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to be professionally branded  
and published*

# Royal Mail Group

# Our Code

The Royal Mail Group values and business standards that we all must live by



## Statement from the CEO

Royal Mail Group employees make decisions every day that affect one another, our customers and the organisation. The actions we choose to take as individuals reflect on us all and influence how others perceive our company.

Royal Mail Group has been the United Kingdom's most trusted provider of postal services for many years, and has a unique history. As we look to the future, we know that each of us, through our actions, has the power to improve our workplace, build the trust of our customers, and enhance our reputation.

Our Code, which is based on our Corporate Values, is one of our most important documents. It defines the business standards to which we should all hold ourselves accountable.

So, please read the Code carefully, and follow it. And if you have questions, comments or concerns, please don't be silent- you will find information throughout the document on where to go for help.

Moya Greene  
Chief Executive

Date

The logo consists of the letters 'GRO' in a bold, black, sans-serif font, centered within a dashed rectangular border.

***“Each of us has  
the power to  
improve our  
workplace”***

***“Our Code  
defines the  
business  
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accountable”***

# What is the Royal Mail Code?

The Royal Mail Code is a set of guidelines outlining the standards of conduct that we expect from everyone at Royal Mail Group.

It is about doing the right thing: following the law, acting honourably and treating others with respect.

In this booklet, you will read about the values, policies and behaviours that are required to make Royal Mail Group a trusted, positive and successful place to work.

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3. Serving the community
4. Concern for the environment
5. Dealing fairly with suppliers, clients and customers
6. Competitive behaviour
7. Political impartiality
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## Part 2: Personal Behaviour

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## **Our values (Draft – work in progress)**

Royal Mail Group's corporate values reflect the principles, beliefs and aspirations that guide our behaviour and shape our culture.

### **SAFETY**

We do not compromise on safety - ever

### **CUSTOMER**

We put our customers at the heart of all we do

### **FAIRNESS AND RESPECT**

We treat each other with fairness and respect

### **PRIDE**

We feel proud of Royal Mail Group's history and future

### **SUPPORT**

We listen and respond to each other

### **DELIVERY**

We deliver on our promises



## Our expectations

### What you can expect from us...

#### Royal Mail Group commits to:

- ✓ Provide a safe, healthy, respectful and productive work environment
- ✓ Treat individuals fairly and with respect
- ✓ Protect individuals from harassment, bullying and victimisation
- ✓ Support individuals to raise any concerns
- ✓ Operate within the law

### What we expect from you...

#### Royal Mail Group expects all employees to:

- ✓ Act with integrity at all times
- ✓ Be present and productive during working hours
- ✓ Follow the Royal Mail Code and policies
- ✓ Take sound judgement and personal accountability for workplace actions
- ✓ Demonstrate respect to each other
- ✓ Operate within the law

# Your personal commitment

You will be asked to acknowledge your awareness that you must:

## A) Follow the code and policies

We all have a duty to uphold the standards defined in this guide, and managers should make sure their teams know about it and observe it. It forms part of the company rules which you must follow during your employment.

Please be aware that any breach of this guide may be dealt with under the Conduct Code, and that gross misconduct could result in dismissal.

## B) Raise any concerns you may have

If you discover that the company's standards and reputation are being put at risk by unethical or even criminal behaviour, you should report the facts to a senior manager. Ignoring bad behaviour is wrong and will damage the reputation of our company and everyone who works for us.

Of course, we realise it isn't always easy reporting unethical or criminal behaviour. If you have any concerns, please contact the HR helpline (Postline **GRO** or **GRO**) for support.



## Making the right decisions...

The Code should be used to guide you when difficult situations arise.

Of course, not every specific situation you'll encounter is covered; some decisions are black and white while others may have shades of grey.

**You are entrusted to use good judgment in your day-to-day activities, and to seek further information or assistance when you need it.**

### Questions to consider

We all, at some time in our working lives, confront dilemmas about whether an action is right.

If you are faced with a dilemma ask yourself:

- **Is it in line with Royal Mail Group Code, policy or standards?**
- **Does it feel right?**
- **Is it legal?**
- **Will it reflect negatively on you or Royal Mail Group?**
- **Who else could be affected by this (e.g. colleagues, clients)?**
- **Would you be embarrassed if others knew you took this course of action?**
- **Is there a better alternative action?**

If you are still unsure what is the right thing to do, talk to your line manager, HR, or report the matter via the Speak Up process.

# Business Behaviour

The behaviour that makes a  
difference to our customers and  
how our business is run

# Business Behaviour

1. Health and safety
2. Service to our customers
3. Serving the community
4. Concern for the environment
5. Dealing fairly with suppliers, clients & customers
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11. Gifts and hospitality
12. Bribery

# Health and safety

**Everyone has a responsibility for their own safety and those of their colleagues.**



**We can all protect ourselves by:**

- Always working safely, so that we don't endanger ourselves or others by thoughtless action
- Taking the initiative personally to remove or report promptly any hazards
- Challenging unsafe practices
- Taking steps to ensure the safety of customers, visitors and contractors who use our premises
- Being familiar with the rules that apply in our workplace for health and safety and fire safety
- Working together to improve safety performance in all our business activities

***“While on our customers’ premises you must conform to their safety standards”***

## **Example:**

A manager notices that his employees aren't pushing yorks in the correct way and believes this could be a risk to the employees safety and others around him. He suggests an alternative and correct way for the task.

The manager has effectively taken responsibility for the safety of his colleagues.

# Service to our customers

**Our customers are our first priority.**

**We exist to serve their needs by giving them:**

- Value-for-money services and products
- Timely, reliable and secure performance of services nationwide
- Accurate and accessible information about all our services and products
- Helpful and courteous service at all times; and
- A prompt and ready fix if things go wrong.



**“Mistakes and service failures not only damage our reputation but also lose us customers”**

Everyone in the organisation has an important part to play in living up to these standards. If we fail our customers, they are likely to take their business elsewhere. That is damaging to our business and to our job security.

And it will not go unnoticed. Our external regulator, Postcomm, can impose penalties or even withdraw our licence to operate if we fail to deliver on our obligations. We also have an active consumer watchdog, which monitors the service we give to customers.

***“We are trying to make the customer experience of Royal Mail the thing that drives everything”***

*Quote from the CEO*

# Serving the community

**We recognise that we have responsibilities, as one of the largest organisations in the country, to play a special role in the community.**



**Our policy is to:**

- Consider properly the effects the conduct of our business may have on people and communities; consulting wherever appropriate
- Make wise use of resources available for the support of deserving charities and community causes, in line with our agreed company priorities.

While we encourage our people to become involved in community activity, any charitable activity in work time or in uniform must always be approved by the individual's line manager and must be in line with company policy

## **Example:**

An employee decides to take part in a sponsored run to support Barnados. He asks for sponsorship in his office. This is an excellent example of our employees serving the community.

# Concern for the environment

**Our policy is to comply fully with all relevant environmental law, and to promote initiatives that save on the resources we use.**



- We are committed to taking account of the environmental and ethical effects of our policies in our planning and operations.
- Where we have to balance environmental benefits with commercial needs, we shall properly consider the needs of our customers and the community at large
- In standards of design and cleanliness, we recognise our responsibility to ensure that our premises and street furniture are a credit to the communities in which they are situated.

**“We can all play an important part in supporting good environmental practice by not wasting resources, such as fuel, energy and paper”**

## **Example:**

Through the Cycle2work Scheme I was able to purchase a new bike and now cycle to work each day, even on the darkest, coldest winter months. We're now a one car family. We've reduced our carbon footprint, saved money and I'm fitter.

# Dealing fairly with suppliers, clients and customers

**We seek to build trust with our suppliers, clients, agents and business customers through fair and consistent dealing. We can do this by keeping our side of agreements, sticking to deadlines and delivering in full.**



Our people involved in negotiating contracts are expected to ensure best value for the business and to set an example of competence and integrity.

When doing business for the company remember that:

- Contract and tender procedures must comply with both business rules and the law
- Any new project must be approved at the proper level of authorisation within the business
- You must have the proper authority before you negotiate or sign contracts
- You must avoid any business practice which might reasonably be judged improper. This includes 'cutting corners' by neglecting proper consultations or procedures
- Prices and conditions must not be set in an anti-competitive manner
- When any non-standard form of contract is proposed, advice must be sought from Legal Services at the earliest opportunity
- It is company policy to pay within the time agreed to those who have supplied us with goods and services to the correct specification.

# Competitive behaviour

**The only right way to compete is by ensuring that our business methods are always honourable, professional and legal.**



## **Competition Law**

We are bound by both UK and EU competition law, and the fact that we are dominant in many of the markets in which we operate imposes additional legal responsibilities on us. Failure by any of our units or subsidiaries to observe these legal obligations may have serious consequences for the business as a whole.

## **Compliance**

Royal Mail Group operates in a strict regulatory framework and is also subject to the application of EC and UK competition law generally. It is therefore essential that all managers across the business should become familiar with the 'Royal Mail Group Licence' and 'Competing Fairly': The Competition Law Compliance Guide'.

### **'The Royal Mail Group Licence'**

issued by Postcomm, as required under the Postal Services Act 2000, sets the requirements and obligations Royal Mail has to meet as a licensed postal operator, including a requirement to ring-fence Wholesale activity.

**Our licence from Postcomm also forbids us from obtaining unfair competitive advantage or from acting in an anti-competitive way.**

**This applies to the terms on which we provide competitors access to our pipeline, as well as our pricing and other market behaviour.**

# Competitive behaviour

## **‘Competing Fairly’**

Sets guidelines for participating effectively within the boundaries of competition law. Managers should ensure that relevant members of their teams are familiar with the contents of the licence and the guide and take a positive approach towards the company’s compliance policy.

**“It is unethical to misrepresent, defame or abuse competitors. ‘Dirty tricks’ against competitors are never acceptable and may expose an employee involved in personal liability”**

**Pricing:** We must not collude with competitors to fix prices, distort the market or restrain competition. We should be able to show that our prices are related to our costs, and have not been fixed with a view to keeping a competitor out of a market. Any discounts we offer must be based on consistent and demonstrable principles. We should not price in a discriminatory, excessive or predatory manner in markets where we are dominant, or in related markets.

## **Relations with competitors**

‘Competing Fairly’ explains the guidelines and the steps our people must take to remain above suspicion of anti-competitive behaviour when benchmarking or having discussions or meetings with competitors. Information about the prices charged by competitors may only be obtained in an open and legitimate manner.

### **Example:**

Store & Send Solution for online retailers – our warehousing and distribution service is part of an online product range designed to help us take advantage of the boom in online shopping. We’re getting lots of leads from our Sales team and have a growing customer base. Our service saves business money, and by helping companies expand we’re generating more work for us too.

# Political impartiality

**The interests of our company, and those of our customers, must not be compromised by any party political interest or activity.**



## **For example:**

- Electoral material which we are obliged by law to deliver, must be treated correctly and with the same respect as other mail entrusted to us by customers.
- Company funds and resources may not be used, directly or indirectly, for partisan purposes. These include party or campaign funds, or any improper attempts to influence a political decision or the outcome of an election.
- Company funds and resources may not be used, directly or indirectly, to attempt to advance company interests by payments to foreign governments or officials

***Take care not make any statement to the media on behalf of the company unless you are authorised to do so and have cleared the statement first with External Relations.***

## **There are a few simple rules to remember and keep to:**

- Political activity by our people is not permitted at work. This includes any active support of parties, pressure groups or other causes
- Badges, slogans or notices advertising parties or causes must not be displayed while on duty or in uniform, or on company premises, notice boards or vehicles.
- You must not distribute or deliver unauthorised material while you are on duty or in uniform, or allow anyone else to use business services free of charge.

# Mail integrity

**The security of mail is vitally important to Royal Mail and our customers. We have a licence obligation to minimise the risk of loss, theft, damage or interference to postal packets.**

Any loss or breach of security can receive negative media attention that undermines customer confidence in our ability to safeguard the mail. We must protect the integrity of the mail by:

- Recruiting all employees, contractors and agents strictly in accordance with our Vetting policy and requirements. This is the responsibility of the hiring manager or contract owner
- Training all employees on Mail Integrity before they are allowed access to postal packets, and regularly refreshing training
- Ensuring all employees are aware of, or have access to, the security standards and procedures required in their duties to ensure mail security
- Individually and collectively working compliantly to those standards
- Take appropriate disciplinary action where those standards or procedures are not met
- Reporting and recording any incidents of loss, theft, damage or interference.

## **Operational Pipeline Security Standards:**

- Mail is never left unattended or insecure at any time
- All our people have an appropriate level of security awareness
- Unauthorised access to Royal Mail sites is prevented
- Special Delivery and High Risk mail are afforded appropriate protection
- Supervisory checks to safeguard mail are effectively deployed
- Equipment used to convey mail affords the appropriate level of security at all times

# Security and trust

**Millions of items are entrusted to us by our customers every day. We handle large volumes of cash and valuable items and we gain information in the course of our business that is confidential.**



We must win and keep the absolute trust of our customers and others we come in contact with. The strength of the company rests on the integrity of individual people.

## **Maintaining our standards means:**

- Honesty in handling all items, cash and valuables entrusted to us
- Correct accounting in all financial transactions and claims, and observance of established business control procedures
- Safeguarding company property and assets, ensuring that they are not stolen, abused, damaged, or appropriated for personal use
- Making economic use of resources, avoiding waste and extravagance
- Ensuring that company funds and property are never used for private purposes
- Ensuring that company premises and facilities are not abused for unauthorised commercial transactions
- Safeguarding confidential information against abuse or unauthorised disclosure, and complying with laws protecting personal data.

***“Display identification issued to you and be prepared to politely challenge, in an appropriate way, anyone on our premises who is not wearing identification”***

# Conflicts of interest

**Our behaviour and frankness can often avoid difficult situations.**

**The essential principles of conduct are:**

- You must not do anything which conflicts with your duty as an employee or agent of the company, or use your official position for private advantage
- You must declare any outside employment; directorship or material shareholding and these must not be contrary to the company's commercial interests or bring it into disrepute.
- Your actions as an employee or agent must not be improperly influenced by any relationship (eg. by blood, marriage, partnership or membership of any social, religious or political association) or by any personal or financial consideration
- If you receive a fee from an outside source for performing a service which forms part of your official duties or takes place in business time (eg. giving an interview or lecture) you must report it to your manager.



***“Make sure you inform your line manager and HR manager of any circumstances which create a conflict of interest with your duties as an employee or agent, and seek their advice if you are unsure”***

## **Press statement Q&A:**

**Q: I have been approached by a national newspaper to give a statement about Royal Mail as they're writing a report on delayed mail. Am I able to do this?**

**A: You must not make any statement to the media that brings the company into disrepute.**

# Gifts and hospitality

**You must not accept any gift, payment, bribe, favour or inducement that might influence, or appear to influence, your action as an employee.**



In addition you must not:

- Offer any bribe or inducement to anyone else. If any such offer is made to you, you must report it to your manager.
- Solicit or accept private arrangements for gifts, discounts or concessions in connection with any contract for goods or services to which the company is a party.
- Ask for or accept sporting or charitable sponsorship from an organisation that has (or is seeking) a contract to supply the company, or is in competition with it. You must declare any plan to accept sponsorship to your manager and ask if there is any conflict with company interests.
- Provide or accept hospitality or entertainment which, because of its expense or nature, may cause the company embarrassment or bring it into disrepute.

***Use judgement and restraint, and consult your manager if in doubt.***

***You must report to your manager any gifts (except low-value promotional) that are sent or given to you***

## **What are the rules around hospitality?**

Hospitality, given or received, must be moderate, not lavish or excessive. It must have a legitimate connection with a business purpose.

Modest hospitality to other company's employees on business occasions is sometimes justifiable, but extravagance must be avoided. Alcoholic drinks are not permitted at business meetings or on company premises except for authorised social functions out of the working hours of those present.

# Bribery

**The trust that Royal Mail Group enjoys from its customers is one of our key assets.**



## **What is bribery?**

Bribery is promising, offering, giving, requesting or accepting whether directly or through a third party any advantage to induce or reward, behaviour that is improper, i.e. illegal, unethical or a breach of duty. Even if a bribe is turned down or fails to have the intended affect, it is still a bribe.

‘Advantages’ may be financial or non financial and could include the following: money, loans, donations (including charitable donations), an award of business, employment contracts, any other advantage or benefit which is intended, or perceived to be of value to the recipient or another person.

Royal Mail has a zero tolerance policy on bribery. Therefore:

- You must never promise, offer or give a bribe
- You must never request or accept a bribe
- You will not suffer demotion, penalty or other adverse consequences for refusing to pay or receive bribes

### **Example:**

An employee has been offered gift vouchers by a retail outlet if he ensures that their mail is delivered first in the morning. If he accepts this then he will be breaching our policy on gifts. He should report this to his manager.

# Personal Behaviour

The behaviour that makes a difference to how we interact with our colleagues

# Personal Behaviour

1. Equality and fairness
2. Manager duty of care
3. Personal conduct and appearance
4. Working with colleagues
5. Use of company funds and property
6. Use of computer, internet and phones and recording equipment
7. Preventing and reporting crime

# Equality and fairness

**Equality is about treating our people the way we want to be treated ourselves.**



We are committed to placing equality, diversity and fairness at the heart of our everyday practices.

## **This means:**

- We should always be open, honest and courteous with each other
- Not discriminating on grounds of race, colour, ethnic or national origin, nationality, disability, marital or civil partner status, sexual orientation, pregnancy or maternity, age, religion or belief, sex or gender reassignment
- Meeting our legal obligations towards disabled customers and our people by providing them with equal facilities and opportunities
- Meeting our public commitments for treating the Welsh and English languages equally in services to the public in Wales
- Honouring the terms of contracts of employment
- Respecting the legal rights of individuals to be members of recognised trades unions, and honouring agreements made with our recognised trades unions
- Ensuring that appointments, promotions, bonuses or discretionary payments are governed by our policies, without favouritism or prejudice

**Everyone in the organisation is expected to share in and support these principles at work. Failure to do so may open the organisation and individuals to legal action. Our managers are expected to take personal responsibility for ensuring that these principles are put into practice, and to set an example in the workplace**

# Manager duty of care

## We expect our managers to:

- Show initiative and commitment, and encourage those qualities in others by leadership example
- Advance and protect company interests, after making an adequate assessment of commercial or other risks
- Put interests of the company, as a whole, above those of any particular part of the business
- Use company funds prudently, avoiding expenditure which does not benefit customers or add value to our core activity
- Behave responsibly, ensuring that your actions are lawful and do not expose you or the company to legal liability, either by ill-advised action or by negligence, and
- Take reasonable measures to record and safeguard essential information, and to ensure business continuity in the event of mishaps.



***“Your behaviour as a manager should never be in conflict with the standards required in this guide in dealings with colleagues, suppliers, customers, competitors or outside organisations”***

### **Example:**

**A manager always offers over time to one of his employee first. This is showing favouritism and does not live up to the high standards of behaviour that we expect between colleagues.**

# Personal conduct and appearance

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



**We should all show:**

- ✓ Efficiency and reliability
- ✓ Integrity
- ✓ Punctuality and good attendance
- ✓ A smart and clean appearance.

***“The possession, sale and the use of illegal drugs, alcohol at work are expressly forbidden”***

## Conduct

Conduct which damages service to customers or the reputation or efficiency of the company is unacceptable, including lateness, poor attendance, dishonesty, drunkenness, use of illegal substances, and violent or disorderly behaviour.

Gambling is not permitted on duty or on company premises, and employee clubs can exist only if they comply with company rules.

## Appearance

All colleagues must present a credible image to the public, in line with business dress code. Any marks, badges, ribbons, jewellery, tattoos or ornaments (including items used in body-piercing) that are offensive, indecent, a health and safety risk, or otherwise incompatible with the standards in this guide should not be displayed on duty or on company premises or property.

**If still in doubt about the standards required of you after reading this guide, consult your line manager or HR Help on Postline**

**GRO**

**GRO** or **GRO**

# Working with colleagues

**We expect high standards of behaviour and respect between each other at all times.**



**We must:**

- Always be open, honest and courteous with each other
- Not abuse others in speech, writing or gesture
- Not behave in any way that suggests prejudice or favouritism
- Not engage in, encourage or condone bullying, intimidation, harassment, unlawful discrimination, or abuse of any kind
- Challenge any instances we encounter of bullying, intimidation, harassment, unlawful discrimination or abuse in the workplace, and show that such behaviour is not acceptable in our organisation
- Not exploit colleagues (particularly junior ones) for loans, private work or favours of any kind.

***“We can all help to create an atmosphere at work in which every individual is able to give his or her best”***

***“We should treat each other with dignity and respect in everything we say, do and write”***

**Royal Mail Group is committed to maintaining a work environment that is free from discrimination, harassment and retaliation.**

**We are determined to act against bullying and harassment and the misery they cause to the victim. Anyone experiencing bullying and harassment at work can call the helpline number**

# Use of company funds & property

**We expect you to protect Royal Mail Group's property and assets**

**Do not use our assets for your personal benefit or the benefit of anyone other than the company.**

**Remember that:**

It is a criminal offence to:

- Claim money from the company for hours you did not work,
- Claim money for a journey you did not make
- Claim an expense you did not legitimately incur
- Use inside information about a company transaction for personal profit

All the above are unacceptable and may be treated as gross misconduct, which could result in your dismissal. If theft or fraud is involved, the company is likely to prosecute.



Examples of company assets:

- Official stationery
- Pre-paid envelopes
- Company money
- Telephones
- Photocopiers
- Mobile phones
- Wireless devices
- Computer systems
- Computer software

***Remember that you have a duty to declare any criminal conviction- you must inform your manager***

**Example:**

**An employee claims expenses for his travel when he must drive to other offices. He often adds a few extra miles onto his claim so that he can earn a bit more money. This, however, is an abuse of company funds.**

# Use of computer, internet, phones & recording equipment

**We provide computers, mobile phones and a range of mobile equipment such as laptops, and PDAs as work tools for many of our people.**



Company policy allows some limited and reasonable personal use of this equipment in your own time.

**However it does not permit:**

- Use of unauthorised software
- Unauthorised modification of computer components or other equipment
- Access to gambling, pornography or other indecent, illegal or offensive material
- Sending colleagues or others pornographic, indecent, illegal, offensive, threatening or insulting material, or chain or 'spam' emails
- Import or onward transmission of documents or emails that breach security rules concerning protection from computer viruses
- An unreasonable amount of work time spent on the internet for personal use or sending personal emails
- Removal of a computer from Royal Mail premises without permission

All the above are unacceptable and may be treated as gross misconduct, which could result in your dismissal.

**Q: I want to use my work laptop at home and would like to add some additional software. Am I able to do this?**

**A: You can use your work laptop for personal use but any unauthorised modification of components breaches our policy on computer use.**

# Preventing & reporting crime

**We all have a duty to guard against crime, and to take care that we do not expose colleagues or company property to criminal activity by relaxing proper procedures.**

We also have a duty to take action to prevent crime against the company, whether by terrorists, computer hackers, outsiders or by our people, and to report it whenever necessary.

***“Nobody, however, should risk death or injury in circumstances of extreme danger, such as a criminal attack or hostage situation”***

## **What if I witness criminal activity?**

If you see any crime being committed against the company, or become aware of criminal activity being planned against it either by a member of the public or by our people, you should contact the Security Helpdesk.

If you become the victim of threats or intimidation and are asked to take part in, or to keep quiet about, any criminal activity against the company or its people, your duty and best course is to report the facts as soon as possible so that action can be taken to prevent the crime and to give you support and protection.

## **What if I am asked to provide confidential information?**

If you are asked by an unauthorised person to disclose confidential information or to do something that you know to be against business rules, you must report the facts to your manager.

### **Example:**

**A scam involving someone calling the office falsely claiming there had been a gas leak at an address and asking for the mail to be held at the office, was uncovered by quick thinking colleagues. The fraudster attempted to collect the mail but the team on duty delayed them whilst the police were called.**

# What to do if you have a concern

## Don't be silent..

If you have a genuine concern about behaviours, criminal activity or failures to comply with the Royal Mail Group Code please use our anonymous process to report it.

### Whistleblowing

Whistleblowing refers to the disclosure by an employee of serious, potentially criminal matters that have taken place or are taking place within the organisation, to a line manager, independent manager or external body.

The Speak Up (Whistleblowing) policy describes how you can raise genuine concerns about wrongdoings at the earliest possible stage in the right way.

### It is your responsibility

We all have a duty to guard against crime, and to take care that we do not expose colleagues or company property to criminal activity by relaxing proper procedures.



Call the Speak Up line to report concerns:



**GRO**



Or Email:

[www.intouchfeedback.com/royalmail](http://www.intouchfeedback.com/royalmail)

or the Security Helpdesk:



**GRO**



Or Email:


**GRO**

***“We aim to conduct business with the highest standards of honesty, integrity and openness. We believe that it is essential to create an environment in which employees feel able to raise concerns internally”***

# Getting help

Your first point of support for this guide should be your line manager or the HR pages of the intranet (and if applicable, the Policy and Information site on PSP). Alternatively use the following numbers:

## Royal Mail HR Services Advice Centre:

  selecting the option for 'advice & support' to access your advice line number)

## Parcelforce Worldwide:



## Post Office Limited:




### Other useful contact points:

#### Bullying & Harassment Helpline:



#### Speak Up (Whistleblowing):



[www.intouchfeedback.com/royalmail](http://www.intouchfeedback.com/royalmail)

#### Security Helpdesk:



Email:

#### Central Postal Control (CPC)



#### Just Say it:

Email



# Royal Mail Group

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