

Hello



Welcome to Royal Mail.

Welcome to Royal Mail

Royal Mail plays
a vital economic role
in the UK economy.

We have a clear vision: to be recognised as the best delivery company in the UK and across Europe.

Last year, we handled more than one billion parcels and over 14 billion letters across the country. Our networks, people and brand allow us to deliver high quality, value for money services to our customers.

As the UK's sole designated Universal Service Provider, we play a vital role in the UK economy. Our network is unrivalled in terms of size, coverage and geographical reach. We are also the largest parcel delivery operator in the UK.

General Logistics Systems (GLS), our European parcels business, operates one of the largest, ground-based deferred parcel delivery services in Europe.

As the needs of our customers evolve, we are changing from a letters company that delivers parcels, to a parcel company that delivers letters.

Our customers expect reliability and item tracking.

To support this we have made significant investment in our core business and IT capability. We are looking at areas where there is market opportunity and the potential to make the most of our assets. These include our large network infrastructure, our trusted brand and our data.

Our strategic priorities are underpinned by putting the customer at the heart of everything we do to enable us to win in parcels, defend letters and achieve growth in new areas.

Our values, written with our people, will help us to continue to transform and meet the challenges that lie ahead.



Every one of our employees
has a valuable role to play in
the success of our business.

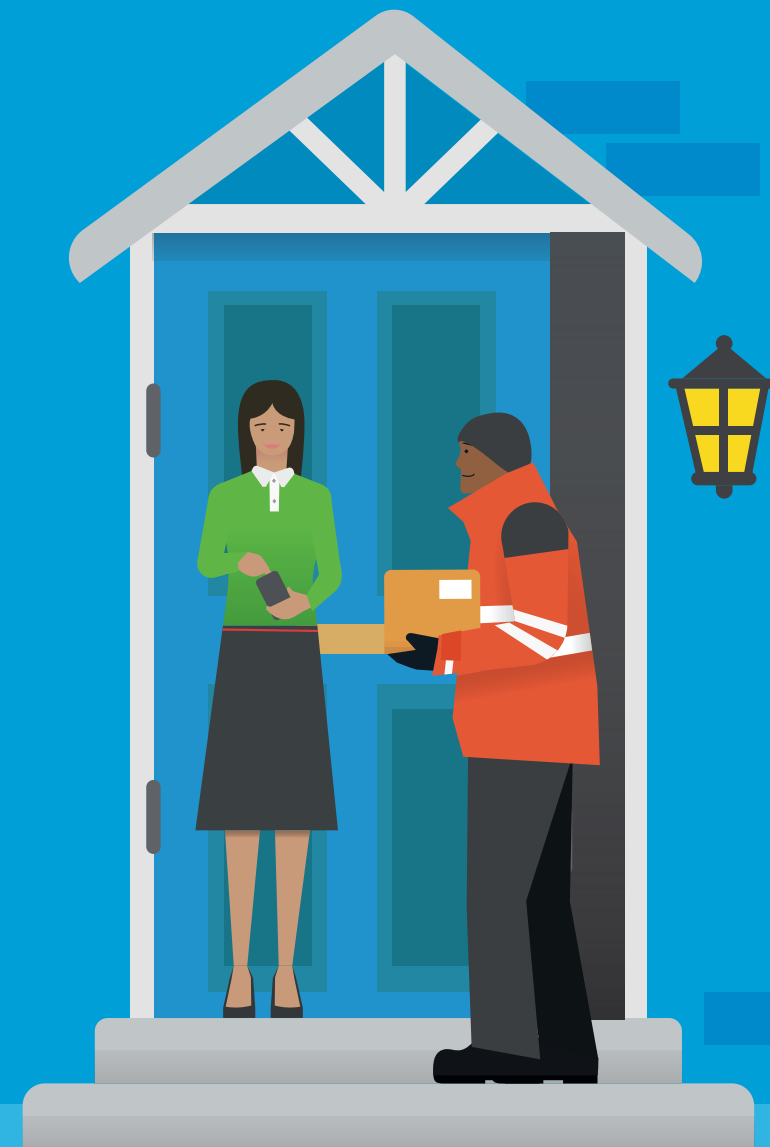


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Our Business

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Our history



1516

Brian Tuke is appointed first Master of the Posts by Henry VIII in 1516, a precursor to the office of Postmaster General of the United Kingdom.

1660

An Act of Parliament establishes the General Post Office.

1838

The Railways (Conveyance of Mails) Act requires railway companies to carry mail by ordinary or special Travelling Post Office trains (TPOs). TPOs continue to be used until 2004.

1870

The first postcards, known as halfpenny postcards, are introduced as a cheaper alternative to letters.

1635

King Charles I introduces a postal service for the public to cover the cost of his own Royal Post. The cost of postage was paid by the person who received the mail.

1784

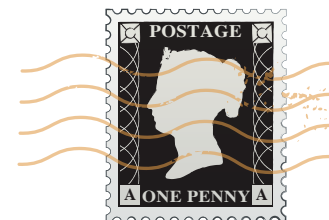
From 1784 to the 1850s, mail coaches carry the mail. On average, the coaches travel 7 to 8 miles per hour in summer and 5 miles per hour in winter with fresh horses supplied every 10 to 15 miles.

1840

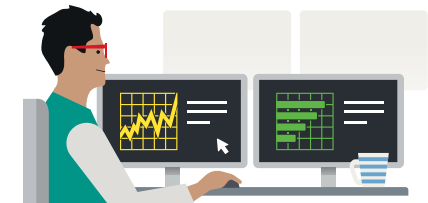
The Penny Black, the world's first adhesive stamp, is introduced.

1911

The world's first scheduled airmail service begins.



Celebrating over 500 years of Royal Mail.



1927

Construction of the underground railway, created by the Post Office for efficient delivery of the London mail, is completed. Automatic trains run a six-mile route across the city.

1986

The Post Office starts the process to divide the business into four: Letters (which became Royal Mail); Parcels (now Parcelforce); Counters (Post Offices) and Girobank (now Santander).

2001

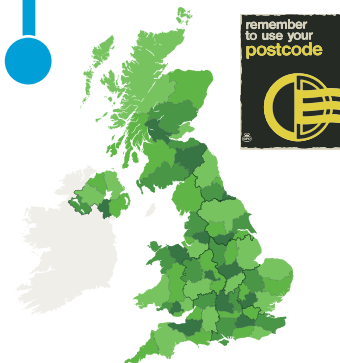
We become a plc, wholly owned by the UK Government. The Postal Services Act 2000 creates Postcomm and Postwatch. Postcomm merges into Ofcom in October 2011, and Postwatch becomes part of Consumer Futures in 2008, a part of the Citizens' Advice Bureau as of 2014.

2013

Royal Mail is listed on the London Stock Exchange and in December 2013 becomes a FTSE100 company. This marks a significant step in the history of Royal Mail.

1974

Post coding of all addresses in the UK is completed.



1990

Royal Mail Parcels becomes Royal Mail Parcelforce, an independent division of Royal Mail.



2012

Post Office Ltd is no longer a wholly owned subsidiary of RMG.



2020

Royal Mail delivers over 14 billion items of mail and employs in excess of 141,000 people.



We operate in a thriving and fast paced competitive marketplace with our customers at the heart of our business.

The commercial environment we operate in

We operate in a thriving and fast paced competitive marketplace, with our customers at the heart of our business. This is a regulated industry and there are rules and regulations that govern the way we conduct our business.

Ofcom is the Postal Services regulator which monitors the industry through a General Authorisation Regime and sets out the number of requirements we have to meet. This includes our Universal Service Obligation, quality of service targets and our Mail Integrity obligation which ensures the security of our customers' mail.

As part of the regulatory conditions we are required to allow access to our downstream network (inward mail centres through to delivery) for mail collected from customers by other postal services operators. This activity is called Downstream Access (DSA) and is managed by our Wholesale business.

As part of this we are required to ensure that any information we obtain as a result of providing access services is not shared outside of Operations and the Wholesale business unit. This means we have restrictions around the information that we can share with others internally.

If you work in Operations you may come into contact with mail that is sent through our pipeline.

Our regulatory conditions require us to keep these details confidential, especially from the commercial part of the business.

Both the business, and you as an individual, have to comply with these requirements and other regulations such as Competition Law, General Data Protection Regulation (GDPR), and Anti-Bribery legislation. We don't expect you to know all of these chapter and verse, so to help you, we have developed a number of policies that you need to follow at all times. You will be introduced to these as you go through your induction programme.

We take compliance to our obligations very seriously and you are expected to do the same.

Our values, written with our people, will help us to continue to transform and meet the challenges that lie ahead.

Royal Mail values

Our values – Be Positive, Be Brilliant and Be Part of it – represent the way we do things in Royal Mail. They apply to every employee and define the way we should act as individuals and as a company; they are an inherent part of our culture.

Our values bring us together. They inspire us. They help us deliver for our customers and each other. They're how we want to work together and the standard we measure ourselves against.

We want Royal Mail to be recognised as the best delivery company in the UK and across Europe. Our values will help us to achieve this because they help us see that it's not just 'what' we do, but 'how' we do it that's important.



Be Positive



Be Brilliant



Be Part of it



Our values inspire us

When we live by our values, anything is possible. They help us bring our best selves to work every day and make our teamwork even better. Bringing the values to life will look slightly different for every individual, but you'll know our values in action when you see them.

When we live by our values,
anything is possible.

Be Positive – because it leads to better things, faster

We love to give it a go, aiming to make life better and brighter for our customers and each other. We trust each other to do the right thing and always say thank you for a job well done.

Be Brilliant – because we always want to be the best

We know our stuff, so we always deliver great service. That's because we do the little things well, and we're pretty good at the big things too! We work hard to find a better way – we never stop trying to improve.

Be Part of it – because it's great to be part of something that matters

It's all about our team. We listen to each other and support each other, because after all, where would we be without each other? We appreciate diversity because getting thoughts and ideas from everyone makes us a stronger team.

Our mail pipeline

Royal Mail provides a high quality mail service to each and every one of the addresses in the UK, at a uniform price, irrespective of the distance travelled.

If you've never thought before about what happens when you post a letter, it's a fascinating journey called the mail pipeline.

This illustration of our pipeline brings the Royal Mail story to life for all of us. It shows exactly how the different parts of our business fit together and helps us to understand the role we all play in becoming one operation and one team.

The following four pages go into more detail about our operational pipeline.



Pipeline brings the Royal Mail story to life.

Access and collection

Access is simply the way in which customers get their mail into the Royal Mail system. This is done by:

- Posting letters into postboxes
- Posting letters/parcels at Post Offices
- Having mail collected from their premises
- Bringing mail to a Royal Mail premises



Consolidation and outward distribution

Collected post is then distributed to outward processing.

Our automated systems will sort up to 40,000 items per hour.

Outward processing

Outward processing involves sorting the mail for various parts of the country and the rest of the world. Royal Mail uses machinery to help speed this process up in addition to the manual sorting process.



Manual Data Entry Centres (MDEC)

Data Entry Centres also code mail not initially read by our automated process.

Regional Distribution Centres (RDC)

Mail is consolidated and 'cross docked' to maximise our transport efficiency. RDCs also process high volume postings.

Mechanised sorting

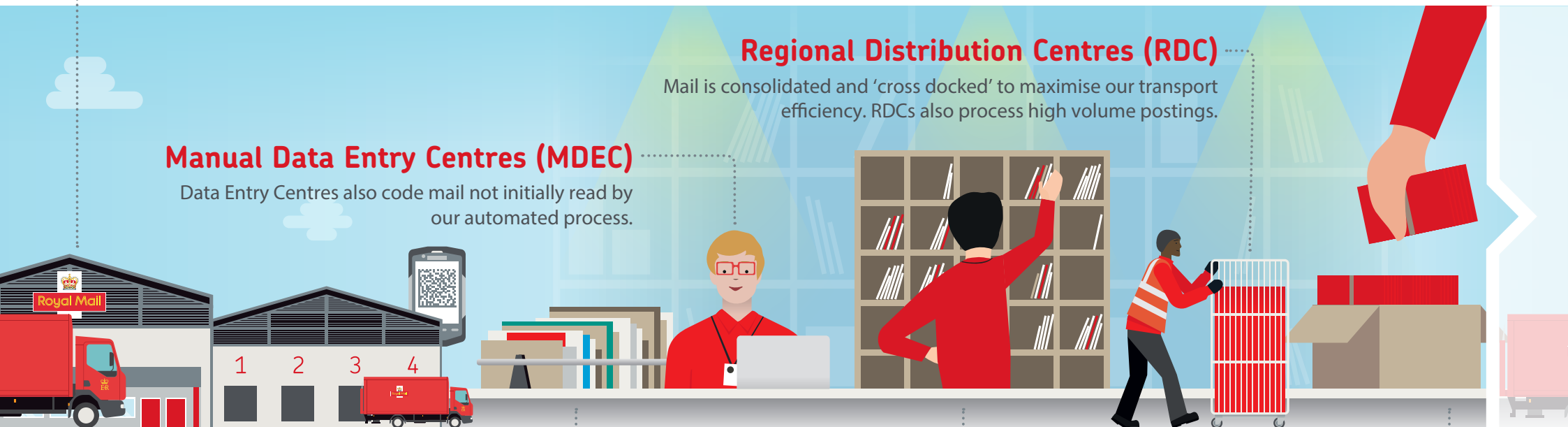
The automated systems will sort up to 40,000 items per hour into postcode area, or towns and cities, accurately and quickly.

Manual sorting

Items that can't be automatically processed are sorted manually.

Walk Bundling Centres (WBC)

WBCs process mail with 'unaddressed' items to delivery level.



We use three main modes of transport for despatching mail around the UK.

Logistics

Royal Mail uses three main modes of transport for despatching mail around the UK – road, rail, air, and some by sea.

Pipeline

Inward processing

Local mail arrives back at the mail centre and is then sorted during the night shift, ready to go to the local delivery offices early the next morning.

CSS (mail sequencing)

Letters are automatically sorted into delivery order.

Deliveries are split into walks.
Most are done with two people sharing a van.

Inward distribution

Mail is taken from the mail centre to the local delivery office.

Pipeline

Delivery

Deliveries are split into walks. Most are done with two people sharing a van.



Different ways to deliver:

- Click & Collect (11,700 locations)
- Local Collect
- Collect from Enquiry Office

Doorstep experience:

- Nominate a neighbour
- Deliver to neighbour
- Scan every barcode
- Scan at the right time and right place

National Returns Centre

Process and return items to the sender that cannot be delivered to the addressee.

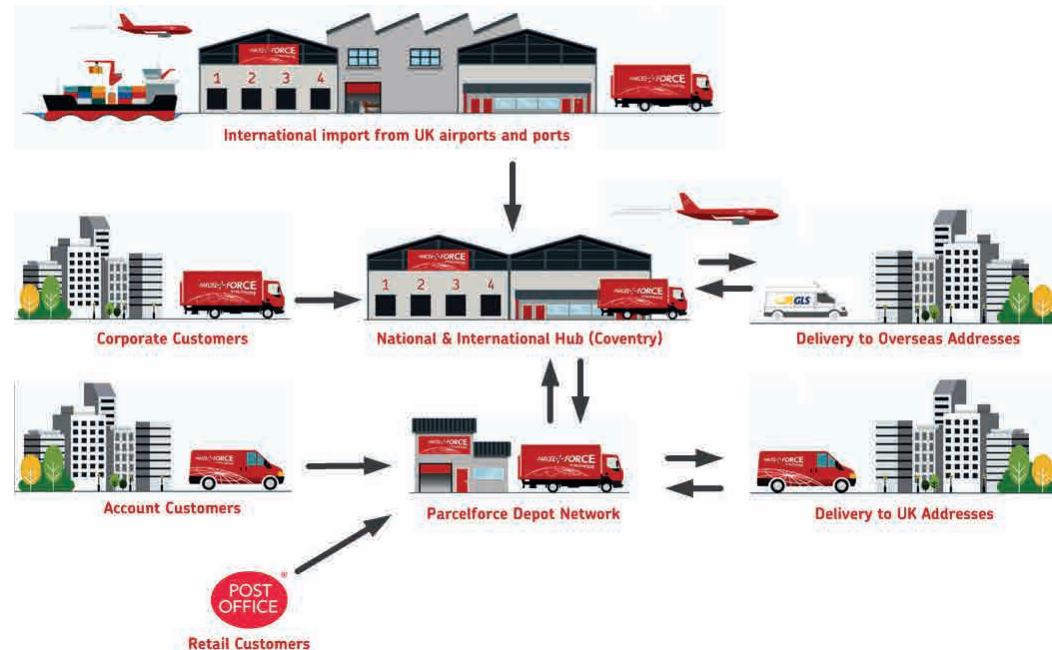
Parcelforce Worldwide

Parcelforce Worldwide was established by Royal Mail more than 30 years ago and remains a key part of the Royal Mail Group operating in the highly competitive UK express parcels market.

It operates a UK-wide end-to-end delivery network employing around 5,800 people based in 54 depots, 3 UK hubs, a dedicated International hub based in Coventry and a headquarters site in Milton Keynes.

Parcelforce delivers over 100 million parcels annually, with an increasing amount of these deliveries overseas using our strategic partners GLS, the postal express mail network (EMS) and FedEx. These partners enable Parcelforce to deliver to more than 240 countries and territories globally every day.

Parcelforce operates a high quality service 7 days a week and has 25,000 account customers who trust them to deliver their items on time day in, day out. Parcelforce Worldwide currently have one of the widest product ranges in the UK market.



Parcelforce Worldwide currently have one of the widest product ranges in the UK market.

Our core services include:

- Timed Services (pre-9am, pre-10am and pre-12pm – also known as ExpressAM)
- Next Day (specifically delivered between 12pm and 5:30pm – also known as ExpressPM)
- Express24 – ensuring the delivery is made during the next working day
- Express48 – ensuring the delivery is made the day after the next working day
- Express24 large and Express48 large – designed to enable our customers to send larger and more bulky items in two speeds
- Globalexpress – premium delivery to around 200 countries as quickly as next day
- Globalpriority and Europriority – standard delivery to more than 240 countries

GLS network

Parcelforce Worldwide is a GLS Network Partner.

An unrivalled road-based European network for day certain guaranteed deliveries.

The GLS network handles more than 2.5 million parcels every day with the aim of delivering over 98% of consignments on time. GLS provides Parcelforce Worldwide with the most comprehensive delivery network and capability across 41 countries in Europe.

Access to the GLS network is mainly through our Euro Priority service.



The wider business

A company the size of Royal Mail requires significant support and there are a number of units that provide this support, including:

Consumer and Network Access

Responsible for promoting the value of mail, including managing relationships with our downstream access (DSA) customers.

MarketReach

Work with companies large and small to support their marketing activity.

New Markets and Digital

Develop products and services that leverage our strengths and brand, as well as developing our offering for the future.

Legal Services

Our commercial legal team, who support us with our suppliers and customers.

Communication and Regulation

Brings together internal and external communications, along with public affairs and corporate responsibility across the whole business to ensure consistent messages to all. The team also works closely with politicians, regulators and public bodies.

HR

Our world leading, talent-focused team ensures we have the leadership and skills required to be ahead of our competitors.

Company Secretariat

Expert advisers to support us in all forms of company reporting and legal structures.

Our support services are vital to our operation.

Finance

Provide control and ownership over all financial processes and manage one version of the finances that can be used to make the right decisions for the Group.

Technology

Develop our products and services, enabling them through technology.

Data

Drive value for internal and external customers through data-driven life event marketing and data quality services.

Internal Audit and Risk

Deploy a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes across the organisation.



Our Customers

Supporting customers through their life 21

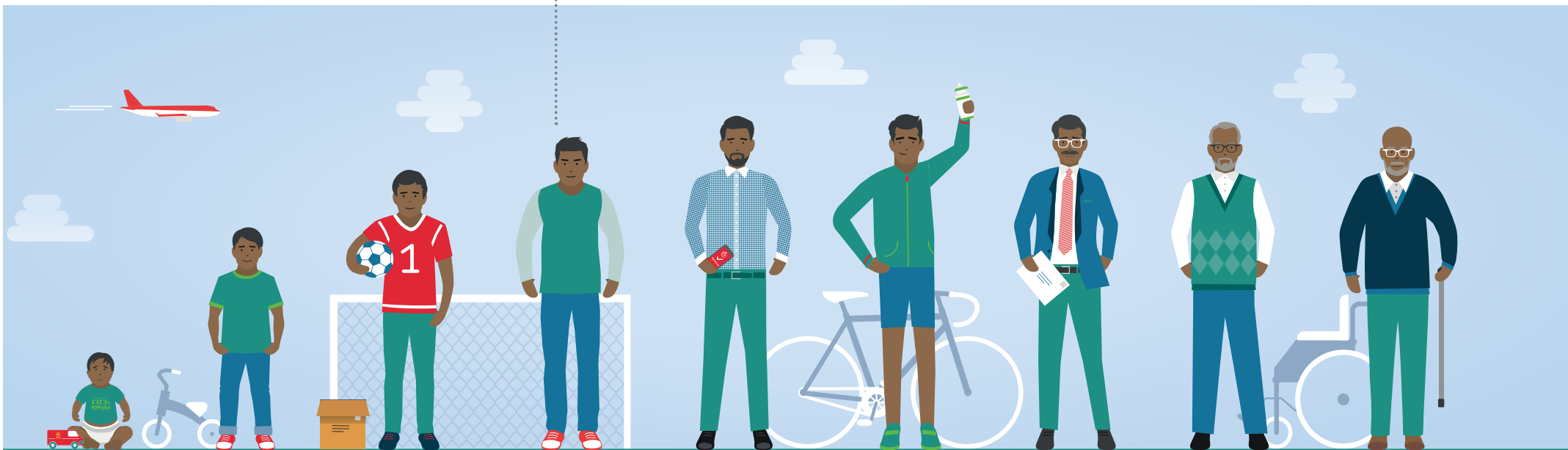
A great customer experience 22



Supporting customers throughout their life

Royal Mail customers:

You are now a member of the Royal Mail Group team; our customers become your customers. As you might imagine, it's very important that we all work together to keep them happy and continually coming back to us throughout their lifetime.



A great customer experience

“We serve everyone, from our largest business customers to individuals sending greetings cards.”

We exist to serve our customers' needs by providing:

- Dedicated Customer Experience teams to assist with enquiries across multiple contact channels
- Consistent delivery of our service promises
- Value for money services and products
- Timely, reliable and secure performance of services nationally and internationally
- Accurate and accessible information about all Royal Mail services and products
- Helpful and courteous service at all times
- A prompt and ready redress if things go wrong

Your customers

You are now a member of the Royal Mail Group team; our customers become your customers. It's very important that we all work together to keep them happy and coming back to us throughout their lives.

Our reach

Royal Mail Group is the only business that reaches 99% of UK addresses every day. But we are more than a network, we are a network of real people, reaching all our customers every day.

Types of customer

We have a responsibility to provide a public service to both business and residential customers. We take this responsibility seriously. We serve everyone, from our largest customers sending mail internationally to millions of households daily, to our individual customers sending greetings cards and other personal mail.

Get to know your customers

- Find out what they want
- If at all possible, try to find ways of improving the service you provide
- Deal with your customers politely and calmly at all times
- Put yourselves in their shoes - how do you want to be treated as a customer?

We must provide our customers with a reliable and consistent service at all times.

Be smart for your customers

- Keep your appearance clean and tidy
 - *If working in a non-uniformed unit, please check the dress code for that unit and adhere to it all times.

Customer handling standards

A clear set of handling standards has been developed to ensure all colleagues treat our customers in a consistent and positive manner.

Face to face

- Be professional and approachable
- Treat every customer and their mail with respect
- Respond with a polite and appropriate greeting
- Listen carefully to what the customer has to say
- Deal with all enquiries in a professional manner
- If it is an issue that relates to something within your control, apologise to the customer and reassure them that it will not happen again
- If the issue relates to something outside of your control or the customer is not satisfied with the response, apologise again and provide them with the appropriate contact details for Customer Experience assistance.



Our Customer Experience Centres operate as a virtual network, providing multi-channel access to advice and information for business and personal customers.

Customer queries

Within operations, there may be times when a customer has a query you cannot answer, or they may wish to make a formal complaint. You should provide the contact details for our Customer Experience Teams (ask your Manager / coach for details), enabling us to deal with all our customers in a professional, timely and consistent manner.

Our Customer Experience centres operate as a virtual network, providing multi-channel access to advice and information for business and personal customers. This includes desk and field based teams who provide support remotely or on-site, as required. These teams handle a wide range of enquiries relating to our products and services – by phone, email, web, live chat and Twitter – and help to resolve problems if things go wrong.





Teams help thousands of customers every day working with colleagues in Operations and other business units to give customers the help they need.

Helping business customers

As well as providing proactive after-sales care and support to business customers, Customer Experience teams also help customers with:

- Product and pricing information
- Tracking requests and billing advice
- Processing orders for mail presentation kits – trays, bags, labels, etc.
- Technical support for online buying and paying systems, purchasing and setting up services such as Diversions, Collections and PO Boxes
- Resolving complaints.

Helping personal customers

Personal customer contact covers a variety of issues, such as:

- Postcode and addressing advice
- Tracking of inland and international items
- Delivery and redelivery queries
- Purchasing products such as Redirection or Keepsafe
- Online shop, stamps or collectibles assistance.

Teams handle thousands of enquiries every day through web, email, Livechat, telephone and social media channels. They work with colleagues in Operations and other business units to give customers the help they need, or to fix problems and prevent further complaints.

Helping other business functions

A number of support functions within Customer Experience help to manage the contact centre operation and respond to requests for help from other business units.

By planning and forecasting contact volumes, support teams ensure people are available to help customers, that those people have the right information to advise and support, and that customer feedback is used across the business to improve the overall customer experience.

Cross-functional working between Customer Experience, Sales, product teams, Press Office and Operations is integral to the provision of customer service and the protection of the Royal Mail brand.

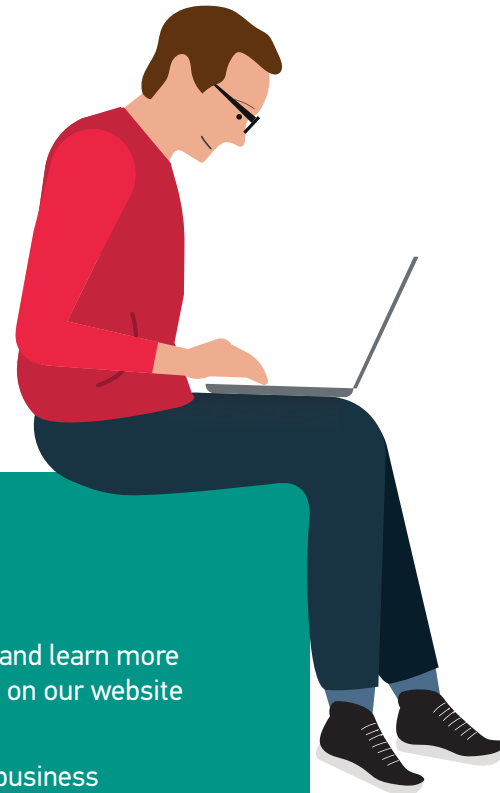
Find answers to your questions and learn more about our products and services on our website at royalmail.com

Address Management Unit

The Address Management Unit (AMU) is responsible for the management of the Postal Address File (PAF). PAF is the UK's most complete and up to date addressing database with over 30 million addresses and 1.8 million postcodes. PAF is important to us as it generates important revenue and the information it contains allows us to sort mail through machines, increasing efficiency and reducing costs. Over 40,000 UK businesses use PAF for their products and services. Mapping services, SAT NAV, insurance quotes, online shopping and goods distribution are types of services that our customers provide using the PAF database and which we use ourselves every day. So it is important that the database is kept up to date with the most accurate address data available.

If you work in a Delivery Office you will be expected to provide your Aplus champion with any changes that occur to your walk i.e. demolished or derelict properties, new builds ready to receive mail, changes to business or house names, new and recently converted multiple residences.





We're here

Find answers to your questions and learn more about our products and services on our website at royalmail.com

For information on our tailored business solutions visit royalmail.com/businesscontact

Textphone **08456 000 606** is available for customers who are deaf or hard of hearing.

Our People

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Working at Royal Mail

Royal Mail is one of the largest employers in the UK. Every one of our employees has a valuable role to play in the success of our business.

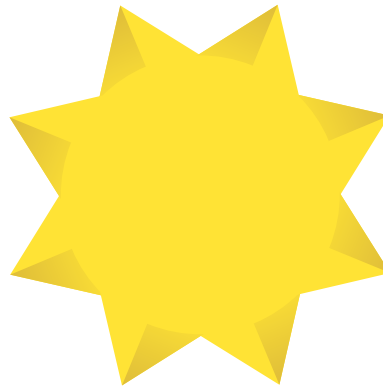
These are challenging and exciting times to be part of the Group and as such our colleagues are at the forefront of our ambition to deliver the best possible service to our customers.

Our people represent the company among communities and with customers. You are relied upon to fulfil the Universal Service and to go the extra mile in delivering a high quality customer service.

We seek to promote behaviours and working practices that recognise and respect the differences between us, and helps you to fulfil your potential.

Our values – Be Positive – Be Brilliant and Be Part of it, define our culture and represent the way we strive to do things in Royal Mail. They apply to every team member and characterise the way we should act as individuals and as a company.

Every one of our employees has a valuable role to play in the success of our business.



Be Positive

because it leads to better things, faster

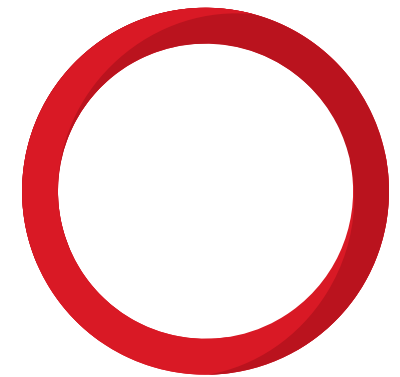
- Give it a go
- Trust each other
- Say thank you



Be Brilliant

because we always want to be the best

- Deliver great service
- Do the little things well
- Find a better way



Be Part of it

because it's great to be part of something that matters

- Listen to each other
- Support each other
- Appreciate diversity

Your job

Your manager and coach are keen to help you to progress and settle in quickly, so please ask them anything.



We know that one of the most important things about starting a new job is knowing who to turn to when you want some help or advice.

This is why we've set up a network of coaches, and together with your manager and colleagues, it means there will always be someone around who can answer your questions or point you in the right direction. In some instances your manager will also take on the role of your coach.

If you need something explaining, or you're not sure what to do about any aspect of your job, just let one of them know and they will be happy to help. After all, they were new once, so they know how you feel.

Your manager and coach are keen to help you to progress and settle in quickly, so please ask them anything.

What you can expect

Your first day is a welcome day where you'll meet other people who are part Royal Mail Group with you. In some instances your manager will take you through the welcome day in your place of work.

On your first day

- You'll have a good introduction to Royal Mail Group
- You'll be shown some of our ways of working
- You'll understand what you need to do
- You'll learn the importance of keeping yourself and the mail safe and secure

So all in all a busy day, but one that we hope you will enjoy.

We really want to make this
a great place for you to work in.

During the first few days and weeks

On day two you'll spend time at your main place of work learning about your new job with colleagues, your manager and coach.

These first few days and weeks are designed to help you find out more about us, and for us to get to know you.

Pre-assignment vetting

All workers supplied to Royal Mail Group will undergo pre-assignment checks. This will include a criminal record check. Your agency or Royal Mail will discuss the information you need to provide prior to your assignment.

First day and security

On your first day at Royal Mail, you must report to the front desk/reception, unless advised differently by your agency. You will be issued with any necessary security passes and advised on security/entry arrangements. You must visibly display your ID when on Royal Mail premises and carry it with you when working off site i.e. when performing deliveries or collections.

Safety Wear

You may be required to wear protective clothing during your assignment e.g. safety shoes, hi-viz vest and gloves. You will be advised before commencing your assignment if these items are necessary and how they will be provided to you.

Angard provide PPE free of charge to their workers and this will be given to you at your site induction.

Our agency suppliers also provide PPE free of charge. This is given to you prior to your site induction so please contact your agency before your start date to arrange collection of the relevant PPE.

Both Angard and our agency suppliers will replace PPE free of charge where wear and tear to the current PPE is evident.

Site induction

A site induction will be given on your first visit to a Royal Mail site to ensure your safety while you are at work.

Hours of work

You will have been allocated your hours of attendance before commencement of your employment with Royal Mail.

Appearance

A credible image to the public must be demonstrated in line with the business dress code.

Any non-permanent marks (e.g. temporary tattoos) that are offensive, indecent or a health and safety risk should not be displayed.

- You should look presentable, e.g. dark trousers with a polo shirt. T-shirts may be worn, but must not have inappropriate slogans written on them
- You should ensure that there are no actual or potential health and safety risks to either yourself or others through jewellery or personal accessories, whether worn or carried
- Some sites require high visibility clothing and protective footwear

People are proud to work for Royal Mail.
What we do matters to people.



Identification badges

You must ensure your Angard photo ID badge or agency photo ID badge is clearly displayed at all times whilst on site.

Recording your attendance

Signing-in sheets will be provided to record your time spent at work. You must sign-in against your name, stating the precise time you start, and repeat the procedure when your shift has finished.

These sheets will then be authorised on a daily basis.

It is your responsibility to ensure that your hours are recorded accurately to ensure that you get paid.

Pay

You will be paid one week in arrears by Angard / your agency supplier. Please raise any queries relating to information on your pay slip via Angard / your agency supplier.

Car parking

Royal Mail cannot guarantee parking at any site, even those that have a car park.

Queries

Angard / your agency supplier should be your first point of contact if you have any queries regarding shift patterns or dates that you are working.

Promoting diversity and inclusion

In Royal Mail Group we work together to create a welcoming and inclusive working environment for everyone.

Diversity and inclusion is about creating a positive culture where each of us feels comfortable bringing our 'whole selves' to work. It is about treating each other with respect and consideration, and valuing the differences and contributions of all.

Our people

Our people are our biggest asset. One of the great things about working at Royal Mail Group is that our company is made up of a diverse set of individuals with different perspectives and unique contributions.

In Royal Mail Group we work together to create a welcoming and inclusive working environment for everyone. We do this by treating each other politely and with respect, by making sure we don't tolerate inappropriate behaviour, and by keeping to our values at all times. By treating people with dignity and respect at work, we can create an environment where people feel valued and can perform to their best, which helps the business achieve its goals.

Our policies

Royal Mail Group is committed to creating a work environment that is free from discrimination, victimisation, bullying and harassment, where all individuals are treated with dignity and respect, regardless of their age, disability, gender, gender identity, marital or civil partnership status, pregnancy or maternity, race, religious beliefs or sexual orientation. The Equality and Fairness policy outlines our legal obligations and commitment to promoting equality, diversity and fairness.

Our Stop Bullying and Harassment policy details our approach for the prevention of bullying and harassment at work and the management of any related complaints.

You can ask your manager for further information or a copy of these policies that are also available to access on myroyalmail.com

We are all responsible for making sure we act in accordance with these policies at all times and inform a manager if we witness or experience inappropriate, abusive or discriminatory behaviour. Your concerns will be addressed promptly, sensitively, confidentially and robustly.

If you feel you have a complaint at work we want you to bring it to our attention.

We treat each other politely and with respect.

Harassment and bullying

Bullying is any behaviour that undermines the competence, effectiveness or confidence of the person being bullied. This could be a one-off incident or something that is happening on a regular basis.

Harassment is any behaviour that is unwanted by the recipient and that may affect the dignity of the individual or group of individuals at work.

If you feel you are being bullied or harassed, you should talk to your own manager or another manager in your unit. If you don't feel like this is possible, you should ring the independent Bullying and Harassment Helpline.

Helpline number
0800 58 74 777

Website rmgbh.co.uk

The Helpline is supported by the Communication Worker's Union and Unite; it is managed by fully qualified, impartial advisors who will treat your concerns quickly, sensitively and confidentially.



We are positively committed to providing and promoting equality of opportunity for all existing and prospective colleagues and agents.

Welcoming disabled people

As a Disability Confident employer, Royal Mail Group is committed to providing workplace adjustments for disabled applicants and colleagues where reasonably practicable. We also work closely with Access to Work, which is part of the Department of Work and Pensions to make sure our disabled employees have all the support they need to progress their careers with the company.

We have a disability helpline service for managers of disabled employees. This team will make sure managers understand how to complete accurate workplace assessments and put in place the necessary adjustments for their disabled employees. If you have a disability or you develop one during the course of your employment with us, you should speak to your manager to make sure they understand your needs and can put the right support in place to help you.

We are positively committed to providing and promoting equality of opportunity for all existing and prospective colleagues and agents.

Fair Employment & Treatment (NI) Order 1998 (Applicable for Northern Ireland)

If you are a colleague joining us in Northern Ireland, it is important for you to note that within the provisions of the local fair employment legislation, Royal Mail Group plc is a specified public authority, and as such, is registered with the Equality Commission for Northern Ireland, the independent public body responsible for promoting equality of opportunity within Northern Ireland.



The standards we expect from you

Build good working relationships with your colleagues and customers.

We hope that your time and work at Royal Mail Group is rewarding and enjoyable, and that the ways of working are easy to follow and understand.

We have put in place clear standards and guidelines that apply to everyone. When things go wrong, our managers and colleagues work hard to put them right. They do so fairly, and in a way that provides support and guidance so that things are less likely to go wrong in the future. It's all part of our 'great place to work' ethos, which is about providing guidance through developing, supporting and coaching.

Collecting, processing and delivering the nation's mail and parcels means that everyone is required to take a responsible approach to their work, to customers and to fellow colleagues whilst maintaining appropriate standards of conduct and behaviour, including following any reasonable instructions from their manager.

Here are some important ways to make your work successful and enjoyable:

- Build good working relationships with your colleagues and customers
- Be polite and professional at all times
- Support your colleagues and don't be afraid to ask for help when you need it
- Treat your colleagues with dignity and respect and be aware of Royal Mail Group's Stop Bullying and Harassment policy
- Treat your customers with respect
- Protect yourself and others by following our Health and Safety, Smoking and Security procedures
- Respect Royal Mail Group and other people's property
- Arrive at work smartly dressed in your uniform (if applicable) and on time
- Make sure you do your job well so that all mail and parcels are processed promptly and accurately, and customers receive a high quality service
- Return from work breaks on time
- Follow the safe systems of work (SSOW) for any equipment you may be asked to use
- Ensure that everything you do makes it easy for the customer to do business with us
- Make sure you read Our Business Standards booklet that has full details of the standards of conduct and behaviour expected

Always ask for help when you need it and let your manager know if you have any problems or issues at work.

There are standard operating procedures (SOPs) depending on what part of the operation you work in. They describe the minimum standards that everyone must follow to ensure our customers receive a consistent and high quality service. SOPs will also help you to understand more about your role and the vital part you play in providing an excellent quality of service to our customers. You'll have the opportunity within your first few days to talk through these standards with your manager or coach and learn more about Royal Mail Group.

Please be aware that breaking any of our business standards may be dealt with under the Conduct policy.

Always ask for help when you need it and let your manager know if you have any problems or issues at work.

Your attendance

Our customers depend on us to provide high levels of service. With so many people and businesses relying on us, we need to make sure that you understand how important you are to the smooth running of the operation. We rely on you to come to work on time, every time. If you are ill and unable to work, we will support you in every way we can. To be fair to everyone, we have set attendance standards that we expect you to keep.



Personal conduct

High standards of personal conduct at work are expected of everyone.

We should all show:

- Efficiency and reliability
- Honesty and integrity
- Punctuality and good attendance
- A smart and clean appearance

Conduct which damages service to our customers and the reputation or efficiency of the company is unacceptable.

This includes lateness, poor attendance, dishonesty, drunkenness, use of illegal substances, misusing psychoactive substances (legal highs), abusive language and violent or disorderly behaviour.

Lateness

If you are unexpectedly going to be late to start work, please inform Angard / your agency supplier as soon as possible.

Planned absence

If you know in advance (24 hours or more) that you have a prior commitment that would prevent you from attending for a particular shift, you must inform your Royal Mail Manager AND Angard / your agency supplier.

Failure to attend

If you fail to attend for a shift and have not contacted Angard / your agency supplier with a valid excuse for non-attendance, your work at Royal Mail may be terminated.

Sick absence

If you are ill or have an emergency which prevents you from attending for work, you should contact Angard / your agency supplier as soon as possible.

Corporate social responsibility

As one of the biggest organisations in the UK, we play a major role in communities.

Supporting communities

As one of the biggest organisations in the UK, we play a major role in communities. We employ local people, and connect consumers and companies. We also support hundreds of charities and good causes through our Charity of the Year, payroll giving and grants programmes. Our people take great pride in the work they do in their communities and we want to support you in helping others.

Charity Partner 2017-2020

After receiving almost 36,000 votes in the employee survey, Action for Children is Royal Mail's Charity Partner from 2017-2020. The partnership will run for three years. Our aim is to raise at least £2 million for the charity, £1 million from colleagues and £1 million in matched giving from the business.

£2 million will enable Action for Children to employ specialist youth workers to deliver face-to-face support sessions for 8,000 young people aged 15-18, to prevent them from developing depression and other mental health problems.

While Action for Children is the beneficiary of our fundraising activities, we also work with the other two shortlisted charities, Mind and Mental Health UK, as part of our strategic commitment to set a standard for tackling mental health issues in the workplace. The two runner-up charities also received a one off donation of £50k each to fund their mental health programmes.



By doing a little bit every day, you can help look after our environment.

Missing people

Our partnership with the charity Missing People supports the search for vulnerable and high-risk adults and children by sending location-specific alerts through our network of handheld scanners. We also publicise alerts on our TV screens, myroyalmail.com and through our Myroyalmail colleague app.

The environment

We aim to ensure that our business operations have a positive impact on our future and minimal impact on the environment. We focus on reducing our use of energy and water, decreasing the amount of waste we create and send to landfill, and supporting the natural environment. By doing a little bit every day, you can help look after our environment

If you have any questions or ideas on improving our environmental performance, please get in touch through either your Line Manager or regional SHE advisor.



Managing our waste

We divert the majority of our waste from landfill and actively look at how we can increase the amount of waste we can either reuse or recycle. Our key aim is to reduce the total waste we produce. You can do your bit by using the recycling bins provided.

Elastic bands

We look to reuse elastic bands at every opportunity, with a national elastic band reuse process in place to help reduce the impact of discarded bands on wildlife, the environment, and the communities we work in. Please pick up any elastic bands, and reuse; littering can result in a personal fine.

Energy and carbon

In the UK, fleet and transport makes up around two thirds of our total carbon footprint. Energy used to power and heat our buildings makes up most of the rest. We actively look to reduce our emissions and expect all our employees to adopt energy efficient behaviours whilst working.

Reducing our water consumption

Water is a scarce natural resource, and we have targets in place to reduce our consumption by avoiding wasteful use. Please report any faults or leaks if you see them.



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Health and safety

Keeping employees healthy and safe is crucial to our people strategy.



If you have any concerns about health and safety issues during your time working for Royal Mail, you should raise these with your Manager.



Keeping employees healthy and safe is crucial to our people strategy.

In addition to our duty as a business to ensure your health and safety at work, you also have responsibility for your own health and safety and the health and safety of others with whom you are working. If you have any concerns about health and safety issues during your time working for Royal Mail, you should raise these with your Manager.

We can all help in protecting ourselves from accidents by:

- Always working safely following the safe system of work, so that we don't endanger ourselves or others through thoughtless actions
- Taking the initiative personally to remove or promptly report any hazards, unsafe acts or conditions

- Being familiar with the instructions that apply in our workplace for health and safety and fire safety
- Taking steps to ensure the safety of customers, visitors and contractors who use our premises
- Not operating any piece of equipment or machinery that you have not been trained on
- Wearing and using any personal protective equipment (PPE) issued to you, where appropriate
- Working together to improve safety performance in all our business activities
- Always wearing a seat belt while driving or travelling in a vehicle
- Not using a mobile phone (even hands free) while driving any vehicle
- Making your manager aware if you do not feel you can safely complete a task you've been asked to carry out. You must follow instructions and perform in accordance with the training provided.

You must follow instructions and perform in accordance with the training provided.

Alcohol and drugs

Royal Mail sites are alcohol and drug free zones. Only prescribed drugs will be permitted and if this is the case please inform your manager. Alcohol or drugs should not be consumed on the premises and you should ensure that you never turn up for work under the influence of either.

First aid and accident reporting

Sites have first aid provision determined by their risk levels. This allows them to administer basic first aid treatment should you or someone else be injured.

Any accident arising from your work, or that takes place during your shift, must be reported immediately to your manager. Managers will complete an incident report for every accident that occurs in the workplace and you will be required to provide details.

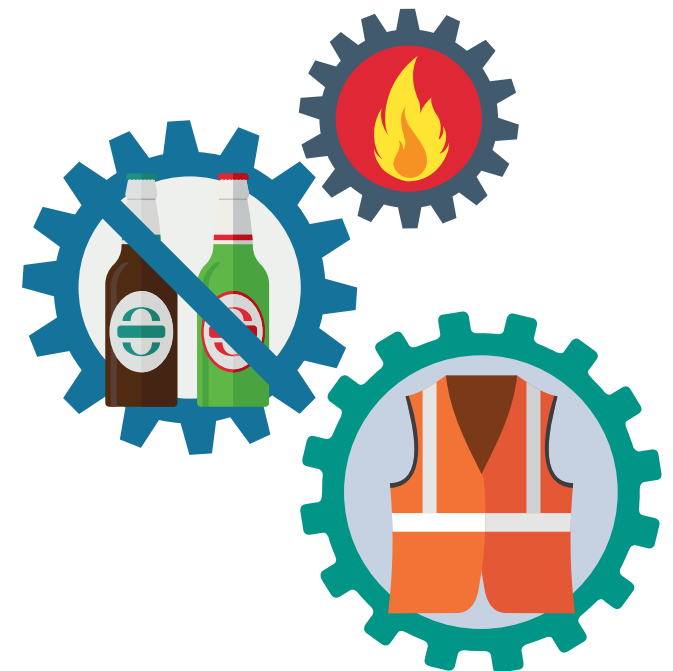
The First Aid and accident reporting process will be outlined to you. Take the time to look at the SHE (Safety, Health and Environment) notice board displaying the First Aiders' names.

Fire procedures

You must abide by Royal Mail's fire procedures. Your manager will explain the fire evacuation procedure and where to assemble in the event of a fire. Details of the nearest fire exits are displayed on the notice boards in each department. A fire alarm check will be carried out every week.

Safety wear

You may be required to wear protective clothing or equipment e.g. high visibility jackets or safety boots. You must not carry out a duty requiring PPE if it has not been supplied to you.



Lifting and handling

Manual handling and lifting

Here are some tips for safe handling and lifting:

- Do not handle any load you do not feel you can handle safely
- Use mechanical aids when available, and if training has been given
- Test the weight of a load before you lift
- Break down large loads when possible
- When lifting and lowering loads, use the muscles in your legs and always try to keep your back in its natural position
- Ask for help if any item seems too heavy
- Never twist the trunk of your body when moving loads. Move your feet instead
- Take a firm grip on the load
- Use a good palm hold on parcels or boxes
- Stability can be improved, by balancing the load
- Keep work areas tidy and floors clear of hazards
- Do not throw items



Lifting technique

The 'base lifting' technique shown is founded on the principle that good movement comes from a smooth continuous action.

Good handling techniques for lifting.

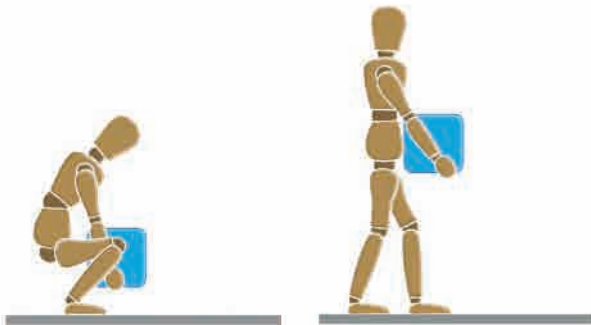
Here are some practical tips, suitable for safe manual handling. Make sure that you are wearing appropriate clothing and footwork.

Think before lifting or handling.

Plan the lift. Can handling aids be used? Where is the load going to be placed? Will help be needed with the load? Remove obstructions such as discarded wrapping materials. For a long lift, consider resting the load midway on a table or bench to change grip

Adopt a stable position.

The feet should be apart with one leg slightly forward to maintain balance (alongside the load, if it is on the ground). Feet may have to be moved to maintain stability during the lift.



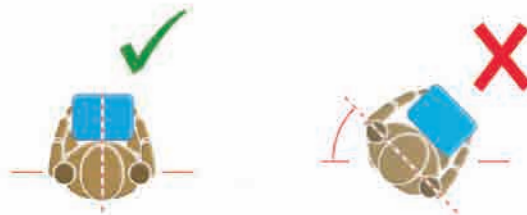
Get a good hold. Where possible, the load should be as close as possible to the body. This may be better than gripping it tightly with hands only.

Start in a good position. At the start of the lift, slight bending of the back, hips and knees is preferable to fully flexing the back (slopping) or fully flexing the hips and knees (squatting).

Keep the load close to the waist. Keep the load as close to the body as possible while lifting. Keep the heaviest side of the load next to the body. If a close approach to the load is not possible, try to slide it towards the body before attempting to lift it.

Avoid twisting the back or leaning sideways. Shoulders should be kept level and facing in the same direction as the hips. Turning by moving the feet is better than twisting and lifting at the same time.

Keep the head level when handling. Look ahead, not down at the load, once it has been held securely.

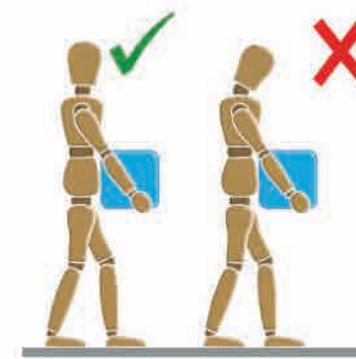


Move smoothly. The load should not be jerked or snatched as this can make it harder to keep control and can increase the risk of injury. **Don't lift or handle more than can easily be managed.** There is a difference between what people can lift and what they can safely lift. If in doubt, seek advice or get help.

Lifting mailbags and parcels safely

The weight of mailbags/parcels can vary considerably. Some are very light and can be easily lifted with one hand. Others however, are heavier and need more careful handling. Test the weight of each item before attempting to move it.

If the object is heavy, consider whether assistance is available from a colleague or by using a lifting aid. Does the whole weight need to be taken?



When Manual Handling, you should adopt a stable posture with your feet apart. Bend your knees and take a firm hold on the neck and bottom corner. Lift the bag smoothly, taking the weight with your legs and keeping your back in its natural position.

Hold the object close to your body. Carry the load in an upright stance, walking at a comfortable pace. If you think any object is too heavy, either break it down or seek assistance. Never lift a mailbag on your own that is above 11kg.



Security

We take the safety and security of our employees and our customers' mail seriously.



As a regulated postal operator, Royal Mail has an obligation to; 'Take all reasonable steps to minimise the exposure of our customers' mail to the risk of loss, theft, damage and interference'. We achieve this through our six security standards. We take the safety and security of our employees and our customers mail seriously - good security makes good commercial common sense and builds into achieving our strategic priorities.

The security standards are:

- Customers' parcels and letters must not be left unattended or unsecure at any time
- Everyone working for us must have an appropriate level of security awareness and training
- Unauthorised access to all our sites must be prevented
- Special Delivery, tracked and high risk customers' parcels and letters must be given appropriate protection
- Managerial checks to protect all customers' parcels and letters must be effectively used
- All vehicles and equipment used to carry customers' parcels and letters must be given the appropriate level of security at all times.

Everyone in Royal Mail Group is responsible for security.

Who is responsible for security in Royal Mail Group?

Everyone in Royal Mail Group is responsible for security.

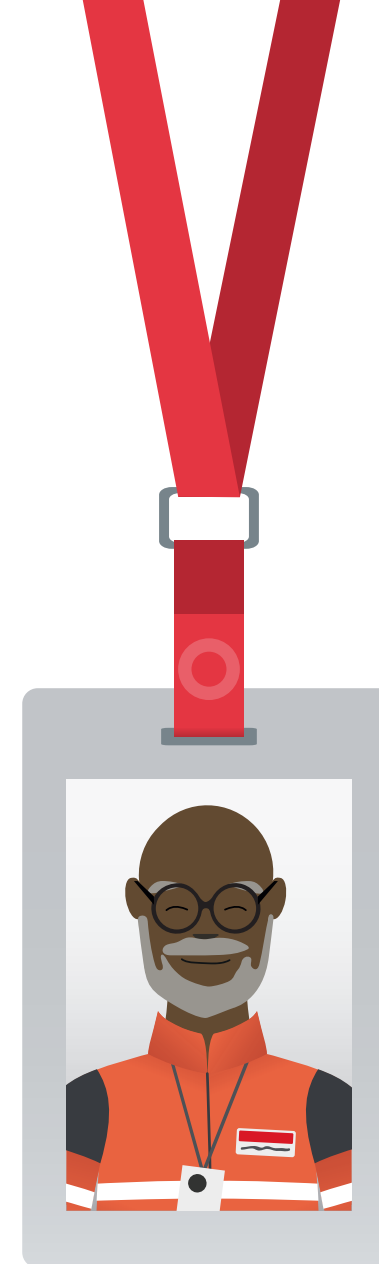
You can make a positive difference to our business by:

- Always wearing your photo ID (or if working outdoors have it available to produce if requested)
- Politely challenging strangers. If whilst on one of our sites you notice someone who is not wearing a photo ID or a visitor's badge, then politely challenge them and escort them to a manager. Business dress does not excuse anyone from wearing ID in our business – criminals love suits, it can be their pass key to our valuables

- Similarly if you spot someone who is acting suspiciously report it to a manager without delay, don't leave it for someone else to do. Make it your business
- Don't hold swipe card controlled doors open for other people. Swipe cards must always be used.

If you are going to work within a management, administration or support role you may have access to our employees' and or our customers' information, including contract details.

This is sensitive and valuable information and must be protected. This is covered in detail within the Information Security section of this guide.



Make sure you know how to securely use the equipment and vehicles you are provided with.

Supporting our operational colleagues

Even if you are not part of our operational pipeline within Royal Mail or Parcelforce Worldwide, there may be occasions when you are called upon to volunteer and support our operation by helping to process and deliver our customers' mail, such as at Christmas.

If you are working in delivery or collections or are asked to perform a delivery or collection role, make sure you know how to securely use the equipment and vehicles you are provided with before going out. If in doubt, speak with a manager.

There are some great training aids and aide memoirs available and the security procedures are quick and easy to understand and apply.





You have a civil and contractual duty to report any suspicions that you have of criminal behaviour in others.

The law

Aside from our regulatory Mail Integrity obligations and our own security standards we also have to conform to the law both as a company and as individuals. When you join Royal Mail Group you are required to read and acknowledge a form P13, titled, 'Personal Declaration'. This is an important form and reference will be made to it during your induction training.

Here is a reminder of some of the key aspects of that form:

Theft

It is a criminal offence to steal, deliberately destroy or damage a letter, parcel, mailbag or any other postal packet in course of post.

Intentional delay

It is also an offence to open or delay (contrary to your duty) a letter, parcel, mailbag, or any other postal packet in course of post.

Persons suspected of criminal offences will be subject to investigation which may lead to prosecution in the criminal courts.

Preventing and reporting crime

You have a civil and contractual duty to report any suspicions that you have of criminal behaviour in others and we are committed to recover the value of any loss caused by crime and the investigation and prosecution costs.

Criminal offences

If you are charged with any criminal offence whilst employed or engaged by Royal Mail Group, you must immediately inform your supervisor of the details. Where a person engaged in Royal Mail business is involved in a criminal offence, the police have discretion to notify Royal Mail of convictions and may provide other relevant information.

The Security Helpdesk

To report any crime against Royal Mail Group please contact the Security Helpdesk:

Phone: **020 7239 6655**

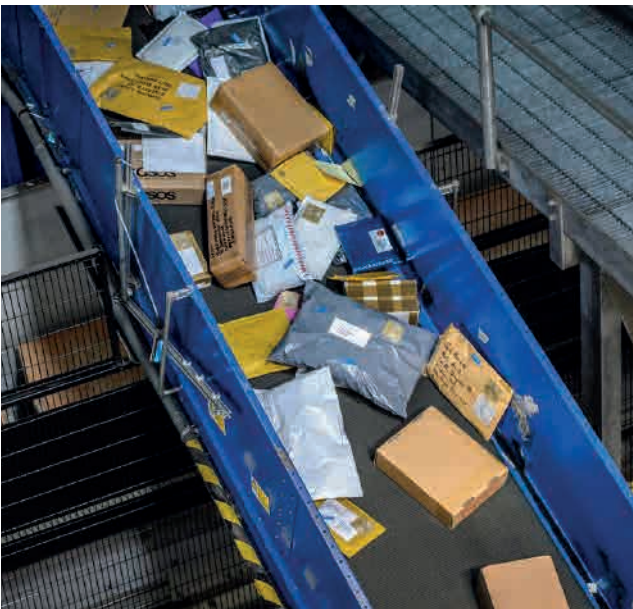
Email: securityhelpdesk@royalmail.com

You can also contact the Security Helpdesk for any security advice or guidance.

Remember everyone in Royal Mail Group has a responsibility and a part to play in ensuring that appropriate protection is given to our people, our premises, our property and our customers' letters and parcels to reduce the risk of criminal activity.

We work in a commercial environment where our customers have a choice, if we can't secure our customers' mail then they can take their business to a competitor.

Royal Mail is a name people know they can trust and rely on. Let's work together and keep it that way.



Security is about:

- Maintaining the safety of our colleagues
- Maintaining the security of all our customers' letters and parcels
- Quality of service
- Retaining contracts
- Growing new business.

People trust us. Royal Mail is a name people know they can trust and rely on. Let's work together and keep it that way.

Suspect parcels

Why do we need to risk assess suspect parcels?

Unfortunately terrorism, whether organised internationally by disaffected individuals or groups is a fact of life and we need to be vigilant at all times.

We have experience of dealing with suspect items and out of the millions of parcels we handle every year, a tiny percentage are deemed as suspicious and only a few of these are viable.

However, it is important that we all respond appropriately to each incident. The police train their officers to assess a situation to gauge how serious it may be and then to follow the set procedures.

Within Royal Mail we have the 'be aware' process. Be aware provides a risk assessment, a simple process to help gauge how serious a situation may be and guidance on how to deal with each situation safely and effectively.

If any further guidance is required, then our Central Postal Control (CPC) should always be called.

CPC are available 24 hours a day, 7 days a week, 365 days a year.

Data privacy

We are all responsible for ensuring that personal information is kept secure.

Personal Data

Like many organisations, we hold and process personal information about our employees, customers and other members of the public. Royal Mail Group must therefore comply with the General Data Protection Regulation (GDPR). The GDPR places specific legal obligations on organisations who process personal data and imposes extensive penalties for non-compliance - up to €20 million or 4% of global annual turnover.

Personal information is information that relates to an identifiable individual and what identifies an individual could be as simple as a name or number. The GDPR protects the privacy of individuals and requires organisations to comply with a number of principles when managing personal information. These principles include keeping data accurate, secure and only using it for the purposes for which it was collected.

The GDPR gives individuals legal rights to be informed about the collection and use of their personal data, to obtain a copy of their information and, in certain circumstances, to object or request that their data is deleted. Individuals may challenge information and could even claim compensation in certain circumstances.

At Royal Mail Group, we take our GDPR obligations extremely seriously. All staff are responsible for ensuring that personal information is kept secure and handled correctly. You could be breaking the law if you fail to do this. Under the GDPR, not only organisations but also individuals can be liable and accountable for failure to comply; a criminal offence that may lead to prosecution.





Protecting Royal Mail's valuable information – We ALL have a part to play.

Information Security awareness

The information Royal Mail holds is at the heart of our operation and it is everyone's responsibility to protect all the information we handle with due care and respect. To help support all our employees in understanding the value of information and how to safeguard it from being compromised, Royal Mail has a dedicated Information Security awareness programme in place, Think Secure.

Across all roles at Royal Mail, and in our lives outside of work, there is information to protect. If this information were to fall into the wrong hands, there is a risk of financial and reputational consequences for Royal Mail Group as well as potential personal consequences for employees and customers. This is why it's important that we all take ownership of the data we handle, when at work, on the move and at home, and take pride in the great service we provide

to customers. We should always make sure we handle Royal Mail information in the right way and never use the information for inappropriate purposes.

Some Top Tips to Think Secure. Be Secure:

- Don't be a rule breaker, make sure you follow Royal Mail's policies and procedures, starting with our Acceptable Use Policy and Code of Business Standards
- Over sharing is not caring for Royal Mail. Oversharing of information can result in identity theft, crime against individuals and businesses that also can lead to brand and reputational damage. For example:
 - Never share customer details – Addresses, names, items received and where they originated
 - Never share details of Royal Mail operational processes or events on Social Media

- Royal Mail has a regulatory obligation to process our competitors mail. Ensure you never share details of these customers

- If you suspect or are made aware of a data breach you need to report it immediately. The best thing to do is to contact the IT Helpdesk as soon as it comes to your attention on **01246 282555**.

It is important that you familiarise yourself with our Top Tips and protect our information as you would expect yours to be protected as a customer.

For further information or advice please contact the Think Secure team at **thinksecure@royalmail.com** or visit us at **myroyalmail.com/thinksecure**

Help and advice lines

First Class Support

First Class Support is your confidential and independent helpline – a place to turn to if you have any problems. The service is free and is available 24 hours per day, seven days per week.

Tel: 0800 6888 777

Bullying & Harassment Helpline

Tel: 0800 5874777

8.30am–5pm Mon–Fri

9am–5pm Tues

Help and Support

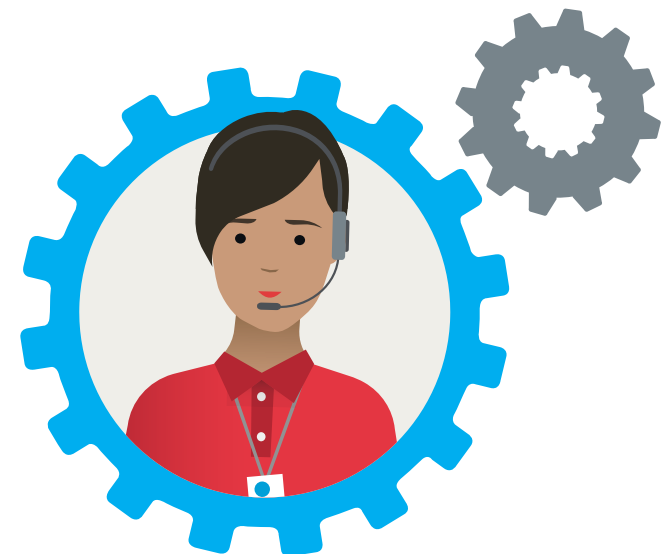
Always speak to your line manager in the first instance about any issues you may have.

Any queries about missing/unpaid hours **MUST** be directed via your agency as your line manager will be unable to progress these types of issues.

Security Helpdesk

Tel: 020 7239 6655

24 hours per day, seven days per week



Confirmation of induction

Answer the questions below and sign this declaration.

1. State one of the Royal Mail values which you think will be important in the job you will do.

2. Who should you report any crime or suspected crime against Royal Mail Group to?

3. What should you do if you think you have been treated unfairly or without respect?

4. State one cause of lost letters or parcels.

5. State one tip for safe handling and lifting.

I (full name) have read and understood this booklet and am fully aware of the

content and my obligations regarding personal safety and my duty to safeguard the mail.

Signed Date

Please tear out this page on completion and hand it to the person leading your induction

PLEASE RETAIN THESE TRAINING RECORDS LOCALLY FOR A MINIMUM OF THREE YEARS

Thank you

