



Royal Mail Group



Company Name	Royal Mail Group Ltd
Address	148 Old Street, London EC1V 9HQ
Country	United Kingdom
Contact Name	Ann-Marie Scott
Contact Position	Service Manager CRE Operations

Date	20 th February 2009
Membership Date	Sept 2005
Number of Employees	185.000
Sector	Postal
Contact Telephone number	+44 (0)1793 439078

The nature of the business
<p>The Royal Mail Group identity is made up of elements of the three main brands within the Group - Royal Mail, Post Office®, and Parcelforce Worldwide.</p> <p>Royal Mail Letters is a provider of postal services throughout the United Kingdom delivering approximately 82 million items per day.</p> <p>Post Office Limited through it's network of Crown and Sub-Post Offices is an integral part of many local communities providing products and services that are valuable to our customer's lives.</p> <p>Parcelforce World Wide is one of the top five express carrier businesses in the UK.</p> <p>Additionally our General Logistics Systems (GLS) is our European Parcels Business. Based in the Netherlands GLS handles in excess of one million parcels per day delivering to over 220,000 customers in thirty four states across Europe</p>

Our statement of continued support for the UNGC

Every day, Royal Mail Group touches the lives of millions of people.

60 million people

We aim to be in touch with people's aspirations; in touch with their lives; in touch with their needs.

We are visibly and daily at the heart of every single community across the UK.

We are the business that helps people connect.

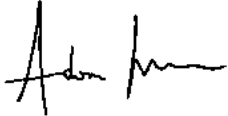
As we are at the heart of their communities, people expect us to be there when they need us. And we believe we should respond. Because we don't just connect people – we are connected to the issues that matter to them.

Two examples. Our colleagues voted for Barnardo's as our major supported partner.

And we also believe we have a unique opportunity to help our customers become more sustainable and more competitive as we move towards carbon neutrality in 2015.

We are immensely proud of the contribution and impact our colleagues make in the community every day. We want to continue being a business that makes that kind of positive impact on everyone whose lives we touch - customers, employees, everyone we work with. And a positive impact on society will have a positive impact on us as a business.

We have been signatories of the UN Global Compact since 2005 and continue to support the principles.

A handwritten signature in black ink, appearing to read 'Adam Crozier', with a stylized, flowing script.

Adam Crozier CEO

Principle 1: Business should support and respect the protection of internationally proclaimed human rights

In our Responsible Procurement Policy Royal Mail Group Limited recognises the importance of good corporate citizenship and of promoting and maintaining high standards of social, ethical and environmental conduct. This document is modelled on the Supply Chain Ethical Procurement Policy on the UN Global Compact Principles

Our commitment is to evaluate the performance of the supply chain to ensure our suppliers and contractors adopt a similar responsible approach. Royal Mail Group evaluates the performance of its supply chain to ensure we work with suppliers that comply with the ten guiding principles and any other relevant laws and regulations.

We expect our suppliers to act responsibly in all areas of business activity and to adopt and apply standards that are consistent with Royal Mail Group Limited internal standards on social, ethical and environmental issues and with the ten Global Compact Principles.

At our discretion Royal Mail Group conducts supplier audits either by itself or in collaboration with other organisations' procurement functions or by independent third parties to verify compliance. Our health and safety management system is designed to implement and sustain Royal Mail Health and Safety Policy throughout all the company's business ventures to ensure the health and safety of Royal Mail employees and others who may be affected by the company's undertakings.

In accordance with the requirements of HSG65 issued by the UK Health and Safety Enforcing Agency (HSE) the system identifies the policy, how we have defined our organisational structures, roles and responsibilities to deliver the policies expectations, how we have planned a systematic approach to minimise the risk created by our operations and how we will communicate with our colleagues. It also explains how we will measure performance including review and auditing.

Trade union participation in this process is vital to it's success. This is covered in greater detail in our response to Principle 3

Table Showing accident statistics past five years

	2007/08	2006/07	2005/06	2004/05	2003/04
Total number of RIDDOR reportable incidents	4,887	4,902	5,239	5,598	7,273
Total accidents	23,310	23,453	25,679	25,808	35,948
Total accidents per 1,000 staff	128.18	122.99	128.93	132.4	172.7
Absence accidents	7,108	6,986	7,553	7,603	9,566
Days lost due to accidents	138,635	149,710	163,156	179,891	214,226
Days lost due to accidents per 1,000 staff	762.4	795.6	832.4	922.7	1,140.2

The table shows our success in reducing the number of accidents year on year since 2003-04 with the number of RIDDOR reportable accidents being reduced by 32%, Total Accidents by 35%, Absence Accidents by 25% and days lost to Absence Accidents by 35%.

The health and safety of all our colleagues and those who may be affected by our actions will continue to be a priority and we will continue to strive to maintain the momentum.

We have received recognition of our peers for our approach to health and safety challenges brief details are shown:

- **Highly commended** - Transport and Distribution Industry Sector, Royal Society for the Prevention of Accidents (RoSPA) Awards 2007
- **Winner** - Transport, Storage and Distribution Industry Sector, RoSPA Awards 2006

Royal Mail Group does not have targets for recruiting women or ethnic minorities, However we are undertaking a review of our recruiting processes

Principle 2: Business should make that they are not complicit to human rights abuses

Royal Mail Group has researched the market in relation to designing and deploying an approach to 'Ethical Standards' in which human rights is a priority. We have used the experience of other high profile and ethical companies to inform its six stage process and this approach has been supported and endorsed by one of the international leaders in the field of developing and monitoring such standards – SGS. Royal Mail Group has further enhanced its credentials by joining SEDEX and by committing itself to an ongoing improvement process. SEDEX (Suppliers Ethical Data Exchange) is a web based system that allows vendors to maintain data in their production sites and make this data available to companies with which they have a trading relationship. The processes described within this response are compliant with the requirements of Public Procurement Legislation in relation to being fair and non-discriminatory.

The 6 stage process incorporates the ETI base code elements, business probity and environmental considerations. The audit process itself uses the SMETA (SEDEX Members Ethical Trade Audits) best practice guidelines which are widely regarded as market leading. RMG is committed to supporting and adopting relevant international standards as they are introduced.

Stage 1. In line with best practice, a LCC pre-screen questionnaire has been developed which will help to identify potential future vendors who understand what is required of them in relation to RMG standards and that they are willing and able to demonstrate the actions they have in place to meet them

Stage 2. Royal Mail Group will use the full range of audit criteria which are based on the 9 elements of the ETI base code structure (Ethical Trade Initiative) plus the additional dimensions of 'Business Probity' and 'Environmental.'

Stage 3. Royal Mail Group is adopting the highest level audit standards whereby will be at the upper level and will include a random sample of worker interviews as part of the process. The standards have been used in recent audits of Chinese tool manufacturers and are due to be tested in the UK with an existing vendor.

Stage 4. Where 'non-conformances' or 'violations' below the 'disqualify' level are noted, the QA Manager and LCC Steering Group/Stakeholder Board will determine the degree of acceptable risk and the level of improvements required to allow the vendor to proceed. The deployment and

incorporation of cross-functional decision making and review bodies is a key strength of the Royal Mail Group process.

The opportunity to influence the vendor and incentivise them to make changes is predicated by the nature of the contract relationship. It is therefore assumed that any contractual relationship will be medium to long term in duration such that Royal Mail Group has commercial leverage and influence but if this is not the case, the vendor selection and audit process will need to be reviewed. Royal Mail Group only wish to work with compliant companies and focus on 'good companies' over a long term period.

Stage 5 Having identified, recorded and agreed the corrective actions required, Step 5 is implementing a follow up and review process. This by necessity involves setting improvement targets and timescales, plus establishing the means by which they are signed off. This will require evidence of achievement which may involve spot audits targeted on the improvement actions, as opposed to just written or verbal confirmation by the vendor.

Stage 6 This refers to RMG having planned, periodic reviews of its own processes and standards. The reviews will be formal in order to ensure that the standards remain valid and current over time

Training: Royal Mail Group has produced its own training pack to ensure the requirements of the UN Global Compact are met at all stages of the tendering process. Approximately thirty colleagues within our Procurement Department have received this training to date.

Royal Mail Group has produced an Audit Plan to monitor progress and any remedial actions

By having membership of Suppliers Ethical Data Exchange (Sedex) Royal Mail Group has reinforced it's commitment to maintain and improve upon the progress made to date and to share relevant data with other member companies

Again we have received the recognition of our peers for our approach to Corporate Responsibility issues – brief details are as shown;

- **Winner** – Corporate Social Responsibility category, 2006 and 2008 World Mail Awards
- **Winner** – European Best CSR Programme of the Year. Strategic Risk European Risk Management Awards 2006

Principle 3: Business should uphold the freedom of association and the effective recognition of the right to collective bargaining

All our colleagues are free to make their own decisions whether or not to join a trade union and Royal Mail Group is keen to ensure all colleagues are treated equally irrespective of whether they are a trade union member or not. Consequently we do not have a formal freedom of association policy as this is normal practice in our business

There are two main trade unions; the Communication Workers Union (CWU) and CMA Unite. Union representation is found in all levels of business activity from pay negotiations to active participation in the Joint Working Group on Health and Safety and representation on the Carbon Management Board. Consultation with trade unions is a matter of respect and good business practice

We assist the unions to carry out their roles by providing them with suitable resources. These include offices, IT equipment, notice boards, time allocated for union and committee meetings, collection of union dues through our payroll system and paid time to conduct union duties such as inspections, appeals and/or annual meetings

Royal Mail Group provides full time release for union members to undertake roles in, for example, health and safety. Each of our approximately 1500 Delivery Offices should have one union health and safety representative with Mail Centres generally having more than one
In accordance with our legal requirements Royal Mail Group has established Health and Safety Committees in each of our operational areas. Meeting on a quarterly basis the union area health and safety representatives as part of the committee keep the measures taken to ensure the health and safety of our colleagues under review.

By working in synergy with the trade unions to establish best practice Royal Mail Group will continue to comply with the true spirit of the Principle

Principle 4: Business should uphold the elimination of all forms of forced and compulsory labour

Our Sustainable Development Charter commits our suppliers to comply with the International Labour Organisations (ILO) standards including eliminating forced and compulsory labour. By introducing clear and unambiguous ethical standards against which our suppliers are audited Royal Mail Group is determined to uphold this Principle

As part of our Responsible Procurement Policy Royal Mail Group expects our suppliers to

- Ensure working hours of employees comply with national laws and industry specific regulations
- Prohibit forced, bonded or compulsory labour so that employees are free to leave their employment after reasonable notice.

Royal Mail Group has developed a robust procurement CSR Audit whereby all suppliers must confirm that they have read and understood Royal Mail's Responsible Procurement Policy and more importantly they agree to the standards and procedures set out in the policy. Specific questions are asked in the in relation to this Principle with supporting documentation required to support the supplier's response.

All colleagues working for Royal Mail Group do so on a voluntary basis and are free to leave after the agreed or contractual notice period.

This Principle is actively supported by Royal Mail Group and we will continue to explore ways we can help and support all our customers and suppliers eliminate this from the workplace

Principle 5: Business should uphold the effective abolition

As part of our recruitment process all applicants are required to provide at the time of interview a means of identification such as a Birth Certificate or Passport. Either or both of these documents do provide proof, so far as is reasonably practicable the holders age.

Any person identified as being under the minimum legal age for employment or for employment in hazardous work will not be offered employment.

Similar to Principle 4 Royal Mail Group as part of our Responsible Procurement Policy expect our suppliers to

- Ensure no person is employed who is below the minimum legal age for employment
- Ensure no person under 18 years of age is employed for any hazardous work

For products and services manufactured or provided from low cost countries where the risk of child labour is higher, Royal Mail Group requires the vendor to complete a CSR self-assessment clearly stating that child labour shall not be used.

Additionally this will form part of all audits carried out on suppliers

Principle 6: Business should uphold the elimination of discrimination in respect of employment and occupation

Royal Mail Group Limited is firmly committed to providing and promoting equality of opportunity for all existing and prospective employees and agents.

To achieve this we have created an environment in which there is respect for every individual and recognition of their aspirations, regardless of their race, colour, creed, ethnic or national origins, gender, marital or family status, sexuality, disability or age. Trade Union participation is actively encouraged with direct lines of communication through well established means

Diversity is of immense importance to Royal Mail, not just because it is the right thing to do, but because people who feel valued will be more motivated and committed in helping Royal Mail to achieve and exceed its goals.

Bullying and harassment is one area Royal Mail Group is determined to tackle. To help eradicate all colleagues have access to a Bullying and Harassment Helpline. The bullying and harassment helpline offers confidential advice and support to our people if they feel they are being bullied or harassed at work it's primary purpose being to provide additional support. Other initiatives include a national "Ban Bullying Day" which is used to raise awareness of workplace bullying. We also have "Have Your Say" surveys which amongst other business related questions, asks if they have been the recipient of bullying. The data provided by this survey is closely monitored by senior management.

The following table clearly demonstrates the success we have enjoyed in reducing the number of cases.

Table Showing Bullying and Harassment statistics past five years					
	2007/08	2006/07	2005/06	2004/05	2003/04
Total number of bullying and harassment cases received	775	884	832	1,039	850
Total number of investigations completed	771	868	859	1,163	633
Total number of bullying and harassment cases resolved within 28 days	273	406	341	319	155

This clearly shows the recent effect the DRAW Groups and Royal Mails approach to this subject is bearing fruit and we will continue to build on the successes.

We are committed to recruiting people from socially excluded groups. We are removing barriers to employment so as to provide meaningful work and work experience for people who may otherwise be denied the opportunity.

We have established partnerships so we can engage effectively with people from a number of different areas of social exclusion.

The organisations include Mencap, Business Action on Homelessness, Remploy, Project Compass, Job Centre Plus and Reed in Partnership.

We are now beginning to recruit and offer placement opportunities as part of our 'business as usual' recruitment processes to people from a wide range of backgrounds such as those with a history of homelessness, physical and learning disabilities, ex-service personnel and lone parents. In particular, we are recruiting 50 people in partnership with Mencap.

We are proud of the work we have already done in providing meaningful employment to hardworking individuals, helping aid cultural change in our offices.

This is being recognised by the fact that our schemes are now beginning to be used as best practice benchmarks for other companies seeking to recruit from socially excluded groups, most notably in a recent Department for Work and Pensions (DWP) publication which recently featured us on the cover.

Principle 7: Business should support a precautionary approach to environmental challenges

Royal Mail's strategy has been based upon the identification of our environmental impacts and their validation by external stakeholders.

Royal Mail Group has made a bold commitment to be carbon neutral by 2015. Through the introduction of clearly defined policies and with the engagement of our colleagues we are making strong progress to achieve this goal with significant improvement to our carbon footprint.

About 80% of our environmental impacts are to some extent carbon related and we have initiated a Group-wide Carbon Management Programme, in response. This initially focuses on reducing the amount of energy used across the business by no/low-cost efficiency measures and then looks to use renewable/alternative energy sources to power our remaining energy requirements - with any residual emissions being offset through tree planting schemes. Key elements of our carbon management strategy are detailed below:

CARBON NEUTRAL DOOR TO DOOR SCHEME

We have introduced the Carbon Neutral Door-to-Door scheme, which makes it easier for companies to reduce the carbon footprint of their mailing by giving them advice on the types of paper, inks and varnishes to use as well ensuring effective targeting of the direct mail campaign. After carbon impact has been minimised in line with scheme standards, Royal Mail calculates the remaining CO2 emissions generated by the mail campaign using its mail carbon calculator and pays to offset the remaining carbon through schemes such as the Woodland Trust's Carbon Plus, which plants native trees in the UK. Businesses that sign up to the scheme can then print a Royal Mail carbon neutral logo on their mail to demonstrate to their customers they are taking their commitment to the environment seriously. The scheme has been positively received and customers are now reviewing their footprint in line with the specification.

PARCELFORCE WORLDWIDE CARBON FREE PARCEL

As completely eliminating carbon emissions is not cost effective, offsetting enables us to neutralize residual emissions by investing in projects that enable greenhouse gases to be absorbed or reduce the need to burn fossil fuels. In Parcelforce Worldwide, we offer our customers the option of offsetting the carbon associated with their parcel delivery by planting new woodland in the UK. By calculating the overall carbon emissions generated by our vehicle fleet and operations we know how many trees we need to plant to offset the average parcel. For consumers delivering a small number of parcels via our web site, a donation of 5p (10p for international deliveries), is sufficient to negate the carbon associated with your parcel, we also sell this product through our Post Office branches.

With minimal advertising the product has secured 30% uptake and 3 customer contracts.

ROYAL MAIL RESPONSIBLE MAIL

In 2006 we looked at the production process for our customer magazines to see if we could make every stage more environmentally friendly. We were pleased to discover that making significant improvements was easier than originally expected. And once we had the new process in place, there was no impact on the look of the finished product. What's more, overall costs were actually

reduced. This led to the creation of Responsible Mail, an ideology designed to help businesses and consumers to reduce the environmental impact of their mailings. For businesses, focusing on five key areas: data; creative; production; delivery and recycling; can help deliver real improvements. And for consumers, simple things like redirecting mail and advising companies of a new address can really help to reduce potentially wasteful mail. Ultimately, as a responsible UK business we are working with UK government agencies and the mail industry to put environmental issues at the top of the business agenda. This is an issue the industry as a whole needs to work together to address. Royal Mail is also committed to implementing Responsible Mail practices across its business, with the first step of using only FSC certificated paper achieved in January 2008.

We believe that carbon management is not just a management function but a personal responsibility and should include all colleagues throughout the business. We have involved our colleagues in all initiatives and provided incentives as to how they can make a personal contribution. An example of this is the Payroll giving calculator for carbon offset in partnership with Woodland Trust. This raises awareness and costs of energy at home, which employees can then bring to the workplace.

Trade unions have also played a proactive part having representation on the Carbon Management Board.

An integral part of our CSR Programme is Royal Mail's Sustainability Strategy, which supports our Environmental policy, and has five key targets (shown below):

- **Target one:** A reduction in normalised Group wide fleet fossil fuel usage by 14% from current levels by 2010.
- **Target two:** A reduction in normalised energy consumption for building energy use by 10% from current levels by 2010.
- **Target three:** An increase in the usage of renewable energy to 50% of total building energy use by 2010.
- **Target four:** A reduction in the normalised quantity of containerised solid waste sent to landfill by 25% from current levels by 2010.
- **Target five:** A reduction in normalised water use by 5% from current levels by 2010.

As part of our Responsible Procurement Policy Royal Mail Group requires suppliers to

- Provide appropriate health, safety and environmental training to employees
- Identify and implement opportunities for continual improvement in health, safety and environmental performance

By encouraging and supporting our suppliers to proactively explore ways they can manage their carbon emissions we can help minimise global emissions

We have received recognition of our peers for our approach to environmental challenges brief details are shown:

- **Winner** - Environmental Improvement category - Chartered Institute of Logistics and Transport European Annual Awards 2007
- **Winner** - Traffic & Transport Management category - City of London's Liveable City Awards 2006

Principle 8: Business should undertake initiatives to promote greater environmental responsibility

We have just over 2,500 buildings in our property estate. The energy and water consumption at these sites has a significant impact on the environment. As part of our Carbon Management Programme, we are identifying where we can be more energy efficient. The programme will help us to use innovative and radical measures to reduce our impacts in these areas.

The main objective of the programme is to engage and inspire our people to think about energy efficiency and collectively make ongoing and sustained improvements through our individual actions.

An initial scoping study will identify existing good practice across the Group as well as suggesting new areas to target. We'll then be in a position to start providing technical solutions to reduce our carbon footprint. We've already undertaken 31 energy surveys across our estate and the results being used in the carbon management programme.

We have exceeded our target for the procurement of renewable electricity - with 100% of our electricity in Great Britain coming from certified renewable sources (such as wind, wave, biomass). As per the latest DEFRA guidelines we will not be claiming CO2 reductions with the use of energy from those sources, because the contracted arrangements with our energy supplier do not include the facilities for the retirement of Renewable Obligation Certificates (ROCs).

We have run a series of energy pilots across the whole property portfolio of the group; they ran from September 2005 to March 2006, in partnership with Mencap, who will receive a proportion of any savings made through the pilot. The sites were allowed to use various methods to reduce energy usage some using the technological approach and others using housekeeping methods. Following positive feedback a national roll out has been developed.

The roll out will help managers and employees in Royal Mail Group sites to reduce their impact on the environment, leading to a reduction in costs. They will be able to identify their impact on the environment for their unit and be able to use tools provided to control those impacts. In easy to understand terms the managers will have tools to enable them to know how and why they need to manage the elements of Gas, Electricity, Lighting, Water and Waste on their sites including housekeeping.

Our employees are encouraged not to make waste through our Reduce, Reuse, Recycle Scheme which is explained below.

Reduce

The first stage is to minimise the amount of waste generated which can be done through a number of initiatives (i.e. education, awareness). This tackles the problem of waste at the heart because by reducing the amount we create it means the less we have to deal with for recycling and reusing. By reducing the amount of waste we generate we will be helping the environment and easing the pressure on the landfill sites around the country.

Reuse

The second stage is the reusing of material that aims to prevent waste being disposed at landfill sites. There are many ways items of “waste” can be reused; an item judged to be “unwanted” by one person maybe needed by another. You could simply return items back to source e.g. if operationally feasible York labels and bag labels may be able to be collected and returned to your Mail centre for reuse.

Recycle

The third stage is to recycle any material that is unable to be reused; this type of material is often in the form of cardboard, paper, cans, plastics, glass and textiles. Recycling services are available throughout the UK. Recycling waste reduces the need for landfill, saves the earth's resources as well as reducing energy use.

The following table shows our performance over the past 4 years which clearly shows an increase in renewable energy.

	2007/08	2006/07	2005/06	2004/05
Building energy consumption (gwh) ²	1085.3	1040.8	1151.7	1272.7
Renewable energy (% of electricity consumption)	98.0%	98.8%	1.2%	1.2%
Renewable energy (electricity consumption in GWh)	364.0	377.6	5	5
Water usage (m3)	2,197,831	2,035,160	2,254,720	2,166,066
Road fleet fuel procured (million litres)	144.2	147.6	153.9	160.5
CO2 emissions from mail operations (CO2 kg per 1000 items)	18.1	18.0	18.7	19.9
Total CO2 emissions (tonnes)	993,879	995,336	994,235	1,047,303
Solid waste dispatch to landfill (tonnes)	34,449	42,133	47,126	48,074

We do have limited ISO 14001 accreditation in some areas of the business but there are no plans to extend this to cover the whole of the business in the short term

Principle 9: Business should encourage the development and diffusion of environmentally friendly technologies

A Fuel and Transport Strategy Group has been formed to progress the decision making around alternative fuel vehicles. The group is made up of representatives from the individual business units, vehicle services and Group. The Group is currently focusing on gathering as much data as

possible around the alternative fuel market and this is being matched by internal data such as the average daily vehicle mileages and replacement timescales for the fleet. A small number of alternative fuel vehicles are currently under test to evaluate their performance and any driver interface issues.

Zero carbon buildings as a target

Principle 10: Businesses should work against corruption in all its forms including extortion and bribery

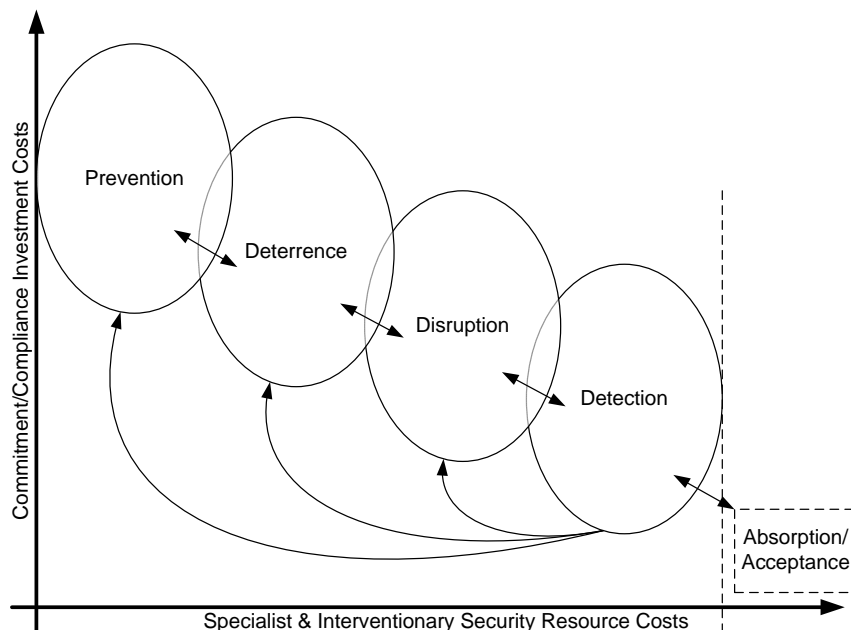
Security within Royal Mail Group is to Secure and Reinforce our Best and Most Trusted Status

The Security Team is dedicated to creating and maintaining a secure environment in Royal Mail Group for staff, customers and customer assets. Whilst there are clearly some absolutes, the definition of a secure environment is informed to a significant extent by the appetite for risk of a number of key stakeholders, in particular

- Our customers, both commercial and social
- RML and RMG Business leaders
- Our frontline colleagues and their unions
- PostComm and PostWatch

The Security Strategy has 7 key themes, all of which consistently support the Prevention-Deterrence-Disruption-Detection model as shown below.

- Data Quality, Access & Management
- Understanding & Modelling Security Risk
- Proactive Intervention
- Control & Compliance Initiatives
- Communication, Awareness and Engagement
- Investigation & Recoveries
- Targetry & Measurement



Loss of mail through external crime is at its lowest recorded level ever. Our resistance to such attacks has improved steadily as a result of communication of the security standards; nationwide

adherence to the Security Self Assessment; compliance testing of security standards through Unattended Mail Initiative and Trojan Horse exercises; and face to face interaction with front line employees. Together, Security and Royal Mail operations keep our customers mail secure helping to enhance our reputation as a trusted mail carrier.

Through interactive risk assessment; prioritised investment; technical expertise and simply listening to our people we invest in security hardware and technology to help our people feel safe and secure within their working environment. We provide expert advice on the purchase, installation and application of building alarms, access control, bandit alarms, personal attack alarms, delivery equipment, vehicle security, street furniture and asset protection to make sure our people can carry out their job without undue fear of becoming a victim of crime.

We work directly with clients and support Sales & Marketing to deliver expert advice. We also provide security input to tender bids, bespoke solutions and new products ensuring that security risks are factored in and helping to meet the needs of our clients

Our specialist team manages the security relationship with over 100 commercial clients dealing direct with our security counterparts and supporting Key Account Managers and Partnership Directors when clients require. A clear demonstration of how Royal Mail takes our clients' concerns about security of their mail seriously and that we take action when things go wrong. We measure our effectiveness through internal and external Customer Satisfaction Surveys and against customer retention.

As part of our Responsible Procurement Policy Royal Mail Group expects our suppliers to

- Prevent unfair, unreasonable and unethical business practices
- Prevent the use of any form of bribery or improper offer of payment to or from employees or organisations

Royal Mail Group has adopted a Procurement Probity Policy which provides guidelines for our employees and seeks to ensure that dealings with suppliers are entirely ethical and above board.

Additionally we have set up a confidential helpline to enable colleagues to report any crime or suspected crime against Royal Mail.