

POST
OFFICE

Inclusion Playback



2025/2026

This report reflects on our Equity, Diversity, and Inclusion (ED&I) journey over the past year, documenting the initiatives we've undertaken, the progress made, and the challenges faced. By highlighting key achievements, it celebrates our collective efforts and reinforces our commitment to embedding ED&I principles across the organisation. It serves as both a record of accountability and a guide for future action.

Contents

Foreword from Neil Brocklehurst – CEO	3
Achievements in the last 12 months	4
Inclusion Playbook Version 2 launch	5
Mandatory ED&I objectives	5
Gender and Ethnicity Pay Gap Report	6
Diversity data	7
ED&I learning landscape	8
Employee Network Groups	9
Communication	10
Social media	10
Membership	11
Looking ahead: ambitions for the year to come	11



Foreword from Neil Brocklehurst – CEO



At Post Office, Equity, Diversity and Inclusion (ED&I) is integral to our identity and success. The Post Office supports communities the length and breadth of the UK, and as such we need a diverse workforce that reflects our postmasters and the customers and communities that they serve. By fostering an inclusive environment, we will ensure that every individual feels valued, respected, and empowered to contribute their unique talents.

Prioritising ED&I is crucial for a number of reasons. Firstly, it improves our ability to understand and meet the diverse needs of our postmasters and customers. When our workforce mirrors the communities it supports, we can create more effective products and services. Secondly, an inclusive workplace is attractive for top talent. People want to work for organisations where they feel a sense of belonging and where their contributions are recognised and celebrated.

Extensive research consistently demonstrates that diverse teams outperform their less diverse counterparts. They are innovative, make better decisions, and are more adaptable to change. By embracing ED&I, we are not only fulfilling a moral imperative but also positioning Post Office for sustainable, long-term success.

Our strength comes from our people. They are the driving force behind our transformation and culture and critical to our success. Our behaviours provide clarity on 'how' we do things and help guide us on what it takes to be successful.

Our Post Office behaviours

- Be curious:** Ask the questions you think need to be asked and push for the truth if you ever think it is missing
- Move it forward:** Keep momentum, pushing things closer to completion, and encourage others to do the same
- Own the outcome:** Take responsibility, run with it and see it through
- Back each other:** We support each other and embrace diversity to build an inclusive culture

The behaviours underpin our purpose. They are simple, set the standard and define the cultural differences we want to see. We will hold ourselves and each other to account to ensure they are being lived across the business.

They provide clarity on our organisational capabilities so everyone is clear what is expected of them and they will be the foundation for all our talent, inclusion and people processes going forward. It will be the combination of all four behaviours that will help us to drive stronger cultural outcomes.

Neil Brocklehurst – CEO

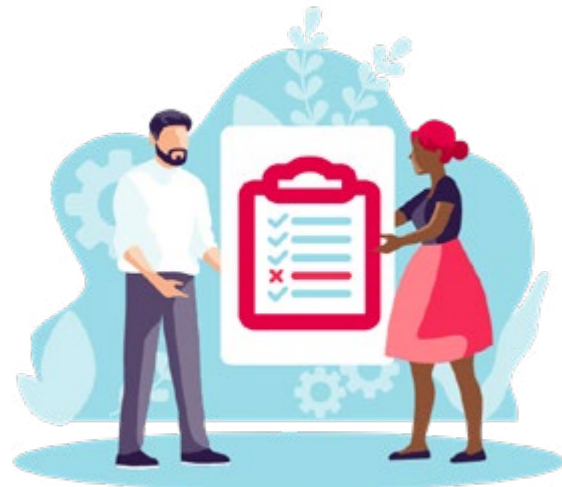


Achievements in the last 12 months

ED&I strategy

In our mission to deepen our commitment to becoming a truly inclusive and safe place for all, we successfully embedded our internal 2024–2028 ED&I strategy. A key component of this strategy is the acronym ACE – **Accountability, Capability, and Embedding**. This framework has guided our efforts throughout the year:

Accountability



We've strengthened our commitment by using data to hold ourselves responsible for progress and transparency.

Capability



We've ensured every colleague understands their role in inclusion and is equipped with the skills to contribute meaningfully.

Embedding



We've focused on integrating inclusion into the very DNA of the Post Office, making it a core part of how we operate rather than a standalone initiative.

Our aspiration to be **Innovative, Intentional, and Intersectional** continues to shape our approach, driving sustainable and meaningful change across the organisation.

Inclusion Playbook Version 2 launch

This year, we proudly launched Version 2 of our award-winning Post Office Inclusion Playbook, our practical guide to creating and managing inclusive teams.

The updated edition introduces new content on topics such as banter, neurodiversity, and inclusive language and behaviours. It covers a wide range of important subjects including microaggressions, amplifying talent, and inclusive communication. More than just a guide, the Playbook reflects our ongoing commitment to making inclusion a daily practice and a shared responsibility across the organisation.



Mandatory ED&I objectives

As part of our ongoing ED&I journey this year, a new requirement has been introduced for every employee to set a personal ED&I objective.

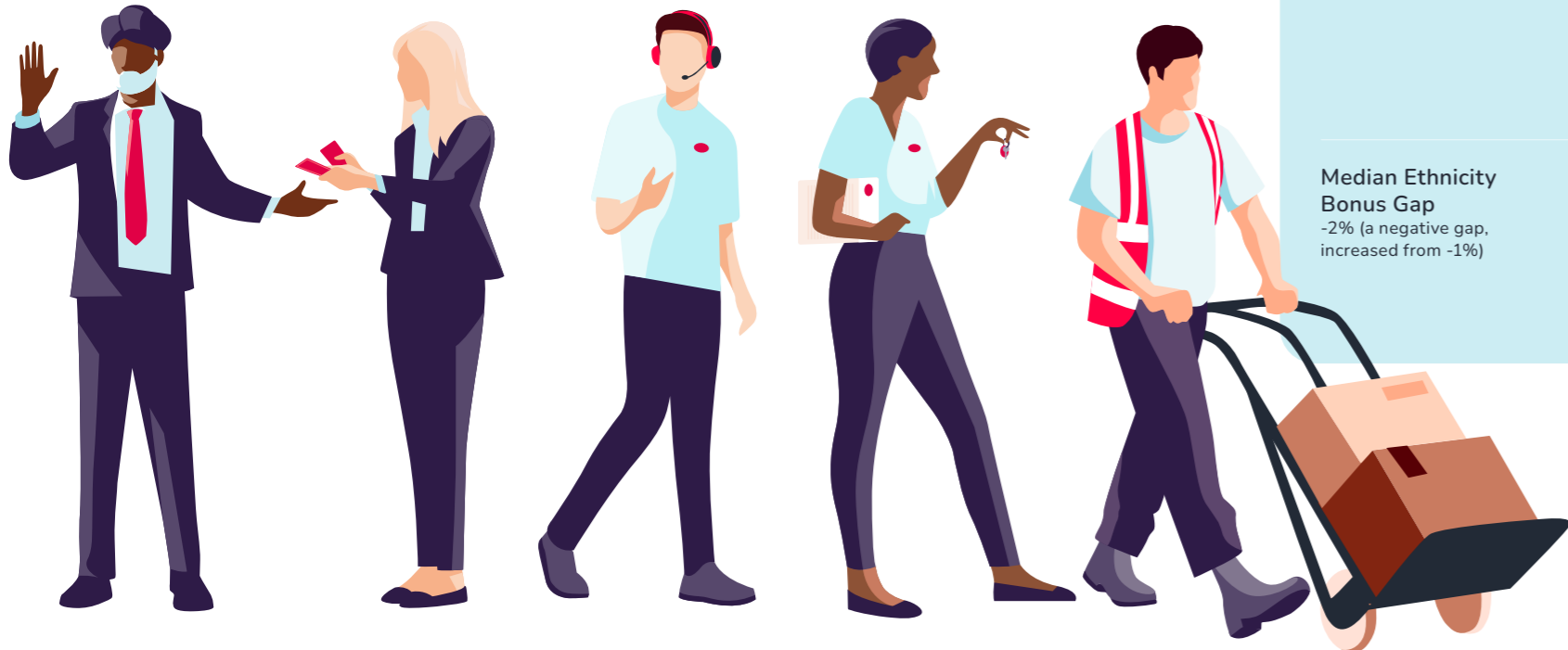
At Post Office, inclusion is everyone's business. Each objective is treated with the same importance as any other business goal and must contribute meaningfully to inclusion, whether among colleagues or in our relationships with postmasters. To support this, we provided clear guidance using SMART principles and practical examples. Employees were encouraged to reflect on their team context, identify learning gaps, engage in meaningful conversations with managers, and record their objectives in the relevant systems. This approach has helped embed inclusion into individual performance goals, reinforcing our belief that ED&I is a shared responsibility across the organisation.



Gender and Ethnicity Pay Gap Report

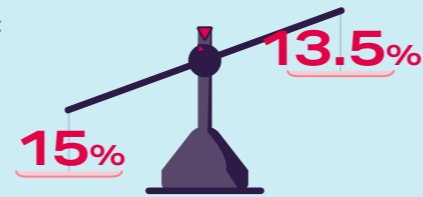
This year marks our eighth year of reporting Gender Pay Gap figures and the fourth year of voluntarily reporting our Ethnicity Pay Gap as a reflection of our ongoing commitment to transparency and accountability.

Our goal is to build a workplace that mirrors the diverse communities we serve, where individual differences are recognised, valued, and celebrated. The data presented in this report is accurate and fully aligned with government reporting regulations. We remain firmly committed to using these insights to drive meaningful progress and ensure fair outcomes for all our colleagues.

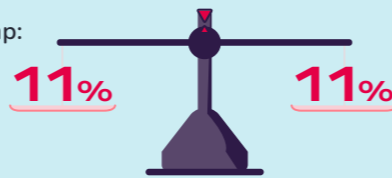


Key takeaways from the report

Mean Gender Pay Gap:
13.5% (improved from 15% the previous year)



Median Gender Pay Gap:
11% (unchanged from the previous year)



Mean Ethnicity Pay Gap:
7% (improved from 8% in 2023)



Median Ethnicity Bonus Gap
-2% (a negative gap, increased from -1%)



Diversity data

This year, we continued to strengthen our data-driven approach to inclusion through our Diversity Dashboard, a tool that enables us to track and analyse diversity metrics based on the personal information our colleagues choose to disclose.

This data helps us measure the effectiveness of our ED&I initiatives, identify areas for improvement, and benchmark our progress against industry standards across ethnicity, gender, disability, and LGBTQ+ representation.

Since launching the dashboard, disclosure rates have steadily improved. Current rates are:

- Gender: 99.9%
- Ethnicity: 93%
- Disability: 60.8%
- Sexuality: 54.1%
- Religion: 53.9%

We monitor colleague lifecycle touchpoints such as joiners, leavers, and promotions across these characteristics to ensure equity in career progression.

We also continue to promote data disclosure, encouraging colleagues to share their information so we can better understand where additional support may be needed. We are proud to report that our disclosure rates are well aligned with industry standards, reflecting strong engagement and transparency across our workforce.



ED&I learning landscape

Post Office has a well-established ED&I learning framework that supports inclusive culture across all levels:

Mandatory training:

All colleagues complete ED&I e-learning focused on the Equality Act and individual and organisational responsibilities.

Learning catalogue:

Includes 28 ED&I modules covering topics such as equality, belonging, dignity, and allyship, alongside broader personal and leadership development.

Induction:

New starters are introduced to ED&I resources, networks, and the Inclusion Playbook during onboarding.

Bespoke sessions:

Tailored workshops such as “Let’s Talk About Race”, Neurodiversity, and Sexual Harassment at Work have reached 70% of colleagues, embedding ED&I across wellbeing and bias training.



Employee Network Groups

Employee Network Groups are central to fostering an inclusive culture at the Post Office, where colleagues from all backgrounds feel valued and empowered. We currently have four active networks:

PRISM – LGBTQ+

Complexions – Race, religion, and culture

Affinity – Gender equality

Be You – Disability, neurodiversity, mental health, and long-term health conditions

Each network is championed by an executive sponsor, ensuring inclusion remains a priority at the highest level. Members take on defined roles such as Chair, Events Lead, Communications Lead, Policy Lead, and Treasurer to deliver impactful initiatives efficiently.

Importantly, our networks collaborate intersectionally, joining forces on campaigns and events that spark meaningful conversations and amplify diverse voices across the organisation.



Social media

Post Office's ED&I campaigns on LinkedIn and TikTok achieved strong visibility and engagement, generating more than 1.23 million impressions and views, with 4,055 engagements and 578 likes. These results highlight growing public interest in our inclusion-focused content and reinforce our commitment to promoting diversity through digital channels.



Communication

Did you know we keep the discussion of inclusion alive at Post Office through article submissions and lived experience stories?

Our quarterly ED&I newsletter is a valued channel, with more than 200 subscribers and open access to all employees. Each edition explores diverse cultures and inclusive practices, with growing engagement and positive feedback from colleagues who value learning about one another and our customers.

Membership

Post Office is proud to be a member of Diversity in Retail, an organisation committed to increasing inclusion across the retail sector by helping companies build diverse and equitable workplaces.

As part of this commitment, our CEO, Neil Brocklehurst, has championed the Diversity in Retail pledge, highlighting leadership accountability, measurable progress, and sector-wide collaboration to drive meaningful change. His message supports the pledge's aim to create environments where everyone feels valued, aligning with our shared vision for lasting inclusion across the industry. This year, we successfully renewed our certification and continue to be recognised as a Disability Confident Employer.



Looking ahead: ambitions for the year to come

Equity, Diversity, and Inclusion remains a continuous journey at Post Office, one that demands ongoing commitment, learning, and adaptation.

In the year ahead, we will focus on improving disclosure rates to better understand the diverse communities we serve. This will be underpinned by a data-driven approach, enabling us to identify gaps, measure impact, and inform inclusive decision-making.

Our continued emphasis on building an inclusive culture ensures that every colleague feels seen, heard, and valued, supporting a workplace where diversity thrives and inclusion is embedded in everything we do.

