



Supporting the UN Global Compact

Communication on Progress 2016



UKMail
we deliver

The Ten Principles of the United Nations Global Compact



HUMAN RIGHTS

Principle 1 Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2 Make sure that they are not complicit in Human rights abuses

LABOUR

Principle 3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4 The elimination of all forms of forced and compulsory labour;

Principle 5 the effective abolition of child labour; and

Principle 6 the elimination of discrimination in respect of employment and occupation.

ENVIRONMENT

Principle 7 Businesses are asked to support a precautionary approach to environmental challenges;

Principle 8 undertake initiatives to promote greater environmental responsibility; and

Principle 9 encourage the development and diffusion of environmentally friendly technologies

ANTI-CORRUPTION

Principle 10 Businesses should support and respect the protection of internationally proclaimed human rights.

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About us and our services

Originating in London in 1971, UK Mail quickly evolved into a national carrier and successful market player. In 2004 we made postal history by being the co-author of the first ever Downstream Access agreement with Royal Mail, effectively ending its 370 year monopoly.

Today, we are one of the UK's leading integrated postal operators, delivering one in every six letters in the UK and handling almost three billion items every year.

We offer mail, packet and parcel delivery services around the UK and Worldwide.

UK Mail has over 4,500 people, 3,000 vehicles and over 50 depots across the UK as well as coverage across 34 European countries. In 2015/16 we reported Group revenues of £481m.

Parcels

Choosing the right delivery solution is of paramount importance when sending a parcel. That's why we offer an assorted and flexible range of economy and premium parcel services to cater for every delivery requirement. In addition to our nationwide service, we also deliver by road to Europe and Worldwide by air.

Mail

We offer a versatile range of service options for both domestic and international mail. Mail is collected, sorted, consolidated and tracked as it moves through our network until the point of handover to the local postman for final mile delivery. There is a Business Class two day definite and Economy three day definite delivery option available UK-wide. Our unique Packets product provides a cheaper alternative to Royal Mail's second class service for non-urgent items weighing up to 2kg.

imail

Our unique solution for creating, printing and posting mail online enables users to enhance direct mail response rates, cut postal costs, enjoy increased ease of use and simultaneously reduce carbon emissions by some 80%.

Courier & Logistics

We offer cost-effective, tailored and time-critical solutions for urgent same day distribution 24 hours a day, 365 days a year.

Statement of continued support



For the past 45 years, UK Mail has consistently been run in accordance with a set of guiding principles that have allowed us to become the UK's leading integrated postal services operator.

The principles that have guided us replicate those 10 principles that form the basis of the United Nations Global Compact - a network of global businesses that adhere to the common principles of respect for and support of fundamental human and labour rights - something we were both proud and privileged to join in 2007.

In support of the 10 principles of the UN Global Compact we have implemented an overarching Human Rights policy that combines combating discrimination, corruption, wastage with those promoting equal opportunities, investment in employees and an employee voice in the direction of our business, as well as the opportunity to contribute to the ethical framework that influences our business decisions

These guiding principles still inform and influence our business decisions today and as a result we are continuing to grow and expand. We are proud to unequivocally state our continuing support of the UN Global Compact and its noble ideals.

Peter Kane
Chairman, UK Mail

A background image showing a group of students in a classroom. They are sitting at desks, looking down at their papers or books. The image is slightly blurred, focusing on the foreground student who is writing. A white, rounded rectangular overlay is positioned on the left side of the image, containing the title 'Human Rights'.

Human Rights

Principle 1

Businesses should support and respect the protection of internationally proclaimed human rights.

Principle 2

Make sure that they are not complicit in Human rights abuses.

Human rights

Our Current Practices

UK Mail has always been committed to equality and fairness in all aspects of business. We have long standing policies that reflect the principles enshrined in the Global Compact to promote equality of opportunity.

At UK Mail, we have zero tolerance for prejudice, harassment or discrimination on the basis of race, religion, gender, age, disability, sexual orientation, socio-economic background or status as a parent. Our equal opportunities policy is closely monitored and statistics compiled to ensure that any negative trends in terms of discriminating against a particular group of people can be identified quickly and remedial action taken.

To ensure we do not abuse human rights, we have a robust disciplinary procedure which seeks in the first instance to resolve potential disciplinary issues. Upon the need for formal escalation, it ensures that this process is conducted in a manner that is entirely fair, appropriate and proportionate.

Our Suppliers

We work closely with our suppliers to improve their environmental standards and we request details about their environmental practices and accreditation as part of the supplier selection process. Our Supplier Code of Conduct defines our minimum standards of business activity and shapes the way we work with our suppliers for mutual gain.

We continually work with suppliers to develop new products and in the re-engineering of existing products to use more environmentally friendly materials and less finite materials such as paper and polymer. We are introducing degradable Bagits at a lower micron thickness which use about 10% less polymer. We use photocopiers which print double-sided, this along with the introduction of a driver scanning system which will mitigate the need for driver run sheets will see the amount of copier paper reduce by some 10%.

We also work with more UK based suppliers who produce our high volume products in the UK instead of other parts of the world, and this significantly reduces the transportation involved.



Labour

Principle 3

Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

Principle 4

The elimination of all forms of forced and compulsory labour.

Principle 5

The effective abolition of child labour.

Principle 6

The elimination of discrimination in respect of employment and occupation.

Argos
Recycle
POS material

Labour

At UK Mail, we feel that our people are our most valuable asset and we constantly strive to invest in and protect our employees. We are firmly opposed to any form of discrimination and support its elimination in all aspects of business life. UK Mail allows its employees to join a trade union should they wish to and seek representation from them in any formal disciplinary or grievance procedure. As a UK-based business, we rigidly adhere to the requirements of the EU Working Time Directive and do not coerce our employees into working above and beyond its stipulations. If employees actively wish to work longer hours they are asked to sign a declaration stating that it is their desire to do so. We do not support child labour in any form, not just from a legal obligation but from a firm ethical belief that such labour is immoral and exploitative.

The Employee Communication Group

UK Mail established the Employee Communication Group (ECG) in 2004 to act as a representative body for the UK Mail workforce and an outlet for the articulation of employees' voices. The committee of the ECG is drawn from the ranks of UK Mail employees by popular election and frequently meets with the directors in order to discuss the direction of the business and any prevailing issues at that time.

These will have been passed on by ECG representatives, also elected by their peers, who are tasked with taking note of any concerns so that they can be passed onto the committee. This ensures that not only are the concerns of the workforce given the highest level of attention but also from a director's perspective, the ECG is able to provide all-important feedback on proposals from UK Mail's most valuable asset – its people.

Human Rights Policy

UK Mail's Dignity at Work policy states that any kind of harassment, bullying, victimisation or discrimination is unacceptable, and any such behaviour from employees or third parties, regardless of the seniority of those involved, will not be tolerated or condoned. Our policy defines bullying as an individual or group of people in a position of strength, authority or responsibility, abusing their power by using intimidating, insulting or malicious behaviour which may include persistent, unfounded criticism, humiliation, intimidation, ridicule and/ or personal abuse, social exclusion and the imposition of unfair punishments. There is zero tolerance towards discrimination in any form – whether it be directly or indirectly undertaken or discrimination by association or perception.

We define harassment as intimidating or offensive behaviours, including language, and does not need to be intended in order to be present; it is not the intention but the impact of the unwanted conduct that results in harassment. This includes unwanted physical, verbal and non-verbal conduct. We regard victimisation as being where an individual is treated badly as a result of making or supporting a complaint or grievance relating to discriminatory behaviour.

Under UK Mail policy guidelines, all employees have a personal responsibility to create a working environment that is free from discrimination, harassment, bullying and victimisation and to not behave in a manner that could have a detrimental impact on another's ability, well-being and confidence to carry out their work. Any employee or manager found to be breaching the company policy may be liable to disciplinary action. It is the duty of UK Mail line managers to ensure that this policy is implemented and observed unequivocally at all times.

Slavery and Human Trafficking Policy

Modern slavery is a crime and a violation of fundamental human rights. It takes various forms, such as slavery, servitude, forced and compulsory labour and human trafficking, all of which have in common the deprivation of a person's liberty by another in order to exploit them for personal or commercial gain. We have a zero-tolerance approach to modern slavery and we are committed to acting ethically and with integrity in all our business dealings and relationships and to implementing and enforcing effective systems and controls to ensure modern slavery is not taking place anywhere in our own business or in any of our supply chains.

We are also committed to ensuring there is transparency in our own business and in our approach to tackling modern slavery throughout our supply chains, consistent with our disclosure obligations under the Modern Slavery Act 2015. We expect the same high standards from all of our contractors, suppliers and other business partners, and as part of our contracting processes, we include specific prohibitions against the use of forced, compulsory or trafficked labour, or anyone held in slavery or servitude, whether adults or children, and we expect that our suppliers will hold their own suppliers to the same high standards.

Grievance Procedure

UK Mail operates a procedure that allows any employee in complete confidence to raise a grievance, safe in the knowledge that it will be both thoroughly and impartially investigated and resolved discreetly.

Equal Opportunities Policy

UK Mail is committed to the principle of equality and fairness of opportunity in employment as stated in the Equality Act 2010 and fully supports the rights of all individuals to seek, obtain and take up employment and to develop within their chosen career without fear of discrimination. Diversity is central to UK Mail's vision, ways of working and long-term business goals, with our workforce being made up from a large number of employees from differing backgrounds, ages, gender, abilities and disabilities, race and nationalities.

For us, inclusion is about ensuring everyone has an equal opportunity to access UK Mail as an employer. We aim to provide the opportunity for everyone to gain meaningful work and treat every member of our diverse workforce exactly the same. We recognise that diversity within our workforce will enhance the organisation and provide a broader spectrum of opinions, experiences, ability, educational background and knowledge - which will ultimately benefit our employees, the business and our customers. Catering for all our employees' needs includes providing a range of flexible working practices for those caring for children or other dependants, as well as the enlistment of on-site interpreters to deal with any communication or language issues that may arise amongst our non-English speaking workforce.

Our commitment to diversity means that we acknowledge people's differences whether they are visible or non-visible and attempt to promote the differences in a positive way. It means that our policies and practices are fair, flexible, engaged and responsive to cultural, physical or social difference. In fact we are proud of our personnel retention rate and actively encourage our employees to maximise their potential. We consistently promote from within with many of our senior employees and managers originally starting from the ground up.

Maternity and Paternity benefits

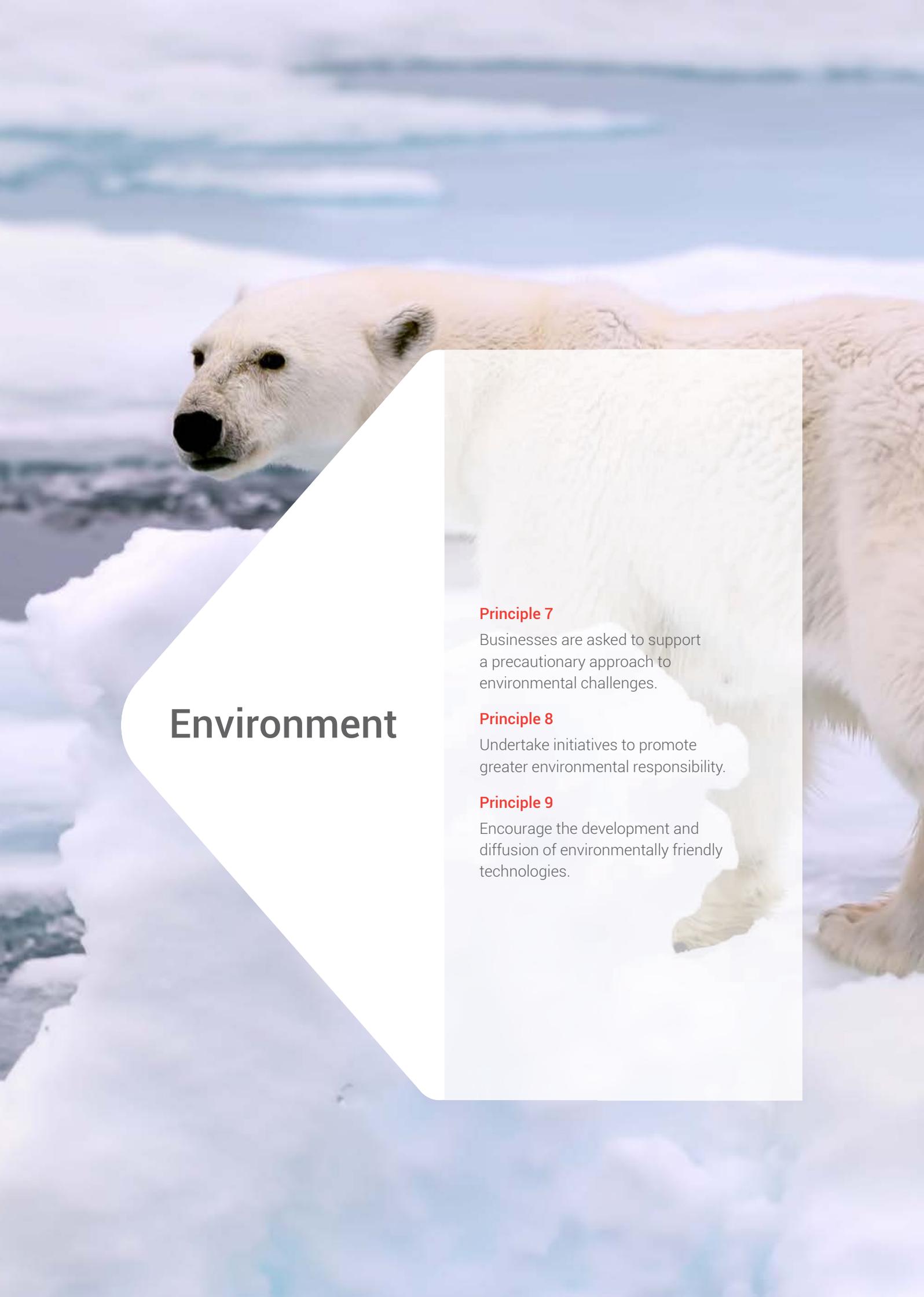
At UK Mail, we recognise the importance of a work-life balance to benefit both our employees and the business, in terms of loyalty and retention. In view of this, we are committed to developing work practices and human resource policies supporting this, with the provision of alternative working patterns that enable our employees to strike a balance between paid work and personal life. We offer a comprehensive range of both maternity and paternity benefits for those employees who already have, or are about to start, a family, including financial assistance with childcare costs and flexible working arrangements, such as working from another location to help with childcare provisions.

Health & Safety Policy

We fully embrace the legal and moral obligation to protect the health, safety and welfare of employees and others who may be affected by our operations. Robust policies have been developed to ensure training, risk assessment, safe systems of work and accident investigation procedures are carried out throughout the network.

Health and Safety is discussed at Group Board meetings, utilising the monthly Health and Safety report, which outlines proactive and reactive measures for discussion and debate. A full Health, Safety and Environment audit is carried out each year at all operating locations. The average score achieved in the last year was 94.46%. This has been achieved through safety being integrated into the way we work, improved staff awareness and new working

methods. A Health and Safety intranet site contains readily available information for managers on specific procedures and policies such as emergency response, safe systems, risk assessments, accident investigations, limited quantities of dangerous goods allowed and communications to promote health and safety and to prevent accidents from occurring in the workplace. The Group continues to ensure all the requirements of current and future employment and Health and Safety legislation are met and managers are kept up to date with changes in legislation. Last year we opened our new National Hub in Coventry, which included implementing an automated sorting system which has reduced on site vehicle movements which can be a major cause of health and safety risks.

A polar bear is shown in profile, walking across a snowy and icy terrain. The bear's fur is white, and its black nose and eyes are prominent. The background consists of a vast, flat expanse of snow and ice under a pale sky.

Environment

Principle 7

Businesses are asked to support a precautionary approach to environmental challenges.

Principle 8

Undertake initiatives to promote greater environmental responsibility.

Principle 9

Encourage the development and diffusion of environmentally friendly technologies.

Corporate Responsibility

The Environment

UK Mail recognises that it has a responsibility to reduce its impact on the environment and seeks to increase the environmental sustainability of its operations and those of its suppliers. Whilst we recognise that we have an important role to play in delivering goods and mail in the UK, we are acutely aware of the impact transport operations have on the

environment and the Group is committed to reducing this impact by the introduction of cost effective solutions and changes which result in real benefits to the environment as a whole. Our key long term initiatives are to reduce the carbon footprint of our buildings and vehicles, by reducing our energy and fuel consumption, and to reduce the waste we send for disposal.

Our 2016/17 CR Targets

We have chosen to drive our CR programme through four long term targets, focused on the year 2013. Our performance against those targets was as follows:

| | Actual 2012/13 (Base Year) | Target 2015/16 | Actual 2015/16 | Actual 2014/15 | Change against 2014/15 | Variance against target | Target 2016/17 |
|---|-------------------------------------|----------------------|----------------------|----------------------|------------------------------|-------------------------------|----------------------|
| 1 (a) CO ₂ emissions (tonnes) | 49.74k | 47.25k | 48.71k | 47.99k* | +1.50% | +3.09% | 48.47k |
| 1 (b) CO ₂ emissions by item | 0.375kg | not set | 0.289kg | 0.280kg* | +3.21% | n/a | 0.288kg |
| 2. Land Diversion (%) | 87.88% | 95.00% | 83.62% | 96.40% | -12.78% | -11.38% | 83.20% |
| 3. Waste to landfill (tonnes) | 340.15t | 323.14t | 395.41t | 124.06t | +218.72% | +22.36% | 393.43t |
| 4. Total waste (tonnes) | 2,806.49t | 2,666.17t | 2,417.88t | 3,449.26t | -29.90% | -9.31% | 2,405.79t |
| 5. Water consumption (m ³) | 35,840m ³ | 34,048m ³ | 35,802m ³ | 37,860m ³ | -5.44% | +5.15% | 35,623m ³ |
| 6. HSE audit compliance (%) | 95.25% | 95.00% | 94.46% | 94.88% | -0.42% | -0.54% | 95.00% |
| 7. Workplace fatalities | 0 | 0 | 0 | 0 | 0.00% | 0.00% | 0 |
| 8. Maintain ISO 14001 corporate site compliance (% of the 41 corporate sites) | 100.00% | 100.00% | 100.00% | 100.00% | 0.00% | 0.00% | 100.00% |
| 9. Staff Turnover (%) | 20.17% | 20.00% | 27.51% | 27.70% | -0.19% | +7.51% | 20.00% |

Targets and Achievements

We recently came to the end of our three year strategy which ran from 2013 to 2016. For the next strategy period our focus will remain on health and safety, reducing our CO₂ emission, utilities, waste and our people. We continue to use 2012/13 as the key baseline to ensure continuous improvement.

Since setting the original CO₂ reduction targets and whilst UK Mail has worked to reduce its CO₂ emissions, it is also experienced significant growth. We have therefore introduced a normative metric to assist in measuring and reflecting the true success of our carbon reduction efforts (CO₂ per item handled). For the 2012/13 period a baseline of 0.375kg per item was established. In the 2015/16 period, we have recorded a measurement of 0.288kg per item. This means UK Mail's normative performance is a carbon reduction of 23.2% from the baseline year.

We have again set ourselves challenging emission reduction targets for the next 3 years which we aim to meet by a number of initiatives which includes a new consignment volume target.

CO₂ Emissions

- **2015/16 Achievement – 3.09% adverse to target**
- **Next three years target - 0.005% reduction per item handled on 2015/16**

Fuel

UK Mail's total carbon emissions were 48,714 tonnes. This is overwhelmingly made up of emissions from fuel burn (43,135 tonnes). The calculation of these emissions is based on data from the Department of Environmental Food and Rural Affairs (Defra) Carbon Factors Repository 2015. UK Mail's two key objectives remain:

Objective 1: To reduce the distance travelled by our vehicle fleet through effective route planning and optimisation of vehicle fill.

We continue to use sophisticated route planning software to optimise the mileage travelled by our line haul fleet.

Telematics devices are fitted to allow our heavy commercial vehicles to provide information on a number of key factors such as harsh braking, driving outside the 'green zone', idling time and speed

all of which can have a negative effect on miles per gallon ('MPG').

Close management of our telematics devices in all of our heavy commercial vehicles has significantly improved driving behaviour and fuel consumption per journey. We will continue to pro-actively manage our drivers to ensure we maximise the MPG by vehicle and route with the assistance of our in house Driver Assessor/Trainer. Our trial of in cab cameras within the heavy commercial fleet has yielded some positive results in enabling us to monitor driving behaviour and challenge under performance.

We continue to use software in our parcel delivery scanners which ensure our drivers take the optimum route between parcel collections and deliveries to significantly reduce the miles driven.

The move to automation during 2015/16 has resulted in a shift to loose loading across a number of our sites, albeit a number of locations continue to load and dispatch freight in the traditional manner using containers. Nevertheless the switch has resulted in a small reduction in vehicles and journeys.

We will continue to explore vehicle and journey optimisation opportunities in order to further reduce vehicle number and journeys.

The relocation to our automated hub has however, significantly reduced the number of items of mobile work equipment (such as fork lift trucks) we operate, with approximately 100 items removed in total and returned to suppliers.

Objective 2: To reduce the fuel consumption of our vehicles through a review of the vehicle designs used and other effective means.

During the 2014/15 year we replaced a total of 88 tractor units with new Euro 6 tractor units which use the additive adblue to enhance engine output and the fuel economy of the vehicle. All of these vehicles comply with the latest diesel engine emission standards. Due to the size of this previous replacement programme no further tractor units were replaced during the 2015/16 period.

During the year we did however, replace 37 semi-trailers and 7 double deck trailers for new trailers with improved aerodynamic features. We will continue to review and re-engineer our vehicle and trailer specifications and designs to maximise MPG through the use of aerodynamics and other innovations.

Tyre husbandry remains a key method of ensuring our tyres run to maximum performance. Lower rolling resistance tyres are being fitted as standard to increase fuel efficiency and we continue to work closely with our approved supplier to ensure that all commercial vehicle tyres are checked on a regular basis and maintained effectively.

Our average CO₂ across our company cars has reduced to an average of 110g/km. Drivers are encouraged to make fewer business journeys by replacing them with conference calls or video conferencing which is available on desktop and laptop computers as well as dedicated meeting rooms.

Our Driver Assessor/Trainer is tasked with maximising MPG from our commercial vehicle and company car drivers through identifying and challenging poor driving behaviours.

Energy

We have 'smart' energy meters in all of our sites. These meters provide regular 'on line' energy usage readings for both gas and electricity throughout the day, every day. This information enables us to identify and reduce unusual energy usage, particularly during the periods when we are not operational.

During previous years we have replaced lighting at a number of locations including our Birmingham, Manchester, Thames Valley, Leicester and Docklands sites with more energy efficient lighting including movement and light sensors which reduced our lighting energy consumption by around 14%.

Our new National Hub and Head Offices at Ryton have energy efficient lighting installed which incorporate automatic light level and movement detection and should have a positive impact on our energy consumption in relation to lighting at these key locations.

We have continued to investigate ways of reducing energy consumption at various sites where we could reduce our demand on the National Grid. During 2015/16 we identified three such locations and reduced the kVa demand by 449kVa from 580kVa to 131kVa. We will continue to investigate opportunities at other locations.

The Energy Savings Opportunity Scheme Regulations 2014 have now taken effect and qualifying organisations must undertake mandatory energy assessments of energy use in their buildings, industrial processes and transport to identify cost effective energy saving measures.

UK Mail was one of 3,966 (out of an estimated 14,000) organisations to notify the Environment Agency of their compliance with the ESOS obligations by the 5th December 2015.

Health, Safety and Environment (SHE) Compliance

- **2015/16 Achievement – 94.46%**

- **2017 Target 95%**

The Group fully embraces and endorses the legal and moral obligation to protect the health, safety and welfare of employees and others who may be affected by our operations.

Robust policies are deployed to ensure training, risk assessment, safe systems of work and accident investigations are carried out throughout the Company. Policies are updated on an on-going basis to ensure they reflect the changing environment in which we operate. Health and safety is discussed at Group Board meetings utilising our monthly health and safety report, which outlines proactive and reactive measures for discussion and debate.

A full Health, Safety and Environmental (HSE) audit is conducted at each operating location at least annually, with locations receiving a score and an improvement plan on completion. Locations are challenged to achieve a "Pass Mark" of 95% and those failing to do so undertake a re-audit within 6 months to ensure that improvement plan actions have been implemented.

2015/16 was a challenging year for the network, dealing with increased volumes, new working practices as a result of the shift towards loose loading and the associated issues those volumes created.

A number of managerial changes also impacted on the implementation of controls and systems. As a result there was a slight decrease in the average score to 94.46%.

The Health, Safety and Environmental Team has analysed the results of all audits to identify trends and work with the operations team to implement robust solutions to redress any issues identified.

Our health and safety intranet site hosts management information which includes specific procedures and policies such as emergency response, safe operating methods, risk assessments, accident investigation procedures and the carriage of dangerous goods, as well as communications to promote health and safety in the workplace.

ISO 14001 Compliance

- **2015/16 Achievement – Maintained Certification at all corporate sites 100%**
- **2017 Target – Maintain Certification at all corporate sites**

ISO 14001 is the key certification standard for Environmental Management Systems. It sets rigorous demands for the continuous improvement of our environmental management system provisions and is externally audited and verified by an UKAS accredited certification body on a regular basis. We are pleased to report that we continue to hold ISO14001 certification across all of our corporate sites.

Waste Management:

Landfill Diversion

(waste which does not go to landfill but goes instead to a materials recycling facility, energy recovery facility or transfer stations for sortation prior to recycling)

- **2015/16 Achievement – decreased to 83.62% against target**
- **2016/17 Target – 95%**

Waste To Landfill

(waste which goes directly to landfill)

- **2015/16 Achievement – 22.36% adverse to target**
- **2016/17 Target – 393.43 tonnes**

Total Waste

(the volume of total waste generated)

- **2015/16 Achievement – 9.31% adverse to target**
- **2016/17 Target – 2,405.79 tonnes**

During the 2015/16 period we experienced a significant change to both our operations and waste management procedures. The closure of UK Mail's Birmingham and Nottingham sites generated a significant amount of waste materials, much of which had been accumulated over years of occupation of these sites. The switch to loose loading also generated an unexpectedly large volume of waste such as pallets and stretch wrap for recycling.

UK Mail continues to backhaul cardboard and stretch wrap waste to regional sites for baling, in order to make recycling more efficient.

We continue to work with our waste contractor to manage waste more effectively and to identify innovative methods for reducing waste and diverting waste from landfill.

Water Consumption

- **2015/16 Achievement – 5.15% adverse to target**
- **2016/17 Target – 35,623m³**

Water consumption across the business has increased despite a significant reduction in vehicle washing activities during the summer months and improved water management at our new National Hub and Offices in Ryton. This location includes rain water harvesting systems for toilet flushing, timed taps in the washrooms and a water recycling vehicle wash.

It is suspected that the recorded increase is as a result of reliance on billing data and estimates of usage rather than actual meter readings. We will be looking to address this.

A background image showing a crowd of people at a protest. Many individuals are holding up white signs with the word "NO" written in large, bold, black letters. The scene is outdoors, with trees and buildings visible in the background, though they are out of focus. The overall atmosphere is one of a public demonstration.

Anti- Corruption

Principle 10

Businesses should work against corruption in all its forms, including extortion and bribery.

Anti-Corruption

Our policies

Anti-Bribery

UK Mail is committed to adherence to the highest legal and ethical standards and values its reputation for ethical behaviour and financial integrity. This policy has been adopted by UK Mail's Main Board and is available to all employees within the business to ensure commitment to it. The Board applies a zero tolerance to acts of bribery and corruption by any employee or third party representative. Any breach of this policy will be regarded as a serious matter and is likely to result in disciplinary action. Bribery is defined as the accepting of gifts, money, hospitality or other favours in return for providing something of value to the briber. The purpose of this policy is to set out the rules that must be followed within UK Mail to ensure that no bribery occurs.

UK Mail prohibits the offering, the giving, the solicitation or the acceptance of any bribe, whether cash or other inducement to or from any person or company by any individual employee, agent or other person or body acting on UK Mail's behalf, in order to gain any commercial, contractual or personal advantage. Bribery exposure is minimised through:

- Training employees and instructing all third parties so that they can recognise and avoid exposure to bribery by themselves and others
- Encouraging employees and third parties to be vigilant and to report any suspicion of bribery via easily accessible channels of communication
- Rigorously investigating instances of alleged bribery and assisting the police and other appropriate authorities in any resultant prosecution
- Taking firm and vigorous action against any individual(s) involved in bribery.

Ethics Policy

UK Mail's ethics are always dictated by open and fair dealings based on mutual trust. Decisions made are for the good of the business and should be free of any material personal interest that could affect impartiality or judgement. These ethical considerations pervade every aspect of UK Mail's operations and have been incorporated into a coherent policy to guide the decisions of UK Mail.

Whistle Blowing Policy

It is UK Mail's policy to support, protect and where possible preserve the anonymity of any of our employees that report apparently questionable activity, even if their fears subsequently prove to be unfounded. Therefore, we have an anonymous and confidential Crime Hotline that has been successfully utilised over the past seven years. The features of the hotline are:

- It is totally confidential, independent and anonymous
- Employees can phone anytime between 09:00hrs – 17:00hrs
- The call is free anywhere in the UK and is not traceable
- They are not asked their name, address or telephone number
- They may get a cash reward if their information results in an arrest or charge
- Rewards are paid without ever revealing an employee's identity to anyone
- An employee does not have to go to court should a prosecution arise.
- All calls made to the hotline are formally investigated and reported to the PLC Board on a monthly basis.

Periodic Fraud Audit

A formal review of fraud controls takes place every six months and is focused on areas of the business where people are exposed to the resources that may subsidise fraudulent activity. The results of this review are then reported to the PLC Board. The anti-bribery policy's effective implementation is monitored via periodic audits involving questionnaires being sent to a random selection of customers asking them to confirm any gifts or hospitality that has been received.

Any employee who has failed to comply with the policy will be subject to disciplinary action which could include dismissal for gross misconduct.

