | | |
| departments at Post Office | | | | Senior L | Senior Leaders Lead by Example and behave in line | | -3 | -34 | +7 | | | | | | | | | | |
| I feel able to achieve my career objectives at Post | | -5 | -16 | 0 | with our Ways of Working | | | | | | | | | | | | | | |
| Office | | | | | I have confidence in the Senior Leadership of Post | | -3 | -37 | +12 | | | | | | | | | | |
| Any major barriers at work are effectively managed in | | -15 - | - +11 | | | | | | 15 | 15 | | | 111 | .11 | Office | | | | |
| order to allow me to do my job well | | -13 | | | The senior leadership have communicated a vision for 2025 and strategic priorities for Post Offic | 49% | -7 | -37 | - | | | | | | | | | | |