



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.

eNPS Score for Your Team

-25

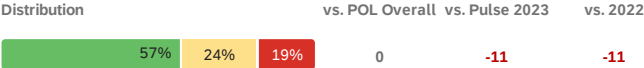
eNPS
Score for
Post
Office
Overall

-25



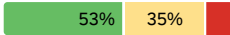

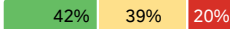
Your engagement index an average of four questions measuring different aspects of employee engagement: pride, advocacy, belonging and motivation. For more information, click the arrow beside the title below.

Engagement Index for your team



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 top



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	 53% 35%	0	-	-5	+3
I feel able to achieve my career objectives at Post Office	 49% 33% 18%	0	-11	-4	+2
The way Post Office does business is always consistent with	 42% 39% 20%	0	-	-	-2



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	 53% 35%	0	-	-5	+3
Senior Leaders Lead by Example and behave in line with our Ways	 38% 36% 27%	0	-31	-6	-2



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.



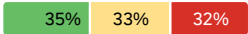
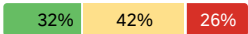
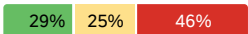
Your Team's Lowest Scores

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
My line manager believes in Diversity and Inclusion	 83%	0
I feel included in my team	 81%	0
My line manager does what they can to drive the Equity Diversity and Inclusion agenda	 78% 17%	0



Name	Distribution	vs. POL Overall
I have confidence in the Senior Leadership of Post Office	 35% 33% 32%	0
The senior leadership have communicated a vision for 2025 and strategic priorities for Post Office...	 32% 42% 26%	0
In the past few months, I've felt under constant strain at work	 29% 25% 46%	0



Your Action Plan





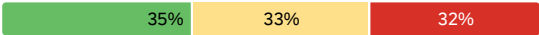
This page is designed to help you with your action planning. It uses key driver analysis to show where your actions can have the highest impact.

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

Name	Distribution	vs. POL Overall	UK Norm			
The way Post Office does business is always consistent with our purpose, strategy and values	 <table><tr><td>42%</td><td>39%</td><td>20%</td></tr></table>	42%	39%	20%	0	-
42%	39%	20%				
Post Office is investing in its people	 <table><tr><td>40%</td><td>36%</td><td>24%</td></tr></table>	40%	36%	24%	0	-
40%	36%	24%				
I have confidence in the Senior Leadership of Post Office	 <table><tr><td>35%</td><td>33%</td><td>32%</td></tr></table>	35%	33%	32%	0	-34
35%	33%	32%				



How to use this Dashboard



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 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



Engagement



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	<div><div style="width: 57%;">57%</div><div style="width: 24%;">24%</div><div style="width: 19%;">19%</div></div>	0	-14	-11	-11
I feel proud to work for Post Office	<div><div style="width: 47%;">47%</div><div style="width: 26%;">26%</div><div style="width: 27%;">27%</div></div>	0	-31	-22	-25
I would recommend Post Office as a great place to work	<div><div style="width: 56%;">56%</div><div style="width: 26%;">26%</div><div style="width: 18%;">18%</div></div>	0	-16	-11	-9
I am motivated to do the best job I can at Post Office	<div><div style="width: 73%;">73%</div><div style="width: 17%;">17%</div><div style="width: 11%;">11%</div></div>	0	+12	-3	-1
I feel a strong sense of belonging to Post Office	<div><div style="width: 52%;">52%</div><div style="width: 28%;">28%</div><div style="width: 19%;">19%</div></div>	0	-22	-9	-9

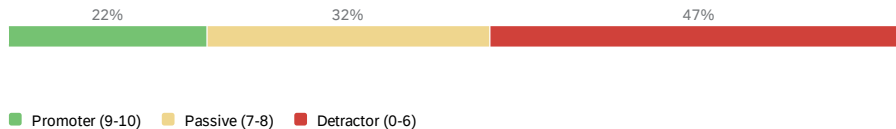


eNPS Breakdown for your team



-25

eNPS Breakdown for your team






Intent to stay



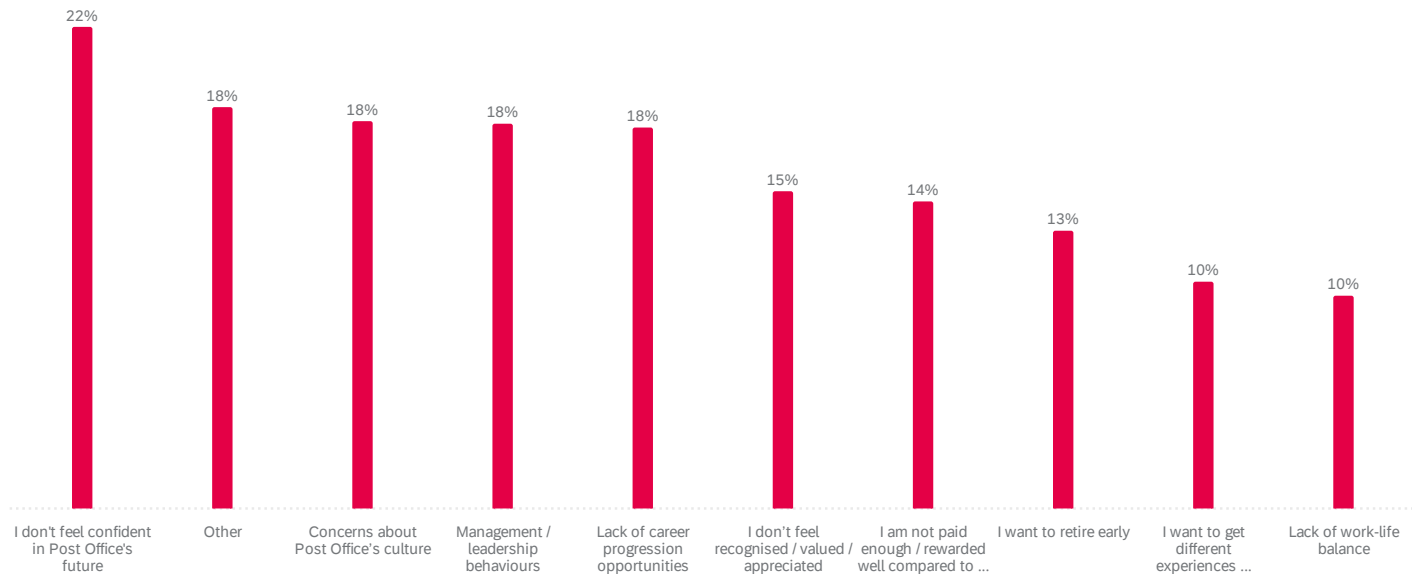
Below you will see your team broken down by how long they plan to stay at Post Office. Those who gave a response of 2 years or less were asked to select up to three reasons they would consider leaving. Their responses are displayed below.

How long do you plan to stay at Post Office? 



 5+ years  3 - 5 years  1 - 2 years  Under a year

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



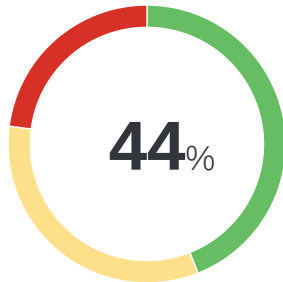


Strategy & Leadership

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



Strategy & Leadership Index



vs. POL Overall
0



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	<div style="display: flex; justify-content: space-between; width: 100px; height: 15px; background-color: #28a745; border: 1px solid #ccc;"> 64% 24% 12% </div>	0	-20	-	-6
I have confidence in the Senior Leadership of Post Office	<div style="display: flex; justify-content: space-between; width: 100px; height: 15px; background-color: #28a745; border: 1px solid #ccc;"> 35% 33% 32% </div>	0	-34	-5	-4
The senior leadership have communicated a vision for 2025 and strategic priorities for Post	<div style="display: flex; justify-content: space-between; width: 100px; height: 15px; background-color: #28a745; border: 1px solid #ccc;"> 32% 42% 26% </div>	0	-30	-	-12



Ways of Working



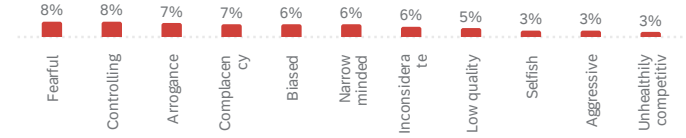
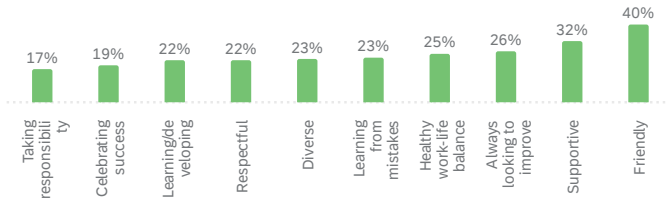
Colleagues were asked three questions about the Ways of Working and how they see these being demonstrated day-to-day. They were also asked to select up to 10 words to describe the day-to-day culture at Post Office. The top 10 positive and negative words are shown on this page.



Name	Distribution	vs. POL Overall	UK Norm	vs. Pulse 2023	vs. 2022
I see the Ways of Working being demonstrated every day	<div style="display: flex;"><div style="width: 53%; background-color: #4CAF50; margin-right: 2px;"></div><div style="width: 35%; background-color: #FFEB3B; margin-right: 2px;"></div><div style="width: 12%; background-color: #F44336;"></div></div>	0	-	-5	+3
The way Post Office does business is always consistent with our purpose, strategy and values	<div style="display: flex;"><div style="width: 42%; background-color: #4CAF50; margin-right: 2px;"></div><div style="width: 39%; background-color: #FFEB3B; margin-right: 2px;"></div><div style="width: 20%; background-color: #F44336;"></div></div>	0	-	-	-2
Senior Leaders Lead by Example and behave in line with our Ways of Working	<div style="display: flex;"><div style="width: 38%; background-color: #4CAF50; margin-right: 2px;"></div><div style="width: 36%; background-color: #FFEB3B; margin-right: 2px;"></div><div style="width: 27%; background-color: #F44336;"></div></div>	0	-31	-6	-2



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





Ways of Working



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
I am provided with the freedom to make appropriate decisions within my job	<div><div style="width: 73%; background-color: #4CAF50;">73%</div><div style="width: 18%; background-color: #FFD700;">18%</div><div style="width: 9%; background-color: #F44336;">9%</div></div>	0	-9	-	+2
At Post Office, how we do things is as important as what we do	<div><div style="width: 69%; background-color: #4CAF50;">69%</div><div style="width: 22%; background-color: #FFD700;">22%</div><div style="width: 9%; background-color: #F44336;">9%</div></div>	0	-	-1	+5
Where I work people are held accountable for their performance and behaviours	<div><div style="width: 63%; background-color: #4CAF50;">63%</div><div style="width: 22%; background-color: #FFD700;">22%</div><div style="width: 15%; background-color: #F44336;">15%</div></div>	0	-1	+4	+25
Most of the systems and processes support us getting our work done effectively	<div><div style="width: 52%; background-color: #4CAF50;">52%</div><div style="width: 28%; background-color: #FFD700;">28%</div><div style="width: 20%; background-color: #F44336;">20%</div></div>	0	-2	-	-
There is good teamwork and co-operation between departments at Post Office	<div><div style="width: 48%; background-color: #4CAF50;">48%</div><div style="width: 29%; background-color: #FFD700;">29%</div><div style="width: 23%; background-color: #F44336;">23%</div></div>	0	-7	-2	+4
Post Office is investing in its people	<div><div style="width: 40%; background-color: #4CAF50;">40%</div><div style="width: 36%; background-color: #FFD700;">36%</div><div style="width: 24%; background-color: #F44336;">24%</div></div>	0	-	-	-

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

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



Distribution

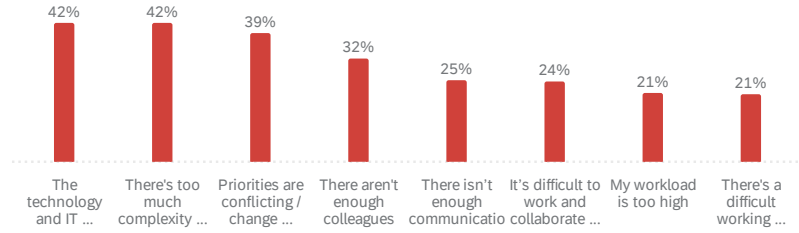


vs. POL Overall

0

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	 83% 13%	0	-
I feel included in my team	 81% 11% 7%	0	-2
My line manager does what they can to drive the Equity Diversity and Inclusion agenda	 78% 17%	0	-
When I speak up at work my opinion is valued	 71% 19% 11%	0	-
Post Office is a diverse organisation to work in	 71% 22% 7%	0	-
I feel like I can be my full self at work without the need to mask or downplay any aspects of my...	 70% 17% 13%	0	-12
In the past 12 months, I have been the victim of an unwelcome comment or conduct at Post Office,...	 68% 13% 19%	0	-
Post Office is genuinely making a positive effort and working towards being a more inclusive work...	 65% 29% 6%	0	-
Post Office provides opportunities for people from diverse backgrounds to thrive and succeed	 63% 30% 7%	0	-5
Post Office has diverse representation of backgrounds and identities across all levels in the org...	 61% 23% 15%	0	-



Psychological Safety

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	71% 18% 11%	0	-	-	-
Where I work, people can share their opinions, ideas, feedback or concerns without fear of negati...	74% 15% 11%	0	+2	-	0
Where I work, people are treated fairly	71% 16% 13%	0	-	-	-1
I believe my views are genuinely listened to when I share my opinion	71% 19% 10%	0	-	-	+1
Where I work, when mistakes happen they are treated as an opportunity to learn rather than an opp...	71% 19% 11%	0	-	-	+3



Wellbeing



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...	<table border="1"><tr><td>62%</td><td>19%</td><td>19%</td></tr></table>	62%	19%	19%	0	-6	-	0
62%	19%	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.



Name

Distribution

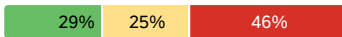
vs. POL Overall

UK Norm

vs. Pulse 2023

vs. 2022

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



0

-

-1

+5

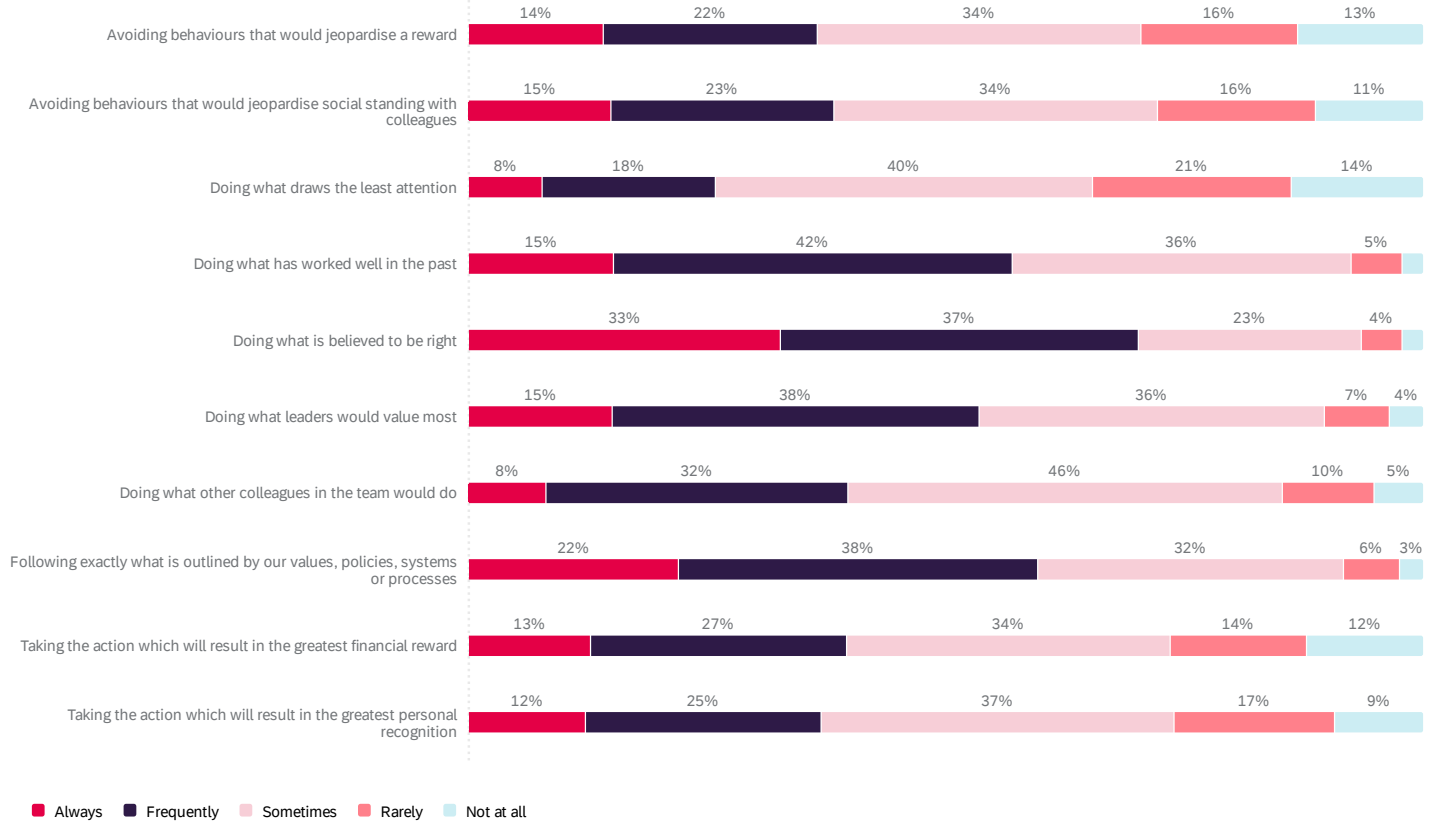


Decision making



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.

How much do you think each of the below statements influences decision-making by people in your part of Post Office? 🗳️



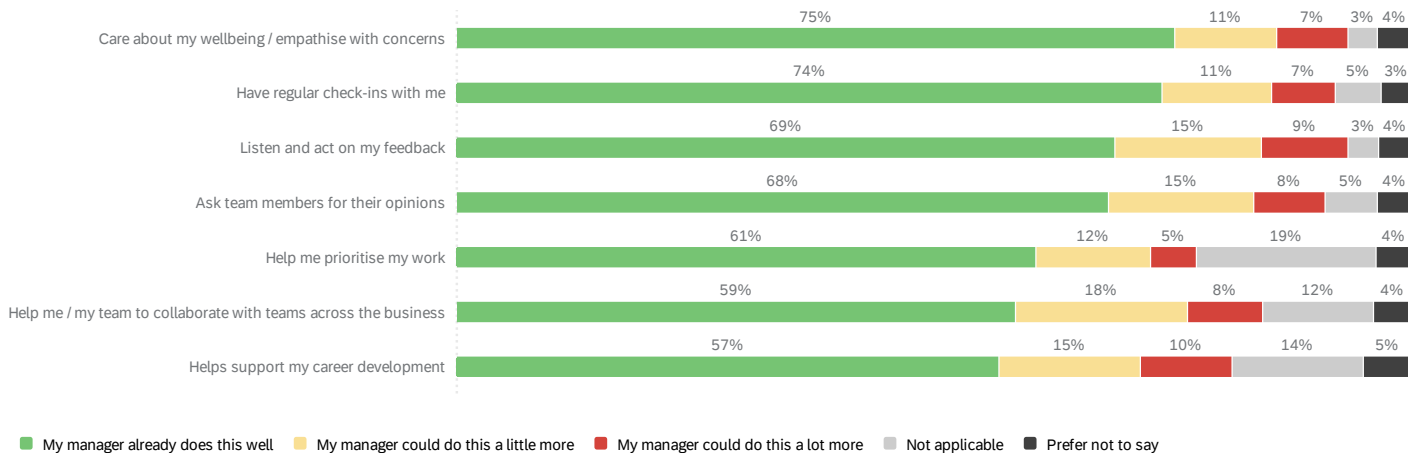


Line Manager Support



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?



Name	Distribution	vs. POL Overall	UK Norm	vs. Pulse 2023	vs. 2022
Where I work, people are recognised for how they do things, as well as what they do	<div style="display: flex; align-items: center;"> <div style="width: 67%; height: 15px; background-color: green; margin-right: 5px;"></div> <div style="width: 20%; height: 15px; background-color: yellow; margin-right: 5px;"></div> <div style="width: 12%; height: 15px; background-color: red;"></div> </div> <div style="display: flex; justify-content: space-around; margin-top: 5px;"> 67% 20% 12% </div>	0	-	-	+7



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	<table><tr><td>67%</td><td>22%</td><td>12%</td></tr></table>	67%	22%	12%	0	-5	-	+6
67%	22%	12%						
I regularly discuss my career development and growth with my line manager and track progress again...	<table><tr><td>55%</td><td>27%</td><td>18%</td></tr></table>	55%	27%	18%	0	-	-3	-
55%	27%	18%						
I feel able to achieve my career objectives at Post Office	<table><tr><td>49%</td><td>33%</td><td>18%</td></tr></table>	49%	33%	18%	0	-11	-4	+2
49%	33%	18%						
Post Office is investing in its people	<table><tr><td>40%</td><td>36%</td><td>24%</td></tr></table>	40%	36%	24%	0	-	-	-
40%	36%	24%						








Leadership and Communications

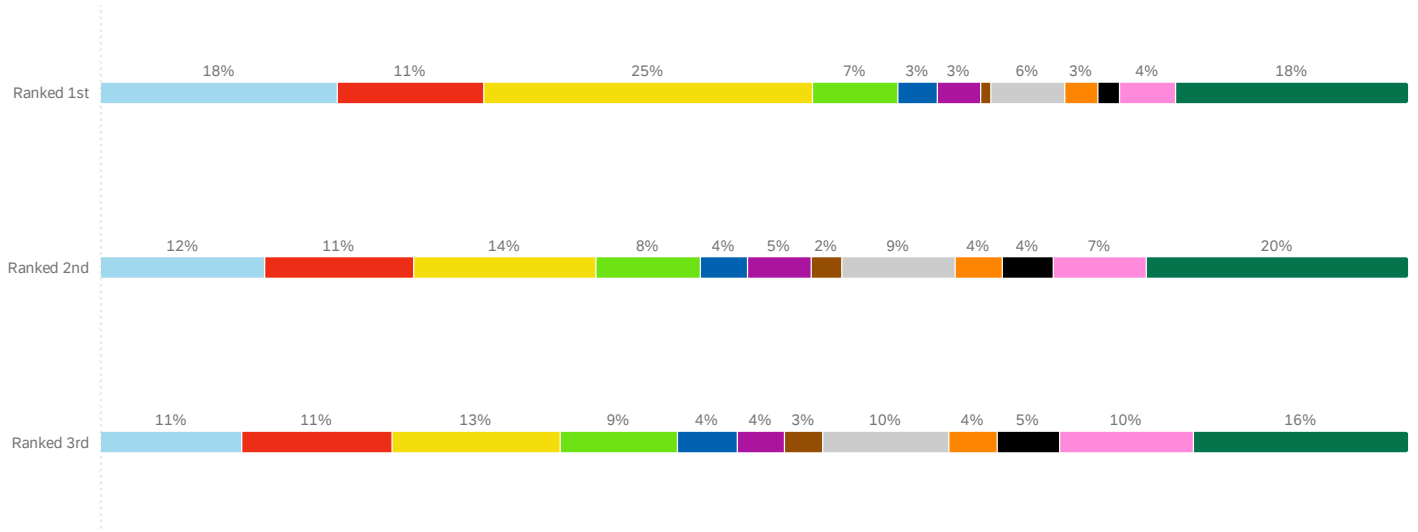


This page includes questions about how effectively leaders communicate with and support colleagues. Below shows the results of colleague's top 3 suggestions on what leaders at Post Office could do better in order to improve communications.



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	 <table><tr><td>64%</td><td>27%</td><td>9%</td></tr></table>	64%	27%	9%	0	-	-
64%	27%	9%					
Leaders in my part of the business genuinely seek to hear colleagues' suggestions and ideas	 <table><tr><td>52%</td><td>28%</td><td>19%</td></tr></table>	52%	28%	19%	0	-	-7
52%	28%	19%					
Internal communications provide two-way opportunities for colleagues to have their say	 <table><tr><td>48%</td><td>33%</td><td>19%</td></tr></table>	48%	33%	19%	0	-	-3
48%	33%	19%					
Leaders in my part of the business care about providing timely feedback that helps me grow	 <table><tr><td>47%</td><td>34%</td><td>19%</td></tr></table>	47%	34%	19%	0	-	-9
47%	34%	19%					
Communications provided by Post Office are open and honest	 <table><tr><td>46%</td><td>33%</td><td>21%</td></tr></table>	46%	33%	21%	0	-15	-4
46%	33%	21%					

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



- Two-way communications where colleagues discuss relevant issues with leaders
- New information on what's going on in the business
- Building trust and confidence in Post Office as an organisation
- Information that helps me do my job better
- Providing the customer point of view
- Providing the postmaster point of view
- Information that helps me talk to my team
- Providing understanding of Post Office's strategy
- Making me feel like I can be myself at work
- Making me feel part of something bigger
- Making me feel pride where I work
- Leaders demonstrating that they are listening to colleagues



Open Text Feedback



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'.



Top comment themes

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

more cross team working and collaboration to make all journeys better for postmasters and branch colleagues

More recognition, monetary rewards quarterly basis to all Post Office employees.

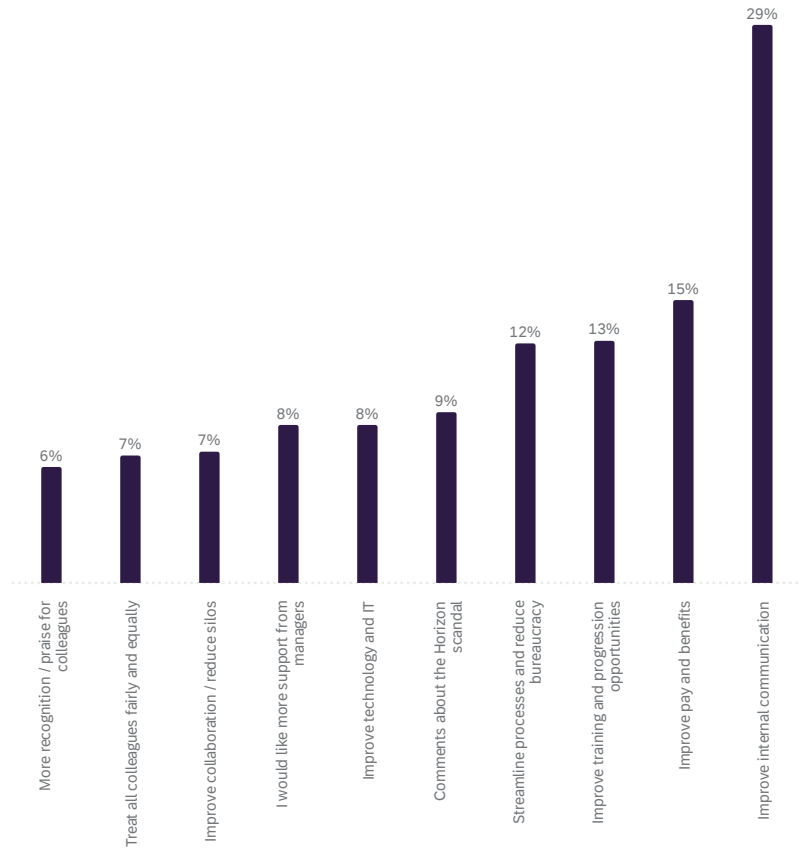
no comment

Be open Honest and fair at all times

A consistent approach throughout the whole management team in how we manage people(people management) , too many inconsistencies with this, this then leads to low morale in teams/high sickness as they see behaviours that they have been made aware of that are unacceptable continuing in other teams, some manager's choose not to address certain issues or avoid these and this is not addressed .

All staff members should treat every member as equal and not bullying.

We completely lack a vision for the mid to long term future (e.g 5-10





Top comment themes

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

no comment

N/A carry on doing what they are doing now and continue

Senior managers need to come and help on the counter when needed.

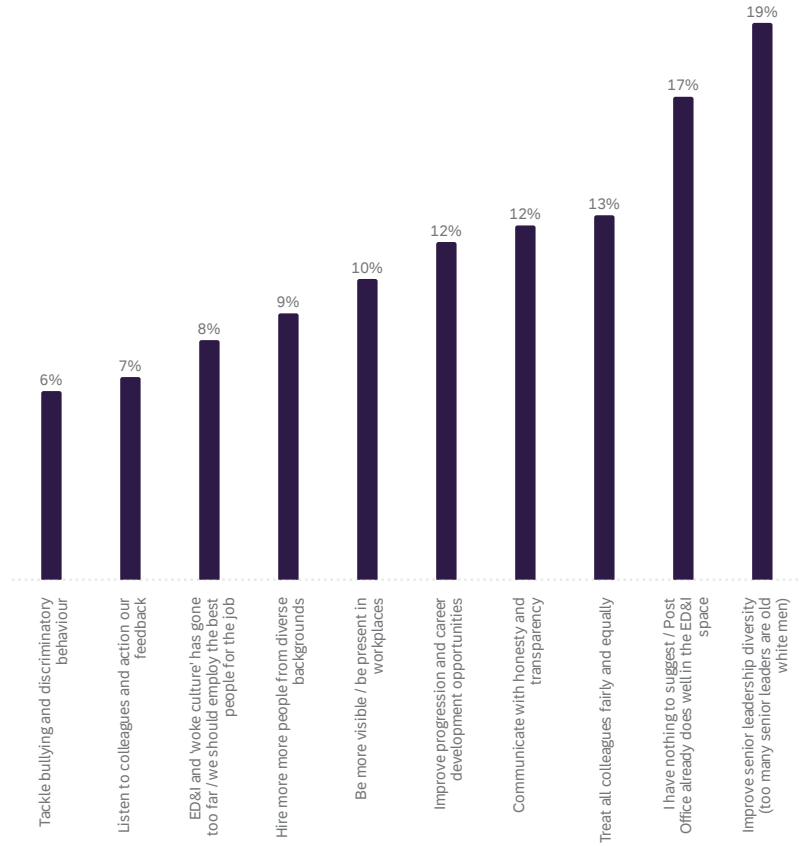
Diversity and inclusion is the least of Post Office's problems at the moment. We need to focus on how we get Post Office out of negative press and back to getting on with running the business. Sadly it is the senior leadership that are keep Post Office in the headlines, either through previous poor decisions or through current in fighting / investigations.

They already do but sometimes it feels like they are trying too hard

Ensure an inclusive KPI is set as a corporate objective

no comments

Active engagement instead of paying lip service





Heatmaps



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

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 split by age

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

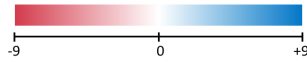
Grade - The scores for your current filter selection split by Grade

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 split by contract type

Breakouts are colour coded based on their distance from the selected Comparison

Key:



Comparison:

vs. POL Overall

Breakout:

Function

vs. POL Overall CA&C CFO Commercial IT LCAS Payzone People PI Remediation Retail S&T

Response Counts	3120	30	158	103	251	80	63	88	34	84	2176	4
> Engagement index	57%	39%	63%	59%	64%	52%	58%	46%	51%	53%	57%	66%
> Strategy & Leadership Index	44%	51%	55%	62%	54%	47%	48%	52%	48%	43%	40%	63%
> Psychological safety index	71%	65%	74%	80%	77%	80%	64%	67%	66%	62%	70%	72%
> EDI	71%	65%	74%	79%	79%	71%	71%	69%	68%	74%	70%	79%
> Leadership & Communications	52%	71%	62%	65%	63%	64%	53%	53%	61%	45%	48%	66%
In the past few months, I've felt under constant strain at work	29%	7%	26%	30%	27%	15%	33%	33%	12%	24%	30%	27%
In the current environment, I feel able to balance my work and personal life in a way that works...	62%	47%	68%	71%	71%	46%	59%	73%	35%	61%	61%	69%
I see the Ways of Working being demonstrated every day	53%	20%	56%	56%	56%	44%	54%	48%	44%	55%	53%	57%
Senior Leaders Lead by Example and behave in line with our Ways of Working	38%	10%	44%	56%	47%	30%	52%	28%	47%	35%	35%	43%
The way Post Office does business is always consistent with our purpose, strategy and values	42%	20%	51%	49%	52%	29%	49%	33%	38%	31%	41%	47%
I am provided with the freedom to make appropriate decisions within my job	73%	73%	84%	83%	80%	80%	71%	78%	56%	52%	71%	86%

Comparison:	Breakout:												
		vs. POL Overall	CA&C	CFO	Commercial	IT	LCAS	Payzone	People	PI	Remediation	Retail	S&T
There is good teamwork and co-operation between departments at Post Office	48%	43%	59%	52%	51%	35%	56%	41%	38%	45%	47%	53%	
Where I work people are held accountable for their performance and behaviours	63%	47%	59%	69%	68%	63%	57%	48%	53%	58%	64%	57%	
At Post Office, how we do things is as important as what we do	69%	40%	76%	69%	73%	66%	65%	70%	59%	62%	69%	73%	
Any major barriers at work are effectively managed in order to allow me to do my job well	59%	37%	56%	53%	56%	40%	56%	50%	38%	44%	62%	51%	
Where I work, people are recognised for how they do things, as well as what they do	67%	73%	72%	63%	71%	74%	63%	64%	65%	58%	67%	71%	
I feel able to achieve my career objectives at Post Office	49%	30%	57%	54%	58%	50%	60%	56%	24%	44%	48%	51%	
I have access to the training, learning and development I need to do my job well	67%	23%	69%	63%	71%	54%	59%	75%	47%	64%	68%	65%	
Post Office inspires me to do the best work everyday	54%	37%	62%	57%	63%	54%	56%	45%	47%	45%	53%	55%	
Post Office is investing in its people	40%	20%	49%	41%	56%	29%	49%	42%	44%	30%	38%	41%	
Most of the systems and processes support us getting our work done effectively	52%	37%	51%	43%	56%	35%	56%	41%	35%	44%	54%	49%	
I regularly discuss my career development and growth with my line manager and track progress agai...	55%	50%	56%	58%	62%	66%	52%	63%	35%	52%	55%	47%	



Heatmaps



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

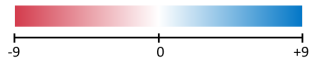
Engagement Survey (please use hierarchy filter at the top of the page to see how your function performed in 2024 compared it's 2022 scores)

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

Key:



Comparison:

vs. POL Overall ▾

Breakout:

Function

vs. POL Overall CA&C CFO Commercial IT LCAS Payzone People PI Remediation Retail S&T

Response Counts	3120	30	158	103	251	80	63	88	34	84	2176	4
> Engagement index	57%	-18	+6	+2	+6	-6	0	-11	-6	-4	0	+
> Strategy & Leadership Index	44%	+7	+11	+18	+10	+3	+4	+8	+4	-1	-4	+1
> Psychological safety index	71%	-6	+3	+9	+6	+9	-7	-4	-4	-9	-1	+
> EDI	71%	-6	+2	+8	+8	0	0	-2	-4	+2	-1	+
> Leadership & Communications	52%	+19	+11	+14	+11	+13	+1	+1	+9	-6	-4	+1
In the past few months, I've felt under constant strain at work	29%	-22	-3	+1	-2	-14	+5	+4	-17	-5	+1	-
In the current environment, I feel able to balance my work and personal life in a way that works...	62%	-16	+6	+9	+9	-16	-3	+11	-27	-1	-1	+
I see the Ways of Working being demonstrated every day	53%	-33	+3	+4	+3	-9	+1	-5	-9	+2	0	+
Senior Leaders Lead by Example and behave in line with our Ways of Working	38%	-28	+7	+19	+9	-8	+15	-9	+10	-3	-2	+
The way Post Office does business is always consistent with our purpose, strategy and values	42%	-22	+10	+7	+11	-13	+8	-9	-3	-11	-1	+
I am provided with the freedom to make appropriate decisions within my job	73%	0	+11	+10	+7	+7	-2	+5	-17	-21	-2	+1

Comparison:	Breakout:	Function	Function									
			vs. POL Overall	CA&C	CFO	Commercial	IT	LCAS	Payzone	People	PI	Remediation
There is good teamwork and co-operation between departments at Post Office	48%	-4	+11	+5	+4	-13	+8	-7	-9	-2	-1	+
Where I work people are held accountable for their performance and behaviours	63%	-16	-4	+6	+5	-1	-6	-15	-10	-5	+1	-
At Post Office, how we do things is as important as what we do	69%	-29	+7	0	+3	-3	-4	+1	-11	-7	0	+
Any major barriers at work are effectively managed in order to allow me to do my job well	59%	-22	-3	-6	-3	-19	-3	-9	-21	-15	+3	-
Where I work, people are recognised for how they do things, as well as what they do	67%	+6	+5	-4	+3	+6	-4	-4	-3	-9	0	+
I feel able to achieve my career objectives at Post Office	49%	-19	+8	+5	+9	+1	+11	+6	-26	-5	-2	+
I have access to the training, learning and development I need to do my job well	67%	-43	+2	-4	+5	-13	-8	+8	-20	-2	+1	-
Post Office inspires me to do the best work everyday	54%	-17	+8	+4	+9	0	+2	-8	-7	-9	-1	+
Post Office is investing in its people	40%	-20	+10	+1	+16	-11	+9	+2	+4	-10	-2	+
Most of the systems and processes support us getting our work done effectively	52%	-15	-1	-9	+4	-17	+3	-11	-17	-8	+2	-
I regularly discuss my career development and growth with my line manager and track progress agai...	55%	-5	+1	+3	+6	+11	-3	+7	-20	-3	-1	-



STIP / LTIP Metrics

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





Name	Distribution	vs. POL Overall	UK Norm	vs. Pulse 202:
I am motivated to do the best job I can at Post Office	73%	0	+12	-3
Where I work, people are treated fairly	71%	0	-	-
Any major barriers at work are effectively managed in order to allow me to do my job well	59%	0	-	+12
I feel able to achieve my career objectives at Post Office		0	-11	-4
There is good teamwork and co-operation between departments at Post Office		0	-7	-2



Name	Distribution	vs. POL Overall	UK Norm	vs. Pulse 202:
I have access to the training, learning and development I need to do my job well	67%	0	-5	-
I see the Ways of Working being demonstrated every day	53%	0	-	-5
Senior Leaders Lead by Example and behave in line with our Ways of Working		0	-31	-6
I have confidence in the Senior Leadership of Post Office		0	-34	-5
The senior leadership have communicated a vision for 2025 and strategic priorities for Post Office...		0	-30	-