

No. 126/26

29<sup>th</sup> April 2026

Dear Colleague,

## **ROYAL MAIL: CHANGE FOR GOOD PROGRAMME – CWU INVOLVEMENT**

Further to LTB 207/24 dated 14<sup>th</sup> June 2024 which advised Branches of a Royal Mail Sexual Harassment Initiative which had been developed under a programme called Change for Good (CFG).

Recently we been in discussions with Royal Mail in regard to the current status of the CFG programme and specifically the Union's involvement in this initiative. As a consequence of these discussions, we have received the attached correspondence from Dahlia Basrawi, HR Director, Performance & Capability, which confirms that Royal Mail is supportive of the Union engaging in various supporting activities, including the creation of a Shadow National Steering Committee for CFG. Specifically, the correspondence from Royal Mail notes that the surest way for CFG to succeed is through **"our shared ambition to create safe, inclusive and welcoming workplaces throughout Royal Mail"**.

The Postal Executive has been documented a couple of times this month on the CFG programme and has now established supporting policy regarding the CFG initiative, with the specific aim of ensuring that via engagement with Royal Mail, we have the opportunity to pursue our policies and strategy in regard to eradicating bullying & harassment in the workplace. Kate Hudson, Head of Equality, Education & Development, has been consulted over this matter, and is fully supportive of the approach we are taking and as such Kate will be heavily involved in the activities going forward.

Branches will be aware that the Union has proactively engaged in this type of programme in the past, such as the Dignity & Respect at Work (DRAW) project. Accordingly, the Postal Executive considers it important that the Union is fully involved and helps to influence and shape the ongoing initiatives surrounding CFG.

## **Royal Mail National Steering Committee and Joint Shadow National Steering Committee**

Under the auspices of ongoing involvement, Royal Mail has invited the CWU to form a Shadow National Steering Committee that will meet every six weeks and just prior to

the Royal Mail National Steering Committee meetings. The Postal Executive will engage in the construction of the SNSC with the involvement of myself, Kate Hudson, Bobby Weatherall and Katrina Quirke, PE members and Officer Substitutes, and Jamie McGovern, Health & Safety Policy Assistant.

### **Postal Executive Working Group**

To support the activities of the SNSC, we will also instigate a Postal Executive Working Group consisting of everyone involved in the SNSC, along with Angela Whitter, Steve Halliwell and Darren Glebocki, PE Members. This will ensure that we regularly invest decent time to scrutinise and review the overall direction and thrust of CFG and what it means for our members whilst ensuring that all areas of the Postal Department are involved.

Lastly, arrangements are being made for Dahlia Basrawi and Lizz Lloyd, Group Health & Safety Director, to present the CFG programme and associated activities to the Postal Executive. Following this, we will also ensure that a similar event is held for our Senior Field Officials.

Further developments will be reported.

If you have any queries in relation to this LTB, please contact Samantha Nicholas at [snicholas@cwu.org](mailto:snicholas@cwu.org) or Heidi Maughan at [hmaughan@cwu.org](mailto:hmaughan@cwu.org)

Yours sincerely,

**Andy Furey**  
**Assistant Secretary**

**Kate Hudson**  
**Head of Equality, Education & Development**



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**By Email**

20th April 2026

Dear Andy

Change for Good – Proposal for joint working and Tri-Party approach

I write further to our positive discussion on 31<sup>st</sup> March, to confirm our shared commitment and intentions. During our conversation I shared that our Change for Good strategy was informed by the situation in our Morpeth Delivery Office that resulted in the tragic loss of life. This has naturally resulted in significant reflection for all involved and rightly created the catalyst for change.

The Change for Good strategy (hereafter, CFG) is a long term, iterative strategy that seeks to inform, raise awareness and educate everyone at all levels of our organisation to irradicate all types of bullying and harassment and ensure we treat each other respectfully and create a go-to place to work where everyone can be their best, authentic self. We also want everyone to have the confidence to recognise any behaviour that may fall short of that ambition, to call it out and support their colleagues and friends. We are calling this part of CFG; See, Act, Support and we began this phase over peak 2025.

- **See** – If you notice behaviour that doesn't feel right, don't ignore it
- **Act** – Raise a concern using the People App
- **Support** – Check in with and support anyone affected

CWU Concerns

I also want to acknowledge your concerns. You shared with us that there is some unease within the CWU and a perception of overreach and inconsistency with how

some behaviours are being addressed. As we raise awareness, we are all learning *how* to change our culture and how best to *apply* what we learn in all the micro cultures that exist throughout Royal Mail. We *do* need to ensure we are consistent in how we respond to behaviours that don't align to the culture we are seeking to create through CFG. I welcome your aspiration to be more involved in developing the strategy so we can jointly elevate the status of CFG within the CWU, identify and respond to any challenges and create impactful tri-party communications with you and Unite/CMA at key phases.

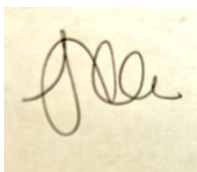
### Ongoing Involvement

Due to the importance and profile of CFG, there is a National Steering Committee that meets every six weeks. I would like to invite the CWU to form a 'shadow' National Steering Committee with me and members of my team that will meet the week before each National Steer Co, bringing the perspective of our front-line teams to our ideas and inform our approach for future phases. The first of these is likely to be week commencing 18<sup>th</sup> May 2026. Please let us know your availability that week and who from the CWU we should invite to attend.

I can also confirm that Lizz Lloyd and I would welcome the opportunity to attend a Postal Executive (PE) meeting, to brief PE members on the work we are doing, listen to any concerns and answer questions. I would appreciate you confirming when such an opportunity may arise.

Finally Andy, I am delighted that you want to work jointly with us and we recognise that a tri-party approach to a strategy as vital as CFG is the surest way to succeed in our shared ambition to create safe, inclusive and welcoming workplaces throughout Royal Mail.

Yours sincerely

A handwritten signature in black ink on a light-colored background. The signature is stylized and appears to read 'Dahlia Basrawi'.

Dahlia Basrawi

HR Director - Performance & Capability