

Welcome to Royal Mail

A handbook for agency workers



Royal Mail

Understanding Royal Mail Group

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

As the sole provider of the Universal Service in the UK, Royal Mail Group delivers a six-days-a-week, one-price-goes-anywhere postal service to more than 29 million addresses across the UK. Royal Mail is the preferred delivery company in the UK. We are a vital link connecting communities, businesses and customers. In 2013-14, we collected and delivered more than one billion parcels and 14 billion addressed letters across the country.

Royal Mail is already a market leader by revenue in both the UK parcels and letters markets. GLS is an established, ground-based parcels player in all its markets. This means we are well positioned to deliver our strategic priorities:

- Being a successful parcels business
- Managing the decline in letters
- Being customer focused

We are going through a radical transformation to improve our business, grow our revenues and exploit the opportunities in the market.

This is wholesale change, affecting every part of our business and everyone within it. That doesn't necessarily mean it's easy; it will be challenging, it will be exciting and it will be unique in its scale and variety.

In order to prosper in an increasingly competitive business environment, the future requires high standards of individual behaviour and leadership in every part of the organisation, based on the following values.

- We work safely
- We work together and treat each other fairly
- We care about and take pride in what we do
- We have a passion to deliver for our customers
- We act commercially



Moya Greene
CEO Royal Mail Group

History of Royal Mail Group

We have provided the public with postal services for over 360 years. By

law we have to deliver to each of the 29 million addresses in the United Kingdom, making us the largest distributor of mail in Europe.

Optical Character Recognition (OCR) equipment is introduced which lets computers 'read' postal addresses.

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

Royal Mail delivers

around 58 million items per day and employs in excess of 151,000 people.

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).

The world's first scheduled airmail service begins.

First regular international airmail service begins via London and Paris.

April 2012 Post Office Ltd is no longer a wholly owned subsidiary of RMG.

POST CARD _

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

The first mail in the world to be carried by train uses the new Manchester-to-Liverpool railway.

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.

TODAY

1880

The first mail coach service starts between London and

Sir Rowland Hill introduces a number of postal reforms, including charging the sender based on weight. The minimum rate is a penny and so the Penny Black, the world's first adhesive stamp, is introduced.

First use of bicycles to deliver mail.

The first parcel is carried by post.

Post coding of all addresses in the UK is completed.

We become a plc wholly owned by the UK Government. The Postal Services Act 2000 creates Postcomm and Postwatch. Postcomm is merged into

In October 2013 Royal Mail was listed on the London Stock Exchange and in December 2013 became a FTSE100

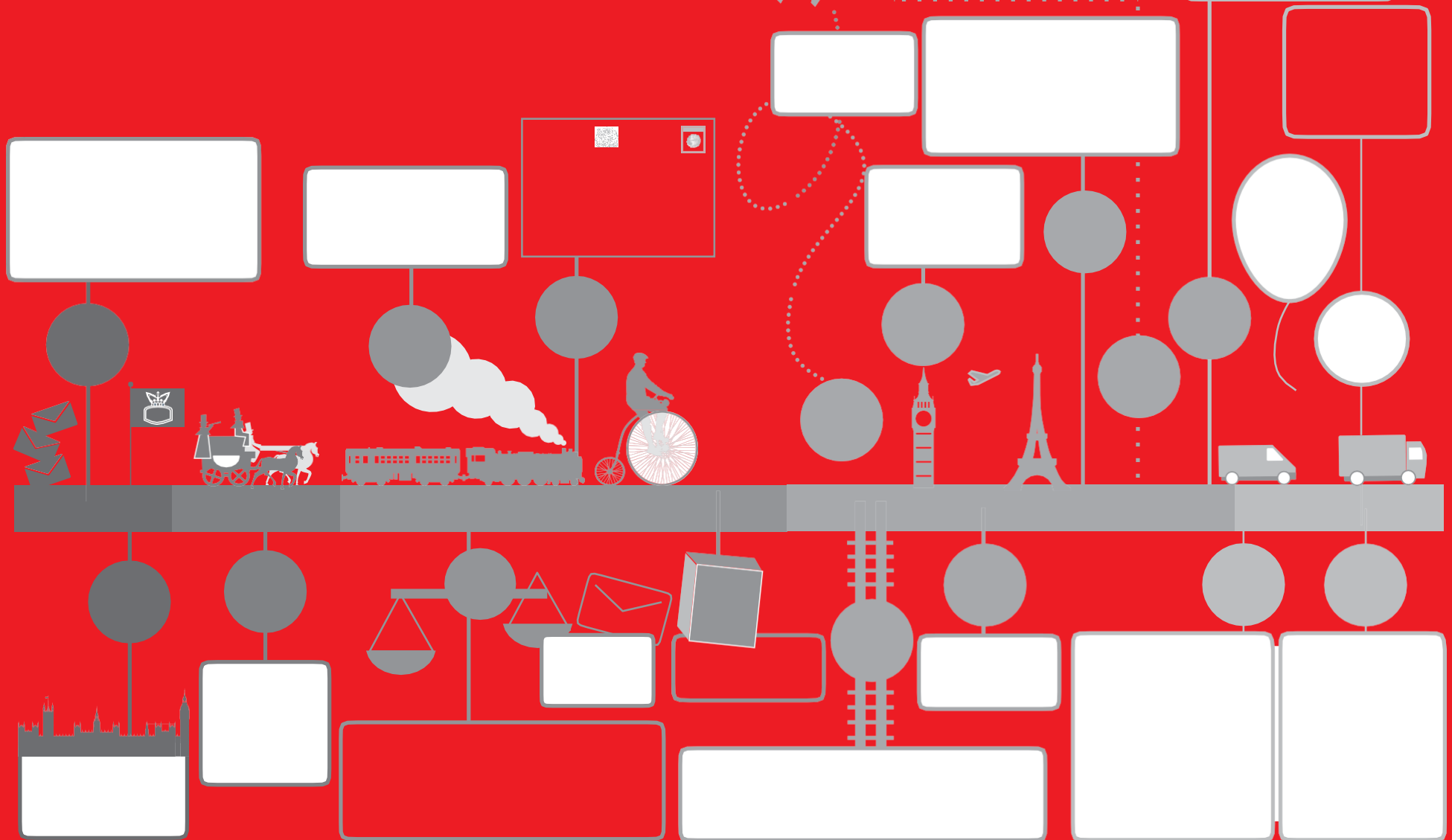
An Act of Parliament establishes the General Post Office.

Bristol via Bath.

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.

Ofcom in October 2011, and Postwatch became part of Consumer Futures in 2008, now part of Citizens Advice as of 2014.

company. This marked a significant step in the history of Royal Mail.



Great customer service

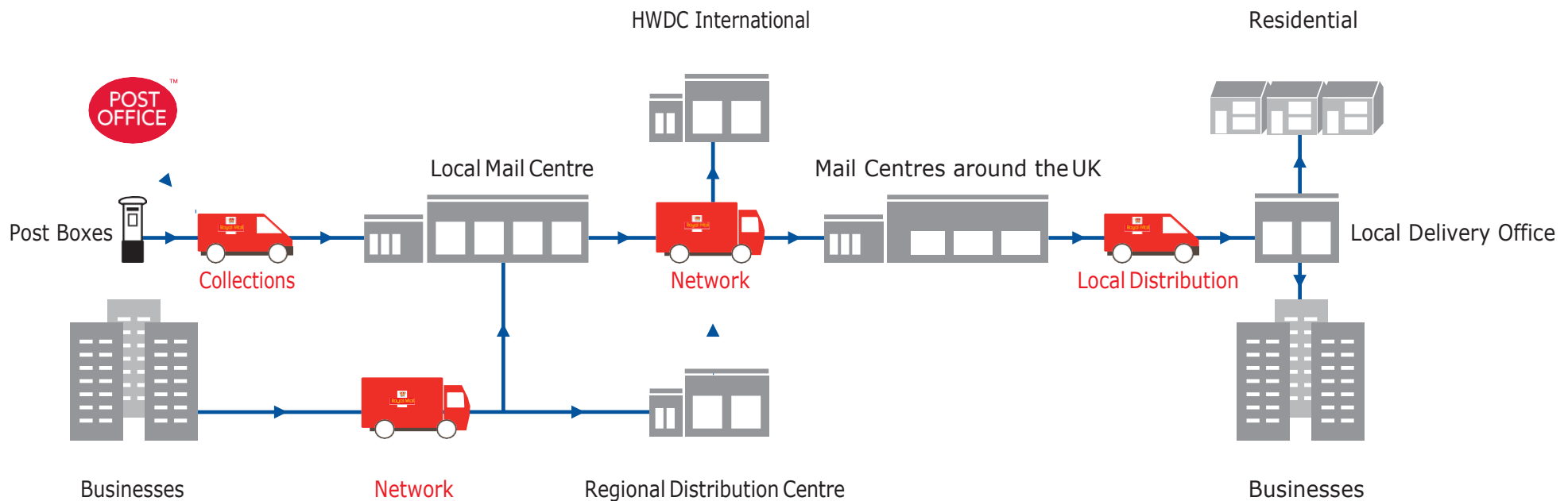
We exist to serve our customers' needs by providing:

- Consistent delivery of what we promise
- 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



Everyone working in the organisation has an important part to play in living up to these standards.

The Royal Mail pipeline



Royal Mail

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.

Access and collections

Access is the first stage of the pipeline where items of mail are transferred from our customers into the Royal Mail operation. This happens through half a million collections made

daily from post boxes, Post Office® branches and businesses.

There are over 800 collection hubs originating from delivery offices and mail centres throughout the country.

Mail Centres

These are large, regional collection and distribution points that are the heart of our operation, and operate 24 hours per day, seven days a week. Mail is processed across shifts and dispatched across our national distribution networks.

Some of the main jobs within the Mail Centre include:

- Moving and processing mail
- Segregating different types of mail
- Operating sorting machines
- Sorting letters and packets manually
- Despatching mail

Delivery Offices

These are local centres where sorting and delivery of mail takes place before they go to their final destination – through our customers’ letterboxes.

Mail is received from the mail centre, it is sorted into rounds, (or walks as they are known) and then into bundles by street, individual houses, office premises or company name. Sorting is done both manually and by machine.

Once sorted, the mail is ready to be delivered. Mail is delivered on foot or by van to households and businesses.

Royal Mail Logistics

Royal Mail Logistics connects the different parts of the pipeline by collecting the mail and transporting it across the network.

There are five key operations within Logistics:

Regional Distribution Centres

There are 13 Regional Distribution Centres (RDCs) across the country. They are responsible for handling customer sorted products such as Business Mail (large, regular mailings from business customers that are pre-sorted).

Royal Mail Specialist Services

Royal Mail Relay provides secure, scheduled distribution services for companies and organisations with multiple locations such as branches, offices, retail stores, depots and service centres.

Royal Mail Courier Services specialise in on-demand and scheduled Sameday™ deliveries.

Network Distribution

Network Distribution carries all Royal Mail products including letters, Royal Mail Special Delivery Guaranteed™, parcels, International and the Parcelforce Worldwide Network.

This team covers 5,000 road journeys each week. In addition, they operate air and rail networks. Our air network operates 29 flights each night, Monday to Friday. The rail network operates out of three rail hubs.

Manual Data Entry Centres

The Manual Data Entry Centres (MDECs) are an integral part of our automated mail processing systems. They provide support to the automated mail sorting systems. They do this by manually keying information, such as the postcode, which automated systems are unable to 'read'. MDECs are located in Stockport, Stoke and Plymouth.

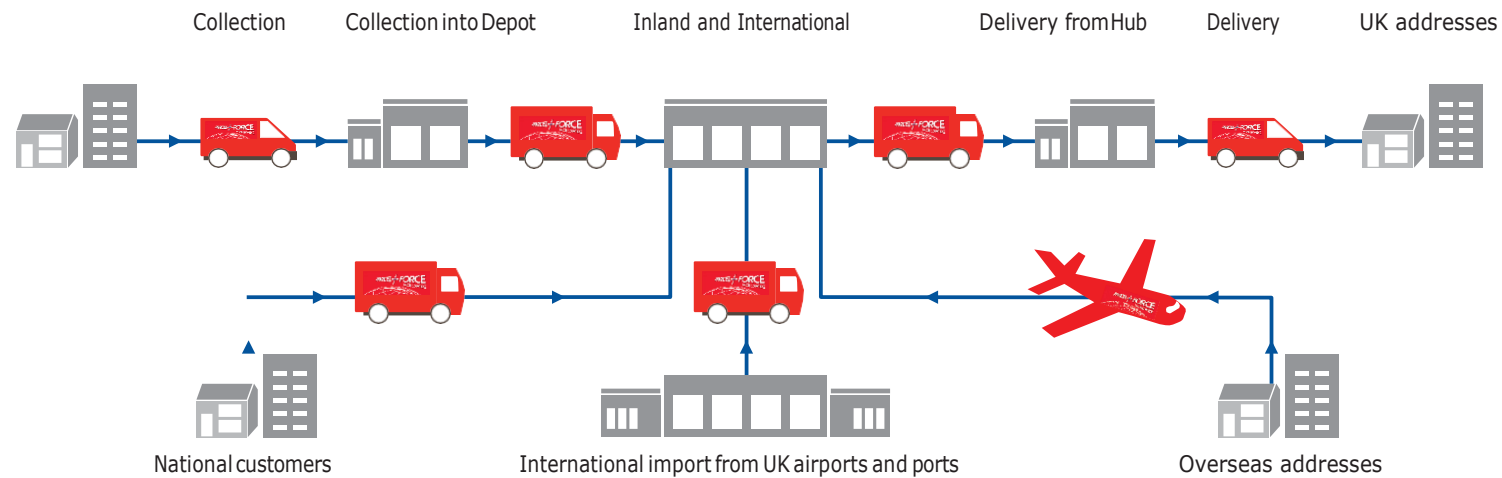
HWDC International

Heathrow Worldwide Distribution Centre (HWDC), based at Langley, is responsible for transporting mail to countries around the globe and receiving mail into the UK.

HWDC has the advantage of utilising some of the most advanced technology in Royal Mail Group. Once the mail is sorted, it is transported to the airport where it is passed to aircraft handlers. As a result, security at this site is of paramount importance.



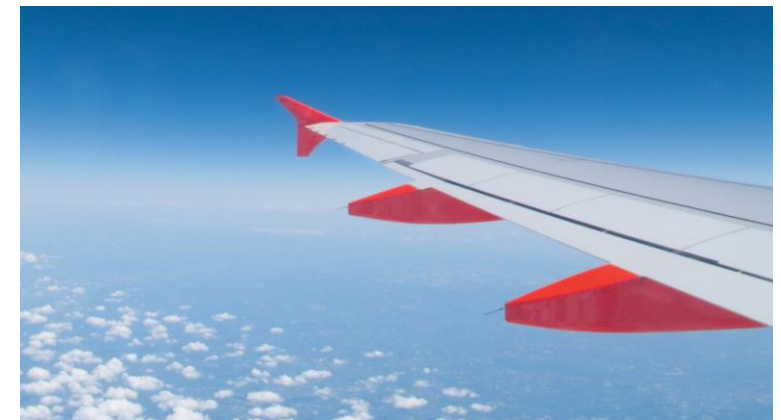
Parcelforce Worldwide



Parcelforce Worldwide is part of the Royal Mail Group, and has over 5,000 employees. It is one of the top express carrier businesses in the UK, and operates in a highly competitive environment.

It is a leading provider of time-guaranteed express deliveries, with the ability to reach all 29 million UK addresses.

Parcelforce accesses the world's largest delivery network, covering 99.6% of the global population in 239 countries and territories worldwide.



The wider business

As you can imagine, a company the size of Royal Mail requires significant support and there are a number of units which provide this support covering all disciplines including:

- Finance
- HR
- Legal
- Procurement
- Royal Mail Fleet
- Safety
- Security
- Commercial, including sales and customer experience



Starting out

This section outlines information and procedures to guide you and enable successful completion of your assignment.

Pre-assignment vetting

All workers supplied to Royal Mail Group will undergo pre-assignment checks. This will include a criminal record check. Your agency 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 future security/entry arrangements.

Site induction

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





Equality and fairness

Equality is about treating people, customers and suppliers the way we want to be treated ourselves.

Royal Mail Group is committed to placing equality, diversity and fairness at the heart of our values, policies and everyday practices of our employees. If you have any concerns about the treatment of yourself or others when working on assignment at Royal Mail you should speak with your agency to explain your concerns.

One of the great things about working in a

Royal Mail placement is that you will find our company is made up of a diverse set of individuals, differing in many ways that are both visible and non-visible.

By treating people with dignity and respect at work, we can create an environment where people feel valued and can perform their best, which helps the business achieve its goals.

Diversity means recognising as individuals and as a company, that everyone is unique and deserves support and respect at work. Royal

Mail is a company where discrimination, harassment, bullying and prejudice will not be tolerated and every individual is personally responsible for promoting dignity and respect at work.

If you think you have been treated unfairly or without respect, you must raise this with your agency who will work with Royal Mail to address your concerns sensitively and confidentially.

Disability

Making sure that disabled people get a fair deal as employees and customers is a vitally important part

of our work on diversity. We expect everyone representing Royal Mail to uphold the standards of conduct we set for ourselves.

If you have a disability and believe that this may impact upon you when working for Royal Mail, raise this with your agency and with the Royal Mail manager. In this way we can all work together to ensure that your needs are addressed.

If you need to receive the content of this booklet in an alternative format, please contact your agency.

Assignment briefing

When accepting an assignment at Royal Mail, you will be briefed by your agency about the nature of the job, your working hours, the name of your site contact and your pay rate.

This booklet is your initial induction to Royal Mail and covers:

- Standards in the workplace
- Health and safety
- Manual lifting and handling
- Security of the mail

You are required to sign a confirmation that you have received and understood this booklet. If you require any clarification on the content, discuss this with your agency.

Hours of work

You will be briefed on your hours of work prior to the start of your assignment. Additional hours may be available at short notice and the requirements for this will be discussed on site.

All breaks are unpaid. A Royal Mail manager will advise you of the times of your breaks.

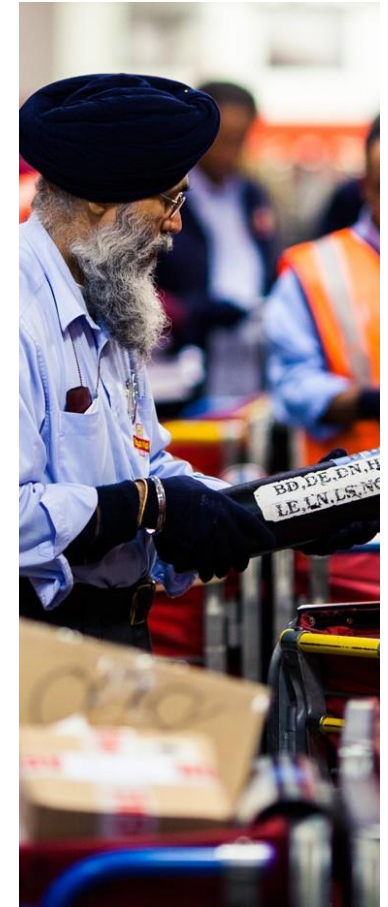
Appearance

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

Any marks, badges, ribbons, jewellery, tattoos or ornaments (including items used in body piercing) 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. Your agency will advise you on this and provide these if required



Identification badges

You will be issued with a photo ID badge by your agency. This must be clearly displayed at all times. If you attend a Royal Mail premises for work without your photo ID badge, you will be refused entry.



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.

If a different method of time capture is applicable in your Royal Mail site, you will be advised accordingly

by your agency prior to starting your assignment.

Pay

You will be paid one week in arrears by your agency. For more information on pay procedures, contact your agency. Royal Mail cannot deal with any queries relating to information on your payslip.

Annual leave

If you require any annual leave during your assignment, please give your agency as much notice as possible so that a Royal Mail manager can be informed by the agency.

Car parking

Royal Mail does not provide car parking at all sites and cannot guarantee parking at sites that have a car park. Your agency will advise you if car parking is available at your work location.

Queries

Speak with your agency if you have any queries or problems concerning your assignment or pay.

If you change your bank details, address or telephone number, you must notify your agency.



Our requirements from you

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, and violent or disorderly behaviour.

Lateness

If you are unexpectedly going to be late to start work, please inform your agency 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 agency.

Failure to attend

If you fail to attend for a shift, the agency will be contacted and they will inform you that your placement has been terminated unless a valid reason for non attendance is provided.

Sick absence

If you are ill, or have an emergency, which prevents you from reporting for work or finishing an assignment, contact your agency as soon as possible. They will inform the Royal Mail site on your behalf. If you are absent then it cannot be guaranteed that you will return to the same position.

HR procedures

Royal Mail will report any incidents of alleged misconduct to your agency, who will deal with it under their HR procedures.



Health and safety

Health and safety

In addition to Royal Mail's duties 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 assignment, you should notify the Royal Mail manager and your agency.

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
- Challenging unsafe acts and practices effectively
- Being familiar with the rules 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 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 Royal Mail manager aware if you do not feel you can safely complete a task you've been asked to carry out.

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 Royal Mail 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

Procedures you need to know

Smoking policy

Smoking is not permitted in any Royal Mail Group building, toilets, washrooms, locker rooms, loading bays, docks, official liveried (red) fleet vehicles or hired vehicles. You will be advised of any location on/near the site where smoking is allowed.

Mobile telephones

Mobile telephones must not be used during paid working hours. At some sites you may be asked not to take personal mobile phones onto the operational floor and be requested to leave them in the designated personal possession area.

Personal security checks

Royal Mail takes its role in protecting the integrity of the mail seriously. Whilst engaged on assignment, you may be subject to personal security checks whilst at any site used by Royal Mail.

- If you are asked to take part in a check, you will be advised why it is being made

- Checks will not involve any physical contact with the individual, frisking or body searches. However, with respect to jackets, trousers, shirts and skirt pockets and similar items of clothing, you may be asked to empty your pockets and turn them inside out

- Checks may involve opening holdalls, bags, cases, car boots, glove compartments, lockers and desks. These would take place in your presence

- Checks may be conducted as and when deemed necessary and can take place anywhere on/or adjacent to the site where you are employed. This may include external areas such as smoking areas or car parking areas
- Checks may take place when you enter or leave the premises or at any time during your duty or as your duty ends

- It is important to note that the need to carry out a check does not imply any suspicion on the individual worker
- Checks will only be carried out with the consent of the person concerned and every individual will have the right to refuse. If you refuse to submit to a search, the matter shall be dealt with via the Royal Mail manager and agency consultant

Security of mail

Everyone has a duty to safeguard our customers' mail from the moment it is collected, all the way through processing and on to its safe delivery. The information which follows in this section will enable you to meet our obligations under the Regulator's Code of Practice for Mail Integrity.

Everyone is responsible for ensuring the mail is safe from theft, interference, damage and delay.

By doing your part to ensure the secure and safe conveyance of the mail, we meet the expectations of the Regulator and our customers.

Our Mail Integrity objectives require that we minimise the risk to mail of loss, theft, damage and interference. It is important because safeguarding the mail maintains customer confidence in our business.

Royal Mail's future depends on being 'the best and most trusted' - and at the heart of being most trusted is the care we take of the mail we are entrusted with.

We need everyone, everywhere, everyday to do every thing they can to ensure we minimise this risk.

There are six operational security standards:

- Customers' parcels and letters are not left unattended or insecure at any time
- Everyone performing work for Royal Mail Group has an appropriate level of security awareness training

- Unauthorised access to Royal Mail sites is prevented
- Special Delivery, secure and high risk customers' parcels and letters are afforded appropriate protection
- Managerial checks to safeguard all customers' parcels and letters are effectively deployed
- All vehicles and equipment used to convey customers' parcels and letters are afforded the appropriate level of security at all times

- Everyone in the business has a responsibility and part to play in ensuring that appropriate protection is given to our people, our premises, our property and our customers' mail to reduce the risk of criminal activity

If you are required to perform delivery duties then you must receive training in how to use the provided delivery equipment and/or vehicles securely. Speak with the Royal Mail manager before going out on delivery and ensure you can use the delivery equipment securely.

The biggest causes of lost letters and parcels are delivery to the wrong address (misdelivery), failure to properly apply Redirection Service, and leaving mail outside delivery addresses (Doorstepping).



Intentional delay

- It is an offence for any employee to intentionally delay mail. In the most serious cases, this may lead to prosecution

Misdelivery

- Take care when preparing mail for delivery
- Flick check all mail before posting through the letter box
- If you think you have misdelivered, attempt to retrieve the item(s) or use misdelivery retrieval and apology cards

Doorstepping

- All items of mail must be posted through the letter box or handed to the addressee; you must not leave them in any other way
- The only exception is the 'Safe Place' product, which will specify on the parcel address label what the alternative delivery options are. One delivery option may be 'Delivery To Neighbour', which you must not use when delivering Royal Mail Special Delivery Guaranteed items

- If an item cannot be delivered then a card advising the customer that you have attempted to deliver should be left and the item returned to the delivery office
- Always push the items completely through the letter box using your posting peg to reduce the risk of theft
- When delivering to multi-occupied premises, do not leave mail unattended in communal doorways or reception areas

- Always deliver to the valid delivery point or points for that address

Redirections

- Remove redirection instructions from the sorting frame as soon as they have expired
- Check to make sure you are only redirecting mail for those customers on the instruction card
- Make sure you have enough redirection labels and when using do not cover the customer's name

If you have any information about a crime relating to Royal Mail Group plc, or require advice regarding security, contact our Confidential Security Helpdesk.

To report any crime or suspected crime against Royal Mail Group please phone the Security Helpdesk on 020 7239 6655 or securityhelpdesk@royalmail.com.

To report a crime IN CONFIDENCE please phone CRIMESTOPPERS on 0800 555 111.

First aid and accident reporting

Each site has a number of Royal Mail employees trained as First Aiders who will be able to administer basic treatment should an accident occur.

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

It is also important that you report the accident

to your agency, as your employer they need to ensure all correct procedures are being followed.

The First Aid and accident reporting process will be outlined to you by Royal Mail when you start an assignment. Take the time to look at the safety notice board displaying the First Aiders' names and location of first aid boxes. The Royal Mail manager will be able to direct you to the notice boards in your site.

Fire procedures

You must abide by Royal Mail's fire procedures. The Royal Mail manager

will advise you of what to do 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 during your assignment e.g. high visibility jackets or safety boots. You will be advised before commencing your assignment if these are necessary. If protective clothing or equipment is required for your assignment and you do not own the necessary

clothing/equipment, it will be provided to you by your agency.



Lifting & Handling

Manual handling and lifting

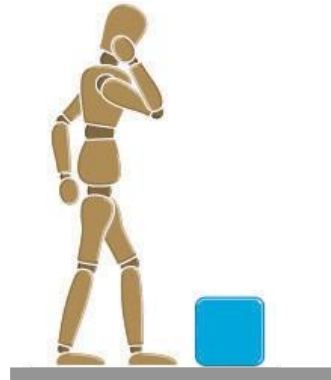
Here are some tips for safe handling and lifting:

- 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.



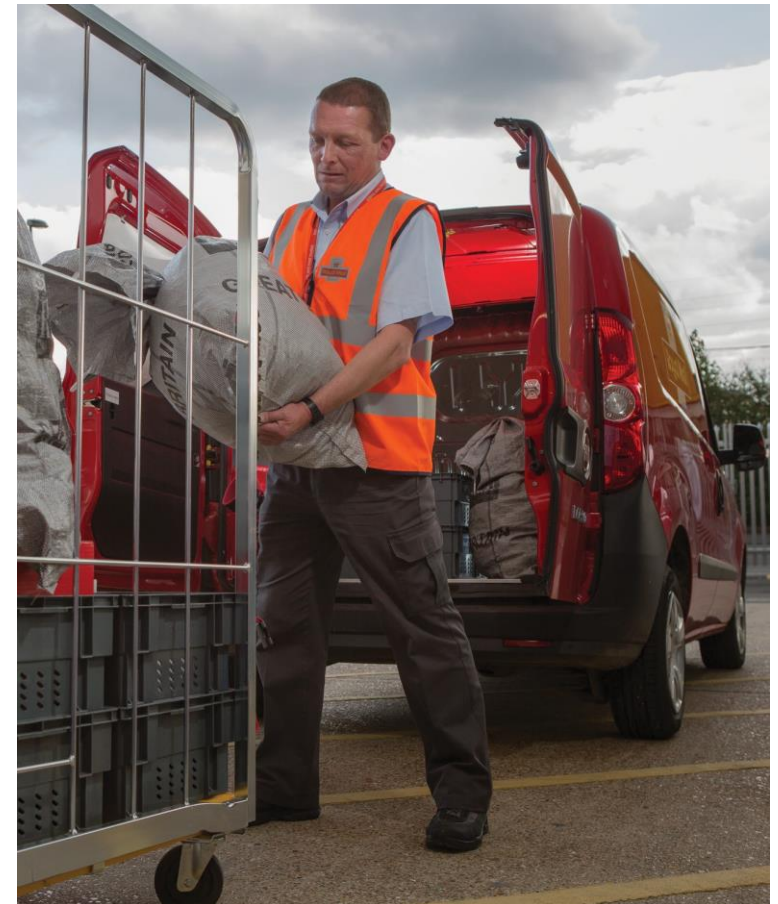
Good handling techniques for lifting.

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.

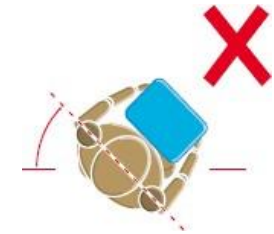
Start in a good position. At the start of the lift, slight bending of the back, hips and knees is preferable to fully flexing the back (slopping) or fully flexing the hips and knees (squatting).



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.

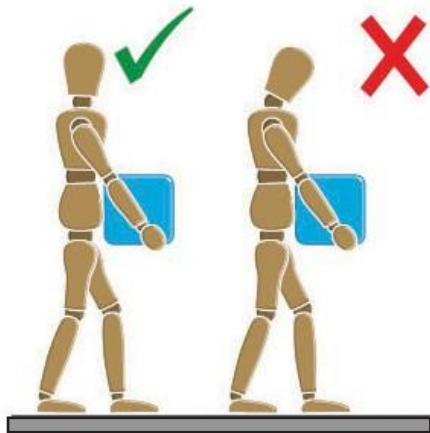


Avoid twisting the back or leaning sideways. Shoulders should be kept level and facing in the same direction as the hips. Turning by moving the feet is better than twisting and lifting at the same time.



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.



Confirmation of induction

Before starting work at a Royal Mail site, you will need to have read through and understood this booklet. Any questions you have should be directed to your agency.

Answer the questions below and sign this declaration. Return it to your agency to retain in your employee file:

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

Feedback
We welcome any comments that you may have about your assignment with Royal Mail.

You can contact your agency for an informal chat with your recruitment consultant to provide feedback.

Notes

Notes

Notes

Royal Mail, the cruciform, Parcelforce Worldwide and the Parcelforce Worldwide logo are trade marks of Royal Mail Group Limited. © Royal Mail Group Limited 2014. All rights reserved.

Royal Mail Group Ltd, registered in England and Wales, number 4138203, registered office: 100 Victoria Embankment, London, EC4Y 0HQ. Parcelforce Worldwide is a trading name of Royal Mail Group Ltd. Parcelforce Worldwide is a GLS network partner.

Post Office and the Post Office logo are registered trade marks of Post Office Ltd.

