

# Your at-a-glance summaries to our employment policies

An overview of our most popular policies for employees.



**Be Positive**



**Be Brilliant**



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# Employment policies at-a-glance



August 2017

At Royal Mail Group we are committed to treating everyone fairly, and with dignity and respect. Our employment policies are designed to provide information on what you can expect as an employee of Royal Mail.

**The policies include important information, such as the expectations we have of our employees and managers, and what support employees can expect from us in different situations.**

**To support employees, summaries have been developed on the policies most frequently asked about. The at-a-glance summaries give an overview of the key parts of the policies, so you can quickly find the information you need.**

**The full details of the policies are available from the Policy and Information section on PSP. Ask your managers for copies if you do not have access.**

# Contents

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We are committed to treating everyone within our business fairly irrespective of a protected characteristic (i.e. race, colour, ethnic or national origin, nationality, disability, marital or civil partner status, sexual orientation, pregnancy or maternity, age, religion or belief (including political opinion in Northern Ireland)), sex and gender identity. We promote fair equality of opportunity for all our employees and job applicants. We aim to create an environment in which all individuals are able to make best use of their skills, free from discrimination or harassment. We need you to support Royal Mail in this by treating each other and our customers and suppliers with dignity and respect and appreciating the differences we bring to Royal Mail.

### What we expect of you

While working for Royal Mail Group it is important that you:

- Follow the standards of behaviour that are set out in Our Business Standards.
- Are courteous to each other, our customers and suppliers.
- Don't discriminate in your day-to-day activities or encourage others to do so.
- Don't harass or intimidate other employees, customers or suppliers.
- Tell your manager if you become aware of any behaviour that is unacceptable.



### Disability

We will make reasonable adjustments to the workplace to support disabled employees. If you are disabled or become disabled, tell us about your condition so that we can support you as appropriate.



### Want to know more?

For full details ask your manager for a copy of the Equality and fairness policy available in the Policy and Information section on PSP. If you want to raise a concern, see the Raising issues policy summary.

### Types of discrimination and harassment

- **Discrimination:** can be 'direct' or 'indirect', intentional or unintentional. Direct discrimination occurs where someone is treated less favourably because of one or more of the protected characteristics. Indirect discrimination occurs where an unjustified provision, criterion or practice puts certain groups of people that share a protected characteristic at a disadvantage compared with others.
- **Favouritism:** at work this means granting opportunities solely based on factors such as personal or family relationships, or offering an advantage to someone who does not necessarily merit that treatment.

### Bullying and Harassment:

- **Bullying** is intimidation that undermines the competence, effectiveness, confidence and integrity of someone. A bully misuses their power, position or knowledge to criticise, humiliate or otherwise harm someone.
- **Harassment:** unwanted conduct with the purpose or effect of violating someone's dignity, or creating an intimidating, hostile, degrading, humiliating or offensive environment for them. For example:
  - Suggestive remarks or gestures
  - Display of pictures with sexual or racial undertones
  - Demeaning or ridiculing someone
  - Inappropriate use of social media
  - Jokes and banter of a derogatory nature
  - Unwelcome touching
  - Any sexual advances

This includes behaviour that employees find offensive even if it's not directed at them specifically.

Any employee who is found to have committed an act of discrimination or harassment will be subject to conduct action, which could result in dismissal.

### If you have a complaint, don't keep it to yourself

It is in everyone's interest for you to raise concerns you have about how you or someone else has been treated at work. The Stop bullying and harassment policy has full details:

- Concerns should ideally be raised with your manager first.
- You can contact the Bullying and Harassment helpline for support and advice - 0800 5874 777.
- Employees who have other complaints related to treatment at work should refer to the Grievance policy.
- Where concerns relate to other serious malpractice in the organisation, refer to the Speak up (whistleblowing) policy.

### Want to know more?

For full details ask your manager for a copy of the Equality and fairness policy available in the Policy and Information section on PSP. If you want to raise a concern, see the Raising issues policy summary.

Taking a holiday important for your wellbeing. We have a good holiday allowance which gives you more opportunity to take a break from work. Managers will do their best to balance your holiday requests with the needs of the business.

### Entitlement

- The holiday year runs from 1 April to 31 March.
- You receive at least 28 days holiday per year including bank holidays. If you work part time you'll be entitled to a reduced amount, reflecting the number of days you're contracted to work.
- Your contract sets out any additional holiday that you are entitled to.
- You can carry a maximum of five days over into the next holiday year. If you want to carry over more than five days, you will need to speak to your manager.
- You will be able to take your annual holiday allowance in the relevant holiday year.



### Requesting holiday

- Every unit has their own way of managing holidays. Speak to your manager about how things are done in your area.
- Managers will try to accommodate your holiday requests, but need to ensure there is always enough cover. There may be times when requests can't be granted.
- During busy periods, like Christmas, it may be difficult for your manager to give time off. Holiday is therefore not generally available at this time.



### Bank and public holidays

#### In Royal Mail:

- If a bank holiday falls on a day you would normally work, you take the day off.
- If your rest day falls on a bank holiday, your manager will check if workload allows for you to have another day off that week.
- If you are unable to take another day off, you can either:
  - add the day to your annual holiday entitlement; or
  - take the excess hours paid as overtime. This will be paid at the Monday to Saturday overtime rate
- **If you work for Parcelforce Worldwide**, ask your manager how bank holidays are dealt with.
- **If you have a part-time contract**, your bank holiday allowance will be pro-rated depending on the number of days you work, e.g.:
  - 5 day contract – full entitlement of 8 bank holidays
  - 2 day contract – 3 bank holidays

### Want to know more?

Full details are available in the Annual holiday policy and guide and the Bank and public holiday guide, available on the Policy and information site on PSP. Further useful information on time off can be found in the Time off: other leave and Being a parent at-a-glance summaries.

## TIME OFF: OTHER LEAVE

August 2017

We know there may be times when you need time off to deal with family commitments, for example, or other responsibilities. Your manager will try to support you, and be as accommodating as possible. It's important you speak to your manager as soon as possible, so they can help as much as they can.

### Domestic

**Urgent domestic:** There may be times when you need time off to deal with emergencies at home, e.g. your house is flooded or you've been burgled. Your manager can usually give you one day's paid leave (this can be up to three days in exceptional circumstances.)\*

**Domestic events:** On occasions when you need to be at home for some maintenance for example, or for a delivery, you should speak to your manager as soon as possible to make suitable arrangements. Options include taking holiday or unpaid leave, swapping shifts or making the time up.

\*Additional days may be covered by holiday or unpaid leave.



### Family

**Dependant's leave:** Where there is an immediate need to make alternative care arrangements for a dependant (e.g. their child-minder is sick). Leave is normally one day unpaid with further days either unpaid or covered by annual holiday.

**Family emergency leave:** Where there is an immediate need to deal with a more serious emergency to do with a dependant e.g. they are injured, give birth, or there is a death. Leave is normally one day with pay, with further days either unpaid or covered by annual holiday. Exceptional circumstances might warrant three days with pay.

**Bereavement:** It's an upsetting time when someone close to you passes away. Managers will do their best to allow you time to deal with your loss.

- Your manager can provide you with up to one week's paid leave for immediate family, e.g. next of kin or blood relative (spouse, civil partner, child, parent or sibling), to support you during this difficult time.
- If a member of your family, e.g. grandparent or parent-in-law passes away, your manager can give you one day's paid leave to attend the funeral.
- For wider family or friends, you can agree with your manager whether to swap shifts, make up the time, take unpaid leave or holiday.

**Family events:** There are often events where you have no control over their date or time, e.g. a wedding or school concert. In these situations you should speak to your manager who may be able to give you holiday, or arrange for you to make up the time, swap your shift or take unpaid leave.

**Long-term care for a dependant:** It can be hard balancing work and caring for a dependant who is ill or unable to look after themselves. In these circumstances you should speak to your manager, who can help you explore your options. These may include alternative shift patterns or a flexible working arrangement. In longer term situations, unpaid leave of up to six months or a career break of up to two years can be arranged.



## TIME OFF: OTHER LEAVE

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### Personal

**Ad hoc medical and dental appointments:** If you're unable to get a medical or dental appointment outside of working hours, speak to your manager to decide whether you can change your shift or make up the time. In some circumstances where that's not possible, you may get paid time off.

**Regular medical treatment or hospital appointments:** If it isn't possible to arrange these outside of working hours, talk to your manager about how you can be supported. This may involve changing your hours or taking paid time off where a change in hours isn't possible.

**Ante-natal appointments:** If you can't arrange appointments for outside of working hours, your manager will give you time off to attend appointments if you are one of the following:

- Pregnant women – paid time off to attend antenatal appointments.
- Fathers/partners of pregnant women – unpaid time off to attend up to two appointments.
- Primary adopters – paid time off to attend up to five appointments with their adoption agency or child they have been matched with.
- Secondary adopters (partners of primary adopters) – unpaid time off to attend up to two appointments.



**Additional personal responsibilities:** If you have additional responsibilities, e.g. you're an Army Reservist or carry out voluntary unpaid services such as acting as a school governor, Mayor or Justice of the Peace, additional paid time off may be available. Retained fire fighters and special constables should perform their role outside their normal hours of attendance, but if there is a major incident your manager will try to give you unpaid time off.

**Religious holidays:** Requests for time off to observe festivals or spiritual days of your personal religion are treated in the same way as holiday requests. Managers will try to accommodate requests wherever possible. Try to request the time off well in advance.

**Religious observance:** You may ask for a short period of time to pray during the working day. Your manager will be as flexible as possible in rescheduling your break for a suitable time so you can pray.

Where possible, sites will have a dedicated room for prayer or quiet time. This could be in a multi-faith or contemplation room. If one room isn't available, it may be possible to book a meeting room.

**Jury service:** Before your jury service starts, you will need to give your manager the notification of the dates from the Court. As the Court won't reimburse your loss of earnings until after your jury service, we will pay you an average of your basic pay, assigned allowances and overtime over the last 13 week period. This payment is a loan from Royal Mail, so that you are not out of pocket during jury service. Once you receive your loss of earnings from the Court, you will need to repay Royal Mail the outstanding amount (either as a one-off payment or as deductions from your pay). See the Jury Service Guide for details.

**Adverse weather:** If you cannot get to your normal place of work because of bad weather, contact your manager using the local arrangements in your office. Try to arrange to go to a local office – this is paid unless you don't make the effort to come in. When you are back at work, your manager will meet with you and agree one of the following options for the absence: take annual holiday, make up the time, or take unpaid leave.

### Want to know more?

Further useful information on time off can be found in the Other time off, Attendance and family leave policies and guides. Also in the Jury service, Religious prayer or observance and Religious holidays guides.



We want to provide you with advice and support to help you achieve consistently good levels of attendance.

### Sickness

- We understand there may be times when you're unable to come to work because you're ill.
- If you're unable to come to work you need to speak to your manager (or their deputy if they're unavailable) or go through the agreed process for your unit, as soon as possible. You should ideally speak to them before you're due to be in work.
- When you come back to work, during your welcome back meeting, you should complete an absence declaration form (available from your manager), for the first seven days of absence. A fit note should have been provided for absences longer than this.
- A record of your absence will be kept on PSP.
- Absences relating to pregnancy will be discounted. Accidents at work or disability will normally be discounted when deciding if your attendance levels meet with required standards.

### Long-term sickness

- Long-term absence is more than 14 calendar days.
- At the start of any absence you will need to agree a contact strategy with your manager; contact will normally be on a weekly basis. Your manager will discuss your on-going health and ways in which they and Royal Mail can support you to a timely return to work.
- This may include agreeing short or long term modified duties or redeployment.



### Keeping in contact

- Keeping in regular contact is important if you're unfortunate enough to be ill and cannot attend work. Your manager will work with you to scope alternative duties and hours of attendance, where available, to help you resume work as early as possible.
- It is important that you and your manager are proactive in maintaining contact during a period of absence due to illness. The contact strategy should be agreed between you and your manager, which will include the date, time and method for the next contact.
- Contact with your manager should be supportive rather than threat-centred. If contact is not maintained and therefore stoppage of pay is being considered, your manager should use the jointly agreed approach in the Attendance policy and Absence notification and maintaining contact guide.

### Want to know more?

More information is available in the Ill health and Sick pay policy summaries. For full details ask your manager for a copy of the Attendance policy and guides and the Sick pay policy, available in the Policy and information section on PSP.

### Welcome back meetings

- On your first day back at work, your manager should hold an informal welcome back meeting with you within the first three hours.
- During the meeting your manager will check that you're fit to return to work.
- They will discuss the reason for your absence with you, and make sure you've provided the right certification.
- Where appropriate, your manager will discuss the support that Royal Mail can offer.



### Occupational health service

- When reviewing your attendance, your manager will utilise health guidance notes provided by the Occupational Health Service. In some cases, you may be referred to the Occupational Health Service via HR Services.
- They can advise you and your manager on a number of areas including:
  - your current health and capability for work
  - your longer term health and how this will impact on your ability to carry out your role
  - any support or reasonable adjustments that Royal Mail could introduce to facilitate a return to work and ensure that you remain healthy in the workplace
- Your manager will talk to you and get your consent before making a referral.



### First class support

First Class Support is your confidential and independent helpline - a place to turn to if you have any problems. The service is free and is available 24 hours a day, 7 days a week.

Call 0800 6888 777 or [www.rmgfirstclasssupport.co.uk](http://www.rmgfirstclasssupport.co.uk).



### Want to know more?

More information is available in the Ill health and Sick pay policy summaries. For full details ask your manager for a copy of the Attendance policy and guides and the Sick pay policy, available in the Policy and information section on PSP.

### Review processes

#### Informal discussion

- If your manager is concerned about your attendance they will normally have an informal discussion with you. You can also ask to speak with them if there's something that may affect your attendance at work.
- Your manager will make you aware of any support Royal Mail can offer and discuss anything you can do to improve your attendance levels.



#### Formal review

- If your attendance doesn't improve after an informal discussion and your absences prompt an attendance review, your manager may arrange a review meeting under the formal process.
- You can bring a companion who can be a colleague, an official employee of a trade union, or a trade union representative.
- Your absences will be reviewed at all stages of the formal attendance process, ensuring that you and your manager are taking all appropriate steps to support you in preventing future absences.
- At all meetings, you'll have the chance to explain your reasons for not meeting the required standards.
- This meeting is to identify any underlying issues and to support you in bringing your attendance up to the required levels (see the full Attendance policy for details).
- If your attendance doesn't improve, you'll have a second review meeting with your manager.
- If your attendance doesn't improve to the required standards after the second review, you'll be invited to a meeting with your manager's line manager to discuss consideration of your dismissal.
- Involvement of your relevant union representative can be helpful in supporting you through the process.



#### Want to know more?

More information is available in the Ill health and Sick pay policy summaries. For full details ask your manager for a copy of the Attendance policy and guides and the Sick pay policy, available in the Policy and information section on PSP.

## SICK PAY

August 2017

If you're unwell and unable to come to work, you may be eligible for sick pay providing you've given Royal Mail the appropriate medical documents (absence declaration form or fit note) and cooperate with your manager whilst you're off sick.

### Sick pay rates

- **Full rate sick pay** = the difference between your normal rate of pay (including any relevant allowances), and the rate at which you're entitled to claim social security benefits.
- **Half rate sick pay** = half of your normal rate of pay (including any relevant allowances), or a lower amount, that when added to any social security benefits will equal your full rate of pay.
- **Statutory sick pay** = the benefits provided under social security legislation as long as you comply with the legal requirements.



### Sick pay entitlements for CWU represented grades

- **First 12 months of service** = statutory sick pay only.
- **After 12 months of service** = full rate sick pay for the first six months, followed by half rate.

Full rate will be paid for a maximum of 6 months in any calendar year. Further periods will be paid at half rate. However, there will be no pay when your absence totals 12 months or more (with or without pay) in any four year period.

- Employees on nil pay who are contributing members of the Royal Mail Pension Plan, will be paid the lower of:
  - a rate equivalent to the highest rate of pension they would be eligible to receive on ill health grounds, or:
  - half rate sick pay.



### Please note:

- If you ignore a doctor's advice or you're sick due to reasons within your control, or you don't cooperate with Royal Mail, sick pay may be refused.
- Casual employees are not eligible for any Royal Mail sick pay but may be entitled to statutory sick pay.

### Want to know more?

For full details ask your manager for a copy of the Sick pay policy, available in the Policy and information section on PSP.

If there comes a time when you're unable to perform your normal role because of serious ill health, your manager will support you through a number of stages.

### Stage one - Referral to occupational health service

Your manager may refer you to our occupational health service. They'll look at whether you'll be able to return to your role, or if you require short-term changes to your role. They'll consider factors such as:

- Job content
- Skill and aptitude
- Current status
- Hours of work
- Location and travel arrangements
- Personal commitments and circumstances
- Current pay and future earnings



### Stage two - Action following occupational health service advice

- Your manager will consider what action to take based on the occupational health service advice.
- The outcome could be:
  - Agreeing your return to work with a short-term or permanent modification to your role.
  - Trying to find you alternative work elsewhere in Royal Mail Group
- If you're unable to carry out your normal working pattern for the foreseeable future or indefinitely, we may decide that it's best for you to leave the business through ill health
- If you leave the business through ill health, you may receive a lump sum equivalent to 34 weeks' basic pay. If you are an active member of the Royal Mail Pension Plan and are unable to work indefinitely, you may receive immediate pension. If you are not an active member of the Royal Mail Pension Plan and are unable to work indefinitely, you may be eligible for an ill health income benefit from the discretionary Company insurance scheme
- You can appeal the outcome of any decision.



### Want to know more?

For full details, ask your manager for a copy of the Ill health policy, and the Leaving the business due to ill health, Redeployment, Access to occupational health service guides. These are available in the Policy and information section of PSP.

## TERMINAL ILLNESS

August 2017

Hearing the news that you have a terminal illness is probably one of the most difficult things anyone has to face in life, so it is important that you know what support is available from Royal Mail.

### Where you can go for advice and support

- Coping with long term and terminal illness is often a hugely difficult, sensitive and emotional time for you, family and friends.
- If you are diagnosed with a terminal illness, your manager may be an important source of support. Being able to have a confidential conversation with them or another manager is something we would encourage so that you can discuss the options available to you.

### Continuing to work

- It is quite common for employees who are diagnosed with a terminal illness to carry on working, even through treatment.
- Royal Mail will do everything it can to support you to carry on working for as long as you feel able.
- If you want to stay at work, there are a few things that you should discuss with your manager, including:
  - Any time off you will need for medical appointments or treatment.
  - Whether you wish to consider reducing your hours or applying for flexible working.
  - How your illness may affect the type of work you can do and what alternative work may be available.
  - Whether the advice of the Occupational health service is required to assist with finding suitable alternative work.
- It's important to regularly meet with your manager to discuss how you are coping with work and whether any further adjustments need to be made. There may be circumstances when adjustments cannot be met.



### Absence from work

- Understandably, it's not always possible for you to continue to work, particularly if you are undergoing a lot of treatment.
- If you need to take time off work, you should agree with your manager how you will stay in contact, so they can understand how best to support you.
  - Usually weekly contact is a good option, especially if your treatment or medical appointments are regular. You should agree a contact plan with your manager
  - If you are going to be in hospital for any length of time, you may want to agree for someone else to be the point of contact for you



### Helplines

First Class Support is your confidential and independent helpline - a place to turn to for support on all sorts of matters. The service is free and is available for you or your family members 24 hours a day, 7 days a week.



0800 6888 777



[www.rmgfirstclasssupport.co.uk](http://www.rmgfirstclasssupport.co.uk)



[info@rmgfirstclasssupport.co.uk](mailto:info@rmgfirstclasssupport.co.uk)

The Rowland Hill Fund offers financial aid to colleagues, pensioners and their families in times of need. Their helpline is confidential, and like First Class Support, they can be reached on:



0800 6888 777

The Pensions helpline is the best place for you to discuss any pension concerns you may have (if you are a member of the Royal Mail Pension Plan):



0114 241 4545 or 0356 603 0043



[Pensions.helpline@royalmail.com](mailto:Pensions.helpline@royalmail.com)

If you are a member of the Royal Mail Defined Contribution Plan, please contact the Zurich Royal Mail service team:



0800 092 8263



[Royalmailserviceteam@uk.zurich.com](mailto:Royalmailserviceteam@uk.zurich.com)

## BEING A PARENT

August 2017

We know that being a parent brings additional responsibilities, so we try to support parents to combine work and home life. We have a number of family-friendly policies that outline the support available.

### Maternity leave

- It helps if you speak to your manager as soon as possible when you know you're pregnant.
- They can give you advice and support, such as paid time off for ante-natal appointments.
- Your manager will arrange a risk assessment to identify any hazards that could be a health and safety risk to you.
- There are certain timescales that you and Royal Mail need to follow during your pregnancy and maternity leave (see the Maternity policy for details).
- All pregnant employees are entitled to 52 weeks' maternity leave (see Maternity pay section).
- During your maternity leave, you're entitled to 10 'keep in touch' days so that you can take part in relevant work or training. Before you start your maternity leave, arrange with your manager how you will keep in touch.



### Adoption leave

- As long as certain criteria are met, similar time off to maternity leave is normally available if you or your partner adopts a child through an approved agency.
- If you have 52 weeks' service at the date you are matched with a child, you may be entitled to 18-26 weeks' Royal Mail enhanced adoption pay.
- You need to request adoption leave within seven days of being matched with a child.
- When adopting a child from abroad, adoption leave will start after the child enters the UK.



### Maternity pay

- If you have 26 weeks' service 15 weeks before your baby is due, you may be entitled to 39 weeks' statutory maternity pay.
- If you have less service, you may be entitled to a maternity allowance.
- If you have 52 weeks' service 15 weeks before the expected week of childbirth, you may be entitled to the first 26 weeks' maternity leave paid at your full pay rate. This is a generous enhancement by Royal Mail to statutory maternity pay.



### Paternity leave

- You can normally take up to two weeks' paternity leave, if you have at least 26 weeks' service, have responsibility for the child's upbringing, and are one of the below:
  - The biological father
  - The mother's partner/husband
  - Matched with a child by an adoption agency, or are the partner/husband of someone who has been matched
- If you have 52 weeks' service, you may be entitled to receive full pay during paternity leave.



### Ordinary parental leave

- You can take a maximum of 18 weeks' unpaid leave per child up to your child's 18<sup>th</sup> birthday.
- A maximum of 4 weeks' may be taken in any year (in whole week blocks).
- You may also be entitled to Shared parental leave.

### Want to know more?

For full details, ask your manager for a copy of the maternity, paternity, adoption or parental leave policies and guides available in the 'Policy and information' section on PSP, and/or the appropriate request form. Also see Shared parental leave, Time off: other leave and Flexible working summaries.



## SHARED PARENTAL LEAVE

August 2017

Shared parental leave is a type of family leave to give eligible parents more flexibility in how they care for their child in the first year of birth or adoption.

### What is Shared parental leave and statutory Shared parental pay?

- Mothers/primary adopters can choose to reduce their maternity/adoption leave and statutory pay, so they can share the amount that is left with their partner as Shared parental leave.
- Up to 50 weeks of the maternity/adoption leave and 37 weeks statutory pay can be shared.
- You can take a minimum of one week and a maximum of 50 weeks Shared parental leave. The amount of leave and pay available to eligible parents will depend on how much maternity/adoption leave the mother/adopter takes.
- Shared parental leave must be taken before the child's first birthday/first anniversary of placement for adoption.
- Shared parental leave must be taken in blocks of a week, but can be requested to be taken in more than one block (see Discontinuous leave below).
- You can agree to work up to 20 'keeping in touch' days during Shared parental leave.
- Please note: mothers/adopters eligible for Royal Mail enhanced maternity/adoption pay who transfer to Shared parental leave before the end of their period of enhanced pay will lose any remaining enhanced pay.



### Who is eligible for Shared parental leave?

There are a number of requirements you and your partner must meet to be eligible for Shared parental leave and statutory pay. The Shared parental leave policy and guide have the full details.

- You must have worked for Royal Mail for 26 weeks and still be employed when Shared parental leave is taken.
- Mothers/primary adopters must be entitled to maternity/adoption leave and/or statutory maternity/adoption pay or maternity allowance.
- You and your partner must share the main responsibility for caring for your child.



### Want to know more?

More information is available in the Shared parental leave policy and guide. This includes examples of how Shared parental leave and Shared parental pay can be taken. For more details ask your manager for copies, available on the Policy and Information site on PSP.

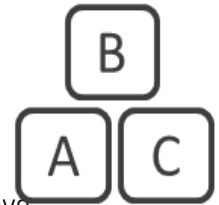
## SHARED PARENTAL LEAVE

August 2017

### Different ways Shared parental leave can be taken

Parents can choose to take the leave:

- At the same time while the mother/adopter is still on maternity/adoption leave; or
- At the same time with both parents on Shared parental leave; or
- Separately with one parent going back to work and the other taking Shared parental leave



There are two types of Shared parental leave:

- **Continuous leave:** You can take the leave in one block (e.g. 20 consecutive weeks). Managers must approve all requests.
- **Discontinuous leave:** You can take the leave over 2 or more periods while going back to work in between. This needs your managers' approval.

### Before you decide if Shared parental leave is best option for your family, consider the following questions:

- Do both you and your partner qualify for Shared parental leave ?
- How do you want to share the caring arrangements of your child?
- Do you or your partner have enhanced maternity/adoption pay? If so, would this provide more financial support if the mother/adopter remains on maternity/adoption leave until their enhanced maternity/adoption pay comes to an end?
- Which parent earns the higher salary?
- How would your family's financial situation be impacted if either you or your partner was on Shared parental leave ?
- Consider other types of family leave, such as Ordinary parental leave and flexible working.
- How much annual holiday does each parent have? Would taking a period of paid holiday be more beneficial?

### How to request Shared parental leave

- Use the Shared parental leave request form to request the leave.
- You can make up to three requests to take Shared parental leave.
- Give your manager at least eight weeks' notice for each period of leave you request.



### Want to know more?

More information is available in the Shared parental leave policy and guide. This includes examples of how Shared parental leave and Shared parental pay can be taken. For more details ask your manager for copies, available on the Policy and Information site on PSP.

## FLEXIBLE WORKING

August 2017

We understand that flexible working can be beneficial to both employees and the business. You may have interests or responsibilities outside of work where working flexibly could help you balance your work and personal life.

### Types of request

- Examples of flexible working include: part-time working, job sharing, term-time working, staggered hours, swapping hours or shifts.
- If you have worked for Royal Mail for at least 26 weeks, you can request either a permanent contractual change to your working pattern, or a temporary change if you only need it for a certain period (less than 12 months).
- Your manager can locally agree informal requests where your contract doesn't need to be changed, they will just keep a record of it and give you a copy.



### Formal requests

- Your manager should normally deal with your request within six weeks of your application.
- They will hold a meeting with you and confirm the outcome in writing.
- When considering your request, your manager will look at the benefits for you and the business. These will be weighed up against any negative impact.
- If it isn't possible to agree your flexible working request, it will be for one of the following business reasons:
  - Cost
  - Being able to meet customer demand
  - Ability to reorganise work and manage impact on quality and performance
  - Ability to recruit additional employees
  - Amount of work available when you want to work
  - Alignment with any planned structural changes
- If more than one request has been made, your manager should discuss the requests with everyone who has put in a request in to see if a compromise can be reached. If not, the first request will be given priority.



### Review (trial) periods

- Before confirming a permanent flexible working request, your manager will set a review period to see how your request works in practice.
- At the end of the review period, if your arrangement isn't working well, you may be moved back to your original working pattern.



Want to know more?

For full details, ask your manager for a copy of the Flexible working policy and guide, available on the Policy and information site on PSP.

Our recruitment processes are designed to help us find the best people for roles. Merit, skills and performance are considered, in line with our Equality and fairness policy.

### Career opportunities

- We want to provide you with opportunities to develop your career within Royal Mail.
- This could include applying for a promotion or a different type of role.
- All the information you need about internal vacancies in Royal Mail and Parcelforce, including setting up job alerts and applying for roles is available at: <http://www.royalmailgroup.com/myjob>
- You should tell your manager when you decide to apply for another job in Royal Mail.
- If you're offered a new internal role, you'll normally move within six weeks of formally accepting it, unless there are operational reasons not to do so.



### Transferring within Royal Mail

- If you wish to transfer, you should search the internal vacancies and apply for any suitable roles using the link above.
- For some non-specialist roles, seniority will be considered if more than one person matches the skills or hours of the role.
- If you request a transfer, you are responsible for any associated costs of the transfer.



### My Future site on myroyalmail.com

- This site gives you advice and information about personal development, potential career paths and how to take control of your own future.
- It covers a range of development opportunities, with tips for building your CV and interview and assessment guidance.
- Access it at - <http://myfuture.myroyalmail.com/>.



Want to know more?

For full details, ask your manager for a copy of the Recruitment policy and guides, available on the Policy and information site on PSP.

## SOCIAL MEDIA USE

August 2017

Social media such as Facebook, LinkedIn and Twitter are extremely popular these days. They have lots of benefits, including the way we interact with each other on a daily basis. However, they have also brought some challenges we all need to be aware of.

### Potential hazards

- 'Over-sharing' can be a real problem with social media. Always think about the following:
  - Information stays online for a long time and can reach a wide, and sometimes unintended audience
  - Despite privacy settings, nothing is really private on social media. Once you've published something online, comments can be forwarded or shared by other users
- There are risks to both you and Royal Mail if you use social media inappropriately including:
  - Serious damage to Royal Mail's reputation, brand and business
  - Claims against you or Royal Mail for discrimination, harassment or defamation
  - Damage to your personal property or identity theft
  - Conduct action against you, if you don't maintain the standards expected of all employees



### Using social media in your personal life

- Royal Mail respects your life outside of work and recognises that you may use social media in your personal life. Sometimes you may want to talk about your work on social media. But, you have a responsibility to ensure you don't damage the company through your online activities.
- Make sure you uphold the standards of behaviour set out in Our Business Standards and Acceptable use policy.
- Remember, even if your settings are 'private', anything posted online could be copied or shared by your connections.



### When using social media, you should be aware of the following:

- You can say you work for Royal Mail, but your online profile (e.g. Twitter name) or posts, mustn't include any of our brand names or logos.
- You should never take or distribute images or videos inside any Royal Mail Group sites, or of any Royal Mail Group property. You are allowed to share public posts from any of Royal Mail's official social media sites.
- You should never make defamatory or discriminatory comments or use social media to bully or harass.
- Remember, any messages posted could be visible to other web users including other employees, customers or suppliers.
- Never disclose internal, confidential or strictly confidential information about Royal Mail Group.
- Regularly check your privacy settings. Sites like Facebook often adjust them when they make updates.
- Don't publish your personal details, such as your address, where they can be accessed by other people.
- Remember you're responsible for your posts. If in doubt, don't post it.



### Want to know more?

For full details, ask your manager for a copy of the Acceptable use policy and associated guides, including the Social media guide. Also see the Think Secure site on [myroyalmail.com](http://myroyalmail.com).

## CONFLICTS OF INTEREST

August 2017

A conflict of interest can occur when you have competing interests or loyalties between your personal activities and your job at Royal Mail.

### What is a conflict of interest?

A conflict of interest occurs when:

- Your personal interests or responsibilities impact your role at Royal Mail or harm Royal Mail's business or reputation.
- Your position or authority could be used to influence or make decisions that lead to any form of financial or personal gain for you, a family member or a friend.



### Examples of conflicts of interest:

- You work for (e.g. as an employee or subcontractor), receive payment from or advertise any organisation that is in competition with Royal Mail.
- Helping a friend or family member make deliveries for a competitor of Royal Mail.
- Working as a taxi driver where you provide a local courier service delivering parcels.
- Working for a manager who is a relative of yours or with whom you are in a relationship.
- Ordering goods or services to be supplied for your personal use using Royal Mail's purchasing facilities.



### It's important that you disclose a potential conflict of interest. If you don't, it could result in a conduct matter.

- You shouldn't do anything that conflicts with your duty as a Royal Mail employee, or use your role to any advantage.
- There are restrictions on working for organisations outside of Royal Mail Group (whether you are paid or not), whilst employed by Royal Mail. Always tell your manager if you have outside work. This could include working for other companies.
- You must not work for a competitor of Royal Mail Group under any circumstances.
- If you are related to (by blood, marriage or other significant relationship), or have a personal relationship with someone you work with, tell your manager or a HR manager. To avoid conflicts of interest or issues with favouritism, it's important that supervision does not get compromised.



### Want to know more?

For full details, ask your manager for a copy of the Conflicts of Interest policy and Our Business Standards booklet, available in the Policy and Information section on PSP or the Group Policies section of the intranet.

Royal Mail Group's working time policy sets limits on the amount of hours you can work in any week. This is to support your health, safety and wellbeing, while ensuring we comply with the law. It's important that you work within the agreed limits per week that are set out in the Working time policy.

Your manager has a responsibility to make sure that working hours are kept within reasonable limits, so they will monitor working hours. You also have a duty to ensure you are not working excessive hours – you should inform your manager if you think that you may be doing so.

You should not volunteer for overtime if it means you'll exceed the limits.

### Working hours limits

- If you have signed an opt-out form (available from your manager), you can work a maximum of 70 gross hours in any week. This includes conditioned (duty) hours, scheduled attendance (SA), and any other overtime, including paid meal breaks. Opting out is voluntary and you can change your mind at any time by giving one month's written notice.
- If you haven't signed an opt-out form, you must not work more than an average of 48 hours net (52 hours gross including conditioned hours, SA, and paid meal breaks).
- If you have any questions or concerns about your working hours and the limits, you should talk to your manager.
- Unite represented grades have different working limits that you can check with your manager.



### Rest breaks

- You must have an 11 hour uninterrupted break from work each day.
- You must also have a 24 hour uninterrupted break each week or one 48 hour break each fortnight.
- If you can't take your daily or weekly rest during the required times, you should have a period of compensatory rest within the following week.



Want to know more?

Further useful information on working hours limits can be found in the Working time policy.

### Night workers

- Night workers are employees who normally work at least three hours between 11pm and 6am.
- You should have the opportunity to have a health assessment every three years or can request one at any time if you have concerns about your health.



### Young workers

- If you're under 18, you must not work more than eight hours a day and 40 hours per week (excluding meal breaks). It isn't possible for you to opt-out of this.
- You cannot work during the hours of 12am-4am.
- You should have a 12 hour uninterrupted break from work each day. This means between the end of one shift and the start of the next.
- You should also have a 48 hour uninterrupted break each week, taken in one full block or in two 24 hours periods. This needs to be in addition to the 12 hour rest break between shifts.

### Second jobs

- You must tell your manager if you have a second job.
- Remember that any work you have outside of Royal Mail Group must not be for a competitor
- If the total average net hours you work is over 48 per week, you will also need to sign an opt-out form to be able to continue with both jobs.



### Drivers

- If you are a driver, you may be subject to additional working time rules. Ask your manager for copies of any relevant documents, e.g. Royal Mail driver's manual.
- If you are a driver of tachograph vehicles over 3.5 tonnes, you have different working/driving hours' time limits. Ask your manager for a copy of the Professional Drivers' Agreement.



Want to know more?

Further useful information on working hours limits can be found in the Working time policy.



If you're ever concerned about how you or others have been treated at work, you should first speak to your manager. If it can't be resolved informally, your concern can be raised using the most relevant process.

### Bullying and harassment

We're committed to making sure Royal Mail is place where everyone is treated with dignity and respect, and is free from bullying and harassment.

#### Definitions

- **Bullying** is intimidation that undermines someone's competence, effectiveness, confidence and integrity.
- A bully misuses their power, position or knowledge to criticise, humiliate or otherwise harm someone.
- **Harassment** is unwanted conduct with the purpose or effect of violating someone's dignity or creating a hostile, intimidating, degrading, humiliating or offensive environment for that person.
- This includes behaviour that employees find offensive even if it's not directed at them specifically.



### Dealing with bullying and harassment

- Most issues can be resolved informally. This could be done by discussing it with your manager, union representative or a work colleague. They will help you explore the issues and try to build an agreement for future working relationships.
- If it can't be resolved informally, or is a serious issue, the problem should be raised formally. This is done by completing a harassment complaints form (available from HR Services, Tel. 0345 6060 603 or the independent bullying and harassment helpline 0800 5874 777 / [www.rmgbh.co.uk](http://www.rmgbh.co.uk)), and then talking to your manager.
- As part of the Bullying and harassment policy we also provide mediation. Mediation is available at any point from registering the complaints form.
- If the issue is about your manager, you should speak to their manager or call HR Services Advice and Support.



### What happens if I raise a bullying or harassment complaint?

- An investigating manager will be appointed to deal with your complaint. This will involve meeting with you and anyone else involved, including witnesses.
- You and the person you've complained about will receive a copy of any materials used in the investigation, including witness statements, unless the investigating manager thinks there's a risk of intimidation or retaliation.
- Both you and the other person will receive a written summary of the investigating manager's conclusions and decisions.
- Anyone involved in a complaint, including witnesses must keep all details completely confidential.
- If you don't believe the case has been satisfactorily resolved, you can appeal the decision.
- To appeal, write to or email the Employee Relations Case Management team (Freepost, ER Case Management team, Royal Mail HRSC, 4th Floor, Pond Street, Sheffield S98 6HR, [HRSC\\_Gateway@royalmail.com](mailto:HRSC_Gateway@royalmail.com)).

Want to know more?

For full details, ask your manager for a copy of the Bullying and harassment or Grievance policies and guides. You can also call the independent bullying and harassment helpline 0800 5874 777 or the First Class Support helpline 0800 6888 777 ([www.rmfirstclasssupport.co.uk](http://www.rmfirstclasssupport.co.uk)). Both are free and confidential helplines for Royal Mail employees open 24/7.

### Grievances



- A grievance is when you have a genuine concern relating to your work or employment.
- Managers are accountable for making sure concerns raised with them are dealt with quickly and effectively.
- Many workplace concerns can be resolved through day-to-day discussions, so we encourage you to talk through any concerns you have with your manager.
- Where your concern can't be resolved in this way you can ask your manager for a meeting. Your manager might need to investigate the problem and talk to you and anyone else who's involved.
- Your manager will confirm the outcome to you verbally or you can request it in writing (bullet format).
- The manager will keep you updated on progress or any delays to the agreed timescales.
- You can be accompanied at any meeting in the grievance process by your union rep or a work colleague, normally from the same location.
- This part of the process should take place within 1 to 14 calendar days.
- If your manager does not deal with the request within 14 calendar days or does not let you know there is a delay, you can contact HR Services on 0345 6060 603, who will record the case on PSP and escalate to your second line manager.
- If the grievance involves your manager, you should raise your concern with your second line manager or contact HR Services on 0345 6060 603.

### Speak up (whistleblowing)

- The "Speak up" whistleblowing facility is for you to raise, in confidence and if required anonymously, genuine concerns about serious wrongdoing that aren't appropriate to be reported via other routes, e.g. Bullying and Harassment, Grievance or, with the Security helpdesk.
- Speak Up is intended to help you report fraud, the giving or taking of bribes, financial malpractice, misreporting or practices that might put individuals at risk.
- In the first instance you should raise your concerns with your manager. If this isn't appropriate, contact the Speak up confidential helpline.
- You should contact the Speak Up confidential helpline, which is run by InTouch, an independent third party supplier, on 0800 0971 131 and choose to either speak to an operator or leave a voicemail message. Alternatively you can leave a message using the confidential website [www.intouchfeedback.com/royalmail](http://www.intouchfeedback.com/royalmail).



### Want to know more?

For full details, ask your manager for a copy of the Bullying and harassment or Grievance policies and guides. You can also call the independent bullying and harassment helpline 0800 5874 777 or the First Class Support helpline 0800 6888 777 ([www.rmgfirstclasssupport.co.uk](http://www.rmgfirstclasssupport.co.uk)) both are free and confidential helplines for Royal Mail employees, open 24/7.

## CONDUCT

August 2017

All employees are expected to behave professionally within Our Business Standards, to take responsibility for their work, customers and fellow employees and to follow any reasonable instruction of their manager.

### If your manager is unhappy with your conduct they will:

- Discuss your conduct with you and ask for an explanation if they think your conduct is unsatisfactory. This will usually be done on the same day.
- If your manager isn't happy with your explanation, they'll decide whether your conduct can be addressed informally:
  - Minor conduct issues may be resolved with the right word at the right time
  - Your manager may have an informal discussion with you. This would be a joint discussion to talk about the problem and agree how improvements can be made
- More serious cases will move straight to the formal process.



### If they follow the formal process, the process includes:

- **Fact finding:** to get all the details of the situation. Your manager will then decide if there is a case to answer and if so, whether to progress this informally or formally.
- Before deciding if it is necessary to precautionary suspend you, your manager will send you home and seek advice from HR Advice and Support.
- **Precautionary suspension:** this will only be necessary for serious issues, for example you're suspected of dishonesty, or you've been violent or abusive.
- **Formal conduct meeting:** if after fact-finding the manager believes that there is case that needs to be considered under the formal process, you'll be invited to a conduct meeting. You can bring a union rep or work colleague with you.
- You will be given any documents that the manager might use to make their decision in the meetings at the start of or during the meeting.
- **Outcome:** the manager will usually tell you the outcome in person then follow up with a letter.
- **Appeal:** you can appeal against a conduct penalty.

### Conduct consequences may include (but are not limited to):

- **Warning:** on your record for one year.
- **Serious warning:** on your record for between one and two years (up to three years for dishonesty). It may also include a transfer to another job within your manager's area of authority.
- **Dismissal or action short of dismissal:** A major penalty or repeated penalties may lead to dismissal with or without notice or action short of dismissal, e.g. suspended dismissal for between one and two years (up to three years for dishonesty). Suspended dismissal may also include a transfer within or outside your area.

Want to know more?

For full details, ask your manager for a copy of the Conduct policy and guides, available on the Policy and information site on PSP.

We comply with law and regulation because it is the right thing to do and is good for our business. Everyone has a role to play in compliance, including you.

### Where can I go to for help or to raise concerns?

- If you're not sure whether something is compliant with law or regulation, there's lots of help and support available.
- You can:
  - speak to your manager; or
  - contact Group Compliance on 020 7449 8302 or [group.compliance@royalmail.com](mailto:group.compliance@royalmail.com)
- If you want to raise a concern confidentially, you can use the "Speak Up" hotline on 0800 097 1131 and speak to an operator or leave a voicemail message. Alternatively, you can leave a message using the confidential website: [www.intouchfeedback.com/royalmail](http://www.intouchfeedback.com/royalmail).



### Anti-bribery

- Bribery is promising, offering, giving, asking for or accepting any advantage to encourage or reward improper behaviour. We have a 'zero tolerance' policy on bribery.
- You must:
  - never promise, offer or give a bribe;
  - never ask for or accept a bribe;
  - report any bribe or suspected bribe as soon as possible to Group Compliance or the confidential Speak Up line on 0800 097 1131
- Remember that you won't suffer any negative consequences for refusing to pay or receive bribes.



### Christmas tips

- A tip is a voluntary payment given to an individual employee as a reward for good service. Christmas tips are not bribes. You don't need approval to accept a tip. However, you must not:
  - ask for a tip; or
  - accept a tip if there is any suggestion it is to encourage you to break a rule (e.g. to make sure a customer gets their mail earlier than scheduled)

### Want to know more?

For full details of the policies, ask your manager for a copy of the Anti-Bribery and Corruption; Competition Law; Access Regulation Compliance; and the Sanctions policies.

### Competition law

- Customers benefit where there is strong competition between rivals. Competition law bans behaviour which could damage this – e.g. if rivals work together to set prices instead of competing, or where the biggest company in the market prevents others from offering their products.
- Breaking competition rules can lead to large fines for Royal Mail and even imprisonment for the individuals involved.
- To keep competition healthy, businesses must make decisions independently from one another. This means Royal Mail must not share or get confidential information from our competitors, such as:
  - future prices (e.g. unpublished discounts or planned price changes);
  - future plans and strategy; or
  - details of new products or services under development
- You must not discuss confidential information with anyone outside of Royal Mail in person, by phone, via social media or by e-mail, whether at work or socially.
- If you are not sure whether information is confidential and can be shared, ask Group Compliance.



### Postal regulation (USPA5)

- There are two key components to USPA5:
  1. We cannot prioritise our own mail over Downstream Access (DSA) mail.
  2. We have restrictions on the sharing of 'controlled' information between our Wholesale and Retail teams.
- Through DSA, you may become aware of confidential information about Royal Mail's competitors, such as their mail volumes and who their customers are. USPA5 prevents Royal Mail from:
  - misusing information about competitors that we gain through offering DSA
- A breach of these rules could lead to fines for Royal Mail and stricter regulation.



### Sanctions

- Sanctions are imposed by Governments or international organisations. They prevent Royal Mail from doing business with certain people, organisations or countries. The list of people and countries subject to sanctions changes regularly.
- If we do not comply with sanctions, Royal Mail could face large fines and individuals could be fined or even imprisoned.
- Royal Mail must not:
  - do any business with anyone who is on a sanctions list; or
  - send goods that are banned to certain people or countries
- Customers must not use our services to send items in breach of sanctions. It is their responsibility to check whether something is allowed, so you must not:
  - advise customers about sanctions and whether or not they can send an item. Instead, point them to our website where they can find details about what is and is not allowed

### Want to know more?

For full details of the policies, ask your manager for a copy of the Anti-Bribery and Corruption; Competition Law; Access Regulation Compliance; and the Sanctions policies.

Royal Mail provides you with uniform, including footwear that is appropriate for your job throughout the year and for indoor and outdoor work. It is important that employees always meet our dress standards.

### Dress standards

Our dress standards have been jointly agreed with CWU. Uniform is not only a key part of supporting Health and Safety standards, but also represents the image of Royal Mail to our customers. Examples of the standards are:

- Always wear your uniform on duty if you work in a customer-facing role.
- Apart from travelling to and from work, you shouldn't wear your uniform off duty.
- Your uniform should always be clean and in good condition.
- Ensure jewellery is not a potential safety hazard. Don't wear dangling items that could be trapped in machinery or equipment.
- You must return all items of uniform when replacements are issued or you leave Royal Mail.



### Uniform entitlements

- The items and quantity of uniform you're entitled to are detailed in the entitlement's spreadsheet. This is available on the ordering system or the uniform section of myroyalmail.com.
- The entitlements are based on your role.
- You'll be given the full issue uniform if you're going to be employed for more than 13 weeks.
- Casual and agency employees will be given the appropriate personal protective equipment for their work area.

### Top tip:

When ordering uniform online don't forget to:

- Include an email address – use your manager's if you don't have one.
- Give a reason in the 'additional comments' box if your order is over your allocation.

### Wear and tear

- You're responsible for cleaning and maintaining your uniform.
- All uniform has an estimated life expectancy, normally of around two years. However, if an item gets damaged or is beyond simple repair, you can order a replacement.



### Want to know more?

Guidance on uniforms can be found on the intranet and myroyalmail.com. You can also ask your manager for copies of: Uniform Code of practice, dress standards guide, entitlements spreadsheet, wearer guide, new uniform booklet.

### Ordering uniform

- You can order your uniform items through the Dimensions uniform online ordering system - <https://detail.dimensions.co.uk/Royalmail/login.aspx?AcceptsCookies=1>.
- Your PSP pay number is your username and your password is Delivery (capital D). When you first logon you will be asked to change your password.
- The site is simple and easy to use. It contains everything you need to know, including the full range of uniform and footwear available, and the number of items you're entitled to.
- If your order is within your allocation, it will automatically be processed. If it is over your allocation, you should enter the reason for early replacement in the 'additional comments' box on the system so the authoriser understands the reason for your order. Please give as much detail as possible to enable the authoriser to make an informed decision, and only order what is needed.
- Items are normally delivered in 3 to 5 working days.
- If you're placing an order for footwear which is over your entitlement your line manager should place the order and must ensure the 3 standard questions below are answered:
  1. Have you as the manager have inspected the shoes?
  2. Are these the most recent pair? (It is essential to check the date of the last order. This can be found by clicking on the history icon)
  3. What is the reason for replacement.? i.e. worn tread, damaged upper, split sole etc. (You must give an accurate description. Just putting 'Worn' or 'Health and safety' is not sufficient)
- If you have any problems with the system, you can call the help desk on 0800 7315 137.



### Want to know more?

Guidance on uniforms can be found on the intranet and myroyalmail.com. You can also ask your manager for copies of: Uniform code of practice, dress standards guide, entitlements spreadsheet, wearer guide, new uniform booklet.