

No. 202/26

14th July 2026

Dear Colleague,

ROYAL MAIL: CHANGE FOR GOOD – JOINT STATEMENT

Further to LTB 126/26 dated 29th April 2026. Branches are advised that there have been a number of changes in the Change for Good (CFG) management team at Royal Mail, and of particular note the HR Director, Performance & Capability, left Royal Mail at the end of June. This has meant slower progress than we originally anticipated in establishing the Shadow National Steering Committee (SNSC) along with our wider agenda on CFG.

From a positive perspective, we have now agreed the attached Joint Statement under the signatures of Kieran Judd, Chief People Officer and Martin Walsh, DGS(P). Crucially, the JS contains a strong reference to the ER/IR Reset programme and this is in keeping with the following paragraph from Emergency Motion E1 at this year's Postal Conference:

“Ensuring that at the heart of the CFG programme is the recognition that the Reset of ER/IR is of paramount importance to improving relationships in the workplace.”

The Joint Statement recognises that people's behaviour must improve where it is inappropriate and to do this requires coaching, training and of course time, and along with the wider key messages associated with CFG, this will help to ensure that the principles enshrined within the JS are followed by all. The JS acknowledges that bad behaviour is a factor within some workplaces, but that together we will strive, through educational means, to address legitimate concerns that might have been normalised in times gone by to create workplaces across Royal Mail that are inclusive, welcoming, and safe.

The first meeting of the SNSC is on Thursday 23rd July and further developments on the wider CFG programme will be communicated as we move forward together with Royal Mail on this important activity, which complements the ER/IR Reset programme. Branches and Reps are urged to ensure the attached JS is shared widely amongst our members.

Yours sincerely,

Martin Walsh
Deputy General Secretary (Postal)

Andy Furey
Assistant Secretary



Tri-Party Joint Statement

Royal Mail Group, the Communication Workers Union (CWU), and the Communication Managers Association (Unite/CMA) have jointly committed to working together to deliver **Change for Good**. To demonstrate our shared commitment to creating inclusive, welcoming, and safe workplaces across Royal Mail and our Trade Unions, we have agreed the principles¹ set out in this Tri-Party Joint Statement.

Everyone at Royal Mail has the right to be their best, authentic self at work - to fully participate, contribute, and feel a genuine sense of belonging and inclusion within our business and your Unions.

We recognise that meaningful **cultural change** requires the full commitment from every person, in every business unit, every day, taking accountability for our behaviour and how it impacts others so that everyone feels safe, secure, and respected.

We must always remain mindful of how our words and actions affect those around us. No one, in any role, should experience offensive behaviour or insulting comments that cause them to feel harassed or bullied.

All managers and union representatives are leaders and role models. We must all set the standard of respectful and inclusive behaviour and respond consistently and appropriately when standards are not met. Where behaviour falls short of our **Change for Good** ambition, our response must be fair, proportionate and reasonable, while ensuring everyone is held accountable for their actions, never dismissing or minimising any concern raised.

We acknowledge that change takes time. As awareness grows, mistakes may happen. However, any behaviour that causes harm - regardless of intent or what may have previously been considered 'normal' - must be addressed and changed. We must all actively challenge behaviour that makes others feel bullied, harassed, insulted, or offended. Repeated lapses

¹ Nothing in these principles is intended to conflict with RM policies. If there is any perceived or actual conflict, RM's policy prevails.



cannot be excused as mistakes. In all cases, individuals are expected to take responsibility for their actions and to demonstrate an immediate commitment to learn and improve.

We are committed to ensuring that everyone who leads, manages or represents colleagues does so with fairness, respect, and professionalism. No one will receive preferential treatment, protection or reduced consequences based on their leadership role, grade, or union position where their behaviour constitutes bullying or harassment.

Constructive feedback and accountability are essential to effective management and representation. However, intimidation, humiliation, or hostility have no place in our workplace. To complement our shared intention to reset employee and industrial relations and draw a line under the past, we are working together to ensure **Change for Good** delivers our ambition of a working environment where everyone can feel safe, secure, and respected.

Signatories:

Kieran Judd
Chief People Officer

Martin Walsh
CWU
Deputy General Secretary

Gary Sassoon-Hales
Unite/CMA
National Executive