

Post Office Limited

Response to Ofcom's
consultation on their Diversity
and Inclusion Programme



February 2018

Responses to Ofcom's questions

Question 1: What are your views on Ofcom's Diversity and Inclusion Programme?

This is a very clear and comprehensive programme of activities demonstrating a real commitment to positive and impactful action.

We agree with Ofcom's approach of setting stretching and measurable targets relating to the diversity of their workforce. It is encouraging to see that Ofcom will achieve these targets through activity that helps to foster an inclusive culture that attracts, retains and enables diverse talent to thrive rather than through positive discrimination or perceived 'tokenism'.

We are particularly supportive of:

1. Senior leaders having people development objectives so that their activity related to D&I can be measured. We believe including this alongside commercial KPIs signals the importance of D&I to leaders and the wider business;
2. The internal communications campaign that will encourage employees to disclose diversity information. We believe this will not only educate the wider business on Ofcom's commitment and aspirations related to D&I but it will also allow Ofcom to identify gaps and accurately track the progress of this D&I Programme.

Question 2: To what extent do you believe that our approach will promote diversity and inclusion within Ofcom and in the sectors we regulate?

We believe Ofcom's internal plan of activities will improve the diversity of its workforce to become more representative of the UK population. What we consider as important is the activity Ofcom are planning to fully embed D&I in work practices and organisational culture. Fostering a workplace culture that is inclusive will be instrumental in deriving the benefits that this diverse workforce will bring. We believe that a diverse workforce allows the Post Office to have better connections with our customers and hope that Ofcom's approach will result in further benefits for consumers.

We are also supportive of Ofcom's planned activity to better protect vulnerable members of society. Ensuring that they are fairly treated and not disadvantaged on the basis of age, disability, income, location or significant life events will promote inclusion into all aspects of modern day life and therefore create more equal opportunities for all. Addressing the needs of vulnerable customers is core to Post Office's social purpose and is aligned to our objectives to be 'Better for Customers' and a 'Great Place to Work'.

Finally, we believe Ofcom's aim to improve diversity in broadcasting (and holding broadcasters to account where this is not happening), will help to promote inclusion within society more broadly.

Question 3: Are there any additional objectives that you feel Ofcom should include in its Diversity and Inclusion Programme?

We are supportive of Ofcom's D&I Programme 2018-2022. In addition to the activities included in the D&I action plan, we believe it may be of use to also consider the following (if not already):

- Include People Development objectives for all employees who manage others (not just senior leaders). This will ensure that the population of people likely to have the biggest influence on business culture are educated on and held to account for D&I activity;
- Introduce a D&I network and/or Steering Committee with representation from each of the existing diversity networks. This network can share best practice but can also act as a focus group for specific business issues so that Ofcom are considering a range of diverse perspectives before introducing new initiatives/projects.