

No. 128/26

30<sup>th</sup> April 2026

Dear Colleague,

## **ROYAL MAIL: RAISING CONCERNS NATIONAL AGREEMENT – KEY STATISTICS**

Further to LTB 041/26 dated 10<sup>th</sup> February. Earlier this week, Bobby Weatherall and Alan Tate, PE members, met with Karen McKay, Head of HR Policy as part of the ongoing engagement and review of key statistics arising from the application of the Raising Concerns National Agreement.

The data shown on the attached slide deck is for a full year from April 2025 to April 2026. In this period, there were 4,721 Raising Concern cases, although this does not include cases at the Appeal stage. Since the Raising Concerns Agreement was launched, there have been 7,332 cases in total.

### **Key Statistics from the latest data (April to April)**

- Of the 4,721 cases, 4,248 cases have been concluded (90%). 10% of cases remain open
- 70% of outcomes are informally resolved, upheld or partially upheld
- 548 Appeals have been raised and 447 have been concluded. Of the 447, 29% are upheld or partially upheld
- The highest reason for raising a concern is "Poor behaviour or treatment" at 30%
- Bullying, discrimination, harassment (including sexual harassment) is a combined 17%.

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**



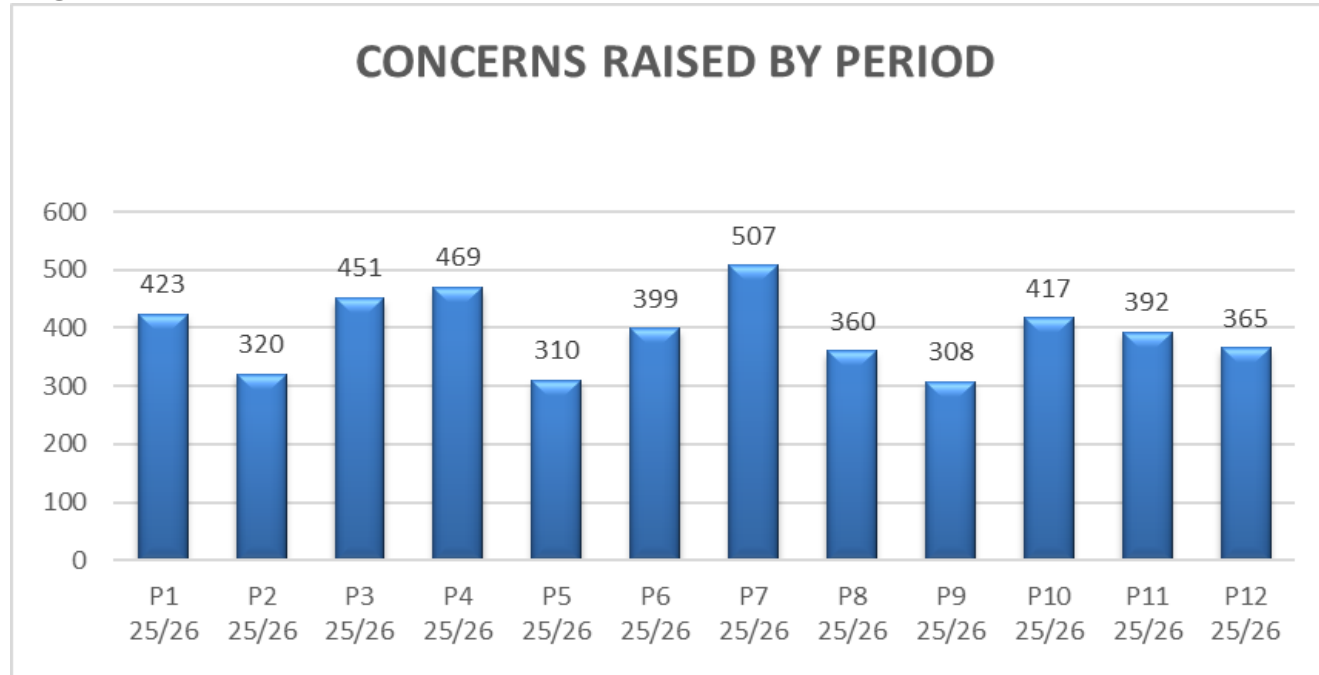
# RAISING CONCERNS

## April 2026

# Raising Concerns – Overview of cases 2025/26

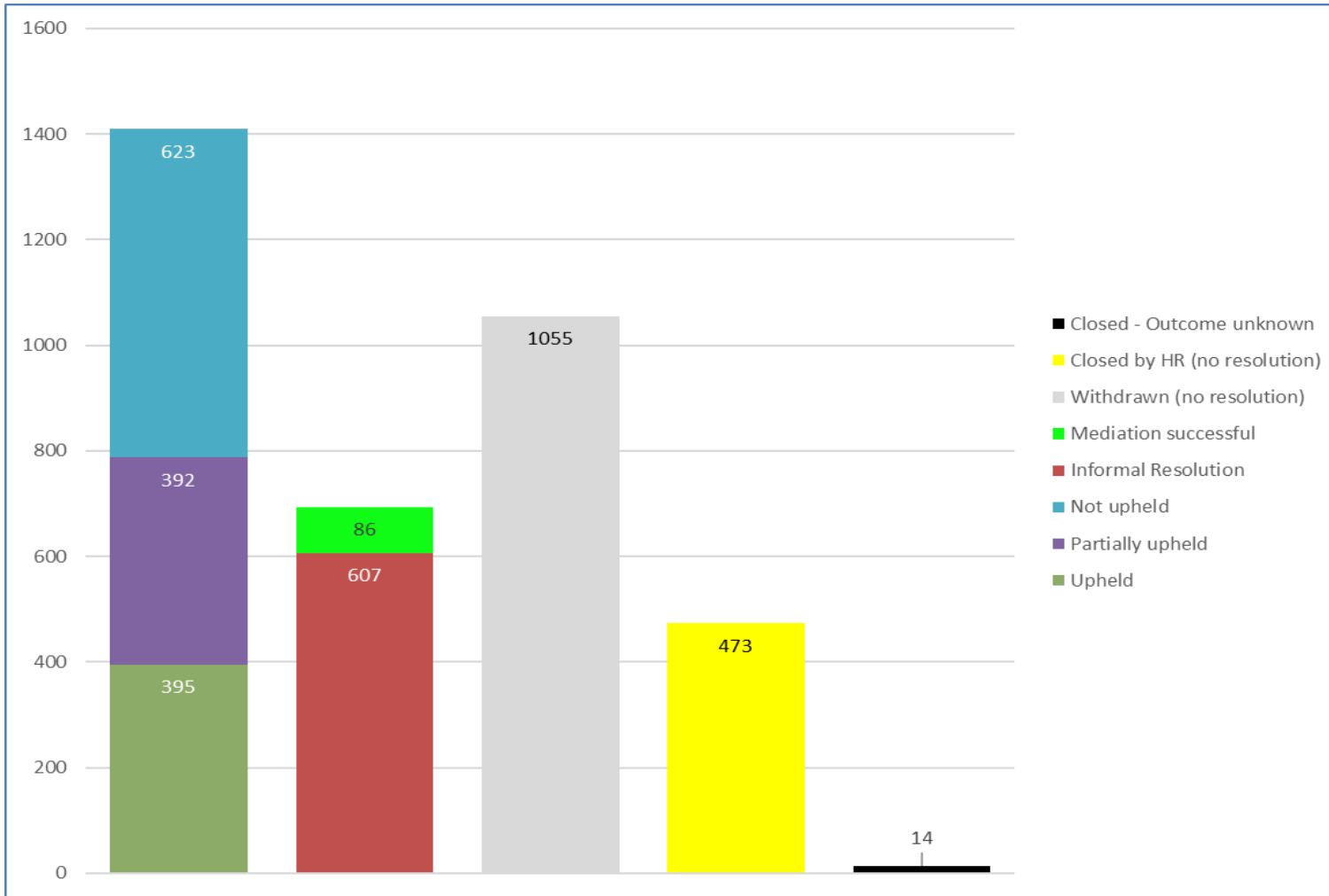
## Overview of cases raised:

- **4,721 concerns raised during 2025/26\***
  - 10% cases remain open (473)
  - 90% cases concluded (4,248)
- **Across the last 6 periods (P7 to P12), concerns raised are running at similar levels compared to the same timeframe last year (2,349 TY vs 2,329 LY)**



Reason for concern	Number	%
Poor behaviour or treatment	1,408	30%
Category not yet confirmed	1,004	21%
Pay or Benefits	531	11%
Working hours or allocation of work	365	8%
Bullying	288	6%
Work conditions	262	6%
Discrimination	218	5%
Harrassment	210	4%
Failure to follow policy or procedures	140	3%
Sexual harassment	116	2%
Concerns relating to time off work	108	2%
Inappropriate use of data	31	1%
Transformational change	29	1%
Trade Union activities	11	0%
<b>Total</b>	<b>4,721</b>	<b>100%</b>

# 2025/26 Case outcomes



*N.B. Cases closed by HR are normally a result of duplicate or multiple concerns raised by the same employee, or cases created in error by managers*

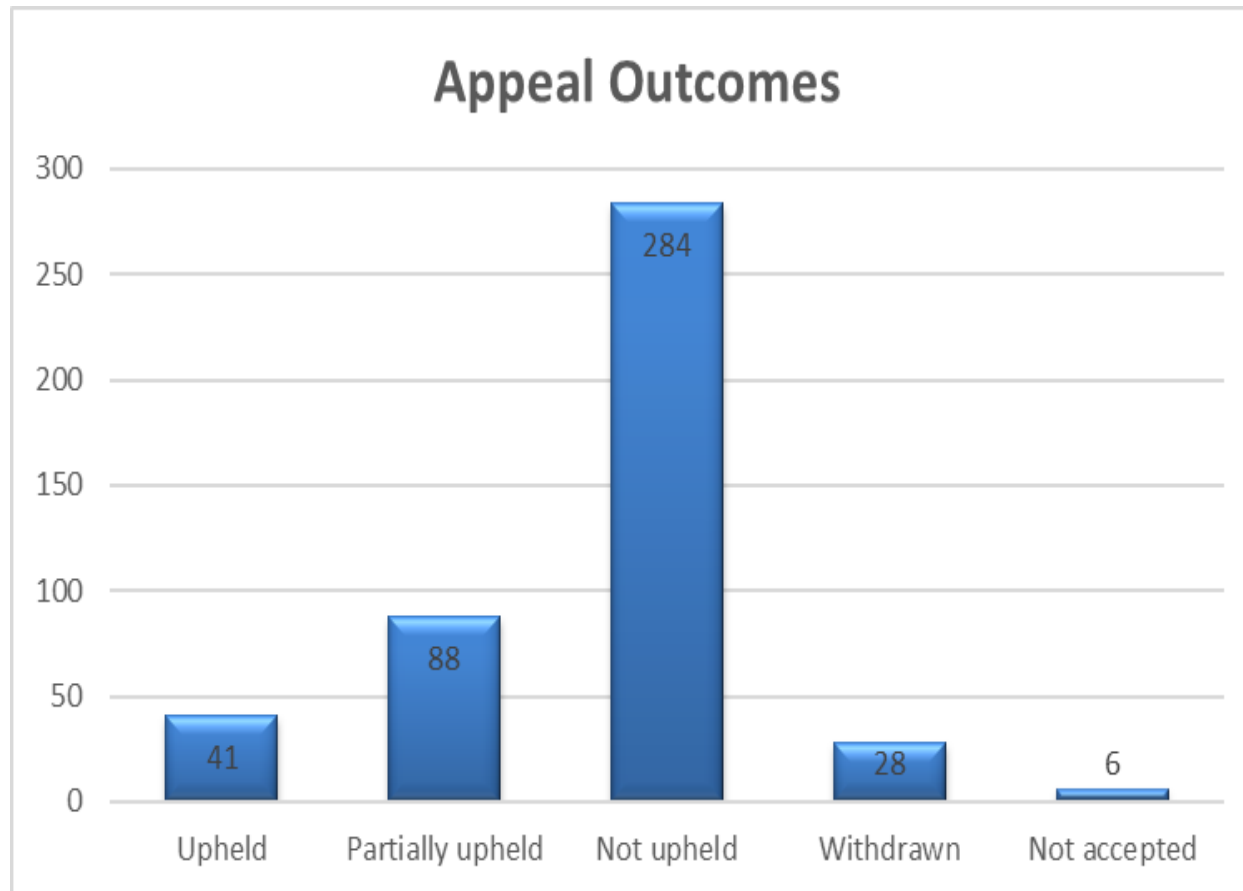
## Key takeaways:

- 70% of the outcomes are informally resolved, upheld or partially upheld.
  - Most concerns (1,410) have been taken through the formal process; 56% of which have been upheld or partially upheld
  - 693 concerns have been resolved informally (including through mediation)
- Concerns withdrawn are often a result of cases being referred to manager and resolved informally (i.e. recorded incorrectly)
- A small number of cases (14) are closed without classification in the PCM system due to an error – these cases are likely to be informally resolved having reviewed a sample of cases
- **To note:** Outcomes on the bar chart do not include cases at appeal stage (i.e. the total number of outcomes will not equal the total number of cases closed on slide 2)

# Appeals



- 548 appeals raised during 2025/26; 447 concluded as follows:



## Key takeaways:

- 29% of appeals are **upheld or partially upheld**
- Not upheld figures suggest that formal investigation is being carried out robustly
- Appeals are heard independently, outside of the line, to avoid bias/influence

# Case progress – GUIDANCE

(Note: This is not current data)

UK Operations Raising Concerns status summary as at 22/07/2025	INFORMAL							FORMAL						
	CASES	Day 14 meeting status			Case completion status			CASES	Day 14 meeting status			Case completion status		
		OPEN	COMPLETE	% COMPLETE	OPEN	COMPLETE	% COMPLETE		OPEN	COMPLETE	% COMPLETE	OPEN	COMPLETE	% COMPLETE
FIELD OPERATIONS DIRECTOR NORTH	819	98	721	88.0%	106	713	87.1%	663	26	637	96.1%	80	583	87.9%
ROD MIDLANDS	128	29	99	77.3%	29	99	77.3%	133	7	126	94.7%	17	116	87.2%
ROD N IRELAND AND N EAST														89.2%
ROD NORTH WEST														90.6%
ROD SCOTLAND														90.5%
ROD WALES AND THE MARCHES														84.6%
ROD YORKSHIRE														83.6%
FIELD OPERATIONS DIRECTOR SOUTH														83.7%
ROD ANGLIA														84.1%
ROD GREATER LONDON	171	50	121	70.8%	54	117	68.4%	165	12	153	92.7%	29	136	82.4%
ROD SOUTH CENTRAL	161	29	132	82.0%	31	130	80.7%	156	4	152	97.4%	20	136	87.2%
ROD SOUTH EAST	121	34	87	71.9%				140	8	132	94.3%	23	117	83.6%
ROD SOUTH MIDLANDS	115	27	88	76.5%				141	8	133	94.3%			84.4%
ROD SOUTH WEST			129	70.9%						141	93.4%			80.8%
NETWORK PROCESSING DIRECTOR			302	74.4%						129	88.4%			76.0%
GM NORTH			150	77.7%						60	93.8%			84.4%
GM SOUTH			115	69.3%						50	83.3%			71.7%
GM NORTH WEST SUPER HUB		3	6	66.7%	3		66.7%		1	3	75.0%	2		50.0%
GM MIDLANDS SUPER HUB		7	31	81.6%	8	30	78.9%		2	16	88.9%	6	12	66.7%
UK OPERATIONS DIRECTOR	2077	416	1661	80.0%	437	1640	79.0%	1738	95	1643	94.5%	266	1472	84.7%
PARCELFORCE	116	45		61.2%	47	69	59.5%	51	7		86.3%	15	36	70.6%
NATIONAL DISTRIBUTION	90			77.8%	23	67	74.4%	29	3			6	23	79.3%
HEAD OF FLEET MAINTENANCE	34			82.4%	7	27	79.4%	13	0			3	10	76.9%
PROPERTY & FACILITIES SOLUTIONS	25			72.0%	9	16	64.0%	19	3			7	12	63.2%
CENTRAL FUNCTIONS	10			60.0%	5	5	50.0%	12	2			9	3	25.0%

**Guidance slide  
(Current data is on the next slide)**

Number of concerns at the informal stage

1640 cases have been concluded at the informal stage

Number of concerns at the formal stage

1640 cases have been concluded at the formal stage

Initial meeting has taken place for 1661 informal cases

Initial meeting has taken place for 1643 formal cases

# Case progress

UK Operations Raising Concerns status summary as at 21/04/2026	INFORMAL						
	CASES	Day 14 meeting status			Case completion status		
		OPEN	COMPLETE	% COMPLETE	OPEN	COMPLETE	% COMPLETE
FIELD OPERATIONS DIRECTOR NORTH	727	42	685	94.2%	48	679	93.4%
ROD MIDLANDS	140	13	127	90.7%	14	126	90.0%
ROD N IRELAND AND N EAST	114	8	106	93.0%	11	103	90.4%
ROD NORTH WEST	112	3	109	97.3%	4	108	96.4%
ROD SCOTLAND	110	7	103	93.6%	7	103	93.6%
ROD WALES AND THE MARCHES	89	4	85	95.5%	4	85	95.5%
ROD YORKSHIRE	162	7	155	95.7%	8	154	95.1%
FIELD OPERATIONS DIRECTOR SOUTH	1090	97	993	91.1%	106	984	90.3%
ROD ANGLIA	149	17	132	88.6%	18	131	87.9%
ROD GREATER LONDON	247	25	222	89.9%	30	217	87.9%
ROD SOUTH CENTRAL	191	8	183	95.8%	9	182	95.3%
ROD SOUTH EAST	178	36	142	79.8%	37	141	79.2%
ROD SOUTH MIDLANDS	143	6	137	95.8%	7	136	95.1%
ROD SOUTH WEST	182	5	177	97.3%	5	177	97.3%
NETWORK PROCESSING DIRECTOR	402	30	372	92.5%	37	365	90.8%
GM NORTH	184	11	173	94.0%	16	168	91.3%
GM SOUTH	176	15	161	91.5%	17	159	90.3%
GM NORTH WEST SUPER HUB	14	1	13	92.9%	1	13	92.9%
GM MIDLANDS SUPER HUB	28	3	25	89.3%	3	25	89.3%
UK OPERATIONS DIRECTOR	2219	169	2050	92.4%	191	2028	91.4%

	FORMAL						
	CASES	Day 14 meeting status			Case completion status		
		OPEN	COMPLETE	% COMPLETE	OPEN	COMPLETE	% COMPLETE
	907	20	887	97.8%	62	845	93.2%
	240	3	237	98.8%	13	227	94.6%
	129	1	128	99.2%	3	126	97.7%
	146	2	144	98.6%	14	132	90.4%
	132	6	126	95.5%	11	121	91.7%
	99	2	97	98.0%	6	93	93.9%
	161	6	155	96.3%	15	146	90.7%
	1213	33	1180	97.3%	109	1104	91.0%
	235	6	229	97.4%	19	216	91.9%
	253	6	247	97.6%	14	239	94.5%
	157	7	150	95.5%	18	139	88.5%
	185	7	178	96.2%	26	159	85.9%
	171	2	169	98.8%	9	162	94.7%
	212	5	207	97.6%	23	189	89.2%
	205	11	194	94.6%	41	164	80.0%
	75	5	70	93.3%	11	64	85.3%
	102	5	97	95.1%	22	80	78.4%
	7	0	7	100.0%	3	4	57.1%
	21	1	20	95.2%	5	16	76.2%
	2325	64	2261	97.2%	212	2113	90.9%

PARCELFORCE	111	21	90	81.1%	24	87	78.4%
NATIONAL DISTRIBUTION	84	11	73	86.9%	16	68	81.0%
HEAD OF FLEET MAINTENANCE	49	2	47	95.9%	4	45	91.8%
PROPERTY & FACILITIES SOLUTIONS	49	2	47	95.9%	2	47	95.9%
CENTRAL FUNCTIONS	19	1	18	94.7%	1	18	94.7%

	61	7	54	88.5%	16	45	73.8%
	58	4	54	93.1%	14	44	75.9%
	22	0	22	100.0%	1	21	95.5%
	26	0	26	100.0%	6	20	76.9%
	16	2	14	87.5%	4	12	75.0%