

No. 212/26

30th July 2026

Dear Colleagues,

Update on Reset

Over the last few weeks since the National Agreement was endorsed, we have been working with Royal Mail on how to launch the much needed Reset of Employee and Industrial Relations.

You will have seen that the Royal Mail CEO, Alistair Cochrane wrote to all employees to express his support for the Reset of both Employee and Industrial Relations (copy attached). Alistair Cochrane, Kieran Judd (Chief People Officer), Jamie Stephenson (Chief Operations Officer), Andrew Smith (Head of Industrial Relations), James Brockbank (Industrial Relations Director), Rachael Batty (Industrial Relations Director) and Fiona Hamilton (Industrial Relations Director) attended a Postal Executive Meeting to discuss how to move forward a genuine Reset across all of Royal Mail Group and in every workplace.

The idea of the Reset was first agreed in the CWU and EP Agreement, which stated the following: *“Underpinning every part of this agreement is a recognition and belief from both parties that the only way to rebuild trust in Royal Mail Group is for a fresh start in the way the business is run, at all levels and in every workplace. The agreement signifies a complete reset in Employee and Industrial Relations and is about putting customers and postal workers at the heart of everything we do.”*

The recent national agreement allowed us to move forward and agree the initial programme for the Reset, which is attached.

There will be a formal launch event in September for all Senior Directors and Managers along with the Postal Executive and Senior Field Officials, which will, as part of the structure, show how this is cascaded to every level and in every workplace. Royal Mail have appointed Fiona Hamilton as their lead on Reset.

The programme includes the following initiatives:

- A Joint Royal Mail/CWU Working Time Listening and Learning session to be delivered in every workplace supporting the Reset; this will be overseen centrally to ensure this takes place.
- An independent survey of employees to test how the Reset is working.
- Each Unit/Area will be jointly assessed as either Red, Amber or Green on how Employee and Industrial Relations are currently working. The assessment will be used to support and improve all units which are red or amber.

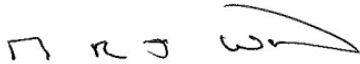
The Joint Working Group for the CWU comprises of Andy Furey, Rob Wotherspoon, Alan Tate, Luke Elgar and Steve Halliwell. They are working on a range of issues to support the Reset including how we improve those units with poor Employee and Industrial Relations.

This is possibly the biggest Reset of Employee and Industrial Relations that Royal Mail and the CWU have launched since the Lord Sawyer Review in the 1990s and it is therefore important that we all support the Reset activity and programme over the next few weeks and months.

We will provide further updates on the Reset as it progresses.

Any enquiries relating to the content of this LTB should be referred to the Postal Department at hford@cwu.org.

Yours sincerely,



Martin Walsh
Deputy General Secretary (Postal)



Andy Furey
Assistant Secretary

A message from
Alistair Cochrane
Chief Executive Officer



Reset of Employee and Industrial Relations

08 July 2026

I want to take a moment to talk about something that really matters: how we work together to rebuild Royal Mail.

It was an important step to reach agreement with CWU on how we deploy USO Reform and the first step in equalising new entrants' pay, terms and conditions. I am pleased that CWU members voted in support of these agreements.

However, I recognise that some employees are still to be fully convinced that USO Reform can be successfully deployed whilst also restoring quality of service and ensuring manageable workloads. In the coming weeks, Royal Mail's management team will work with employees and your union representatives, fully in line with the agreement, to address the concerns that employees may have.

I also know that, to be successful, we must rebuild trust and reset Employee and Industrial Relations. It's time for all of us to draw a line under the past and I am committed to creating a culture across the Royal Mail Group and in every workplace where our employees and unions play a crucial role in shaping the future.

This is not just my responsibility. It is something we all share. Whether you're in a frontline role, managing a team, representing a union, or leading the company, we all have a part to play.

Managers and representatives working well together at every site is key to creating an environment where colleagues - our greatest asset - feel supported and can do their best.

The foundation of a different way of working together was set out in the EP Group agreement in December 2024. EP Group made significant commitments to employees and the unions, and I am personally committed to delivering on them. Some of that work has already been actioned in subsequent agreements, and we are systematically working with the unions to progress all the other issues.

Very soon, you will see the next stage of this work when we publish a joint programme, with the CWU, to reset Employee and Industrial Relations. This will include the launch of a joint campaign to create a level playing field between Royal Mail and its competitors. This will help us protect jobs and grow the business.

You will have also seen we have published our Quality of Service Improvement Plan. I recognise that our difficulties in achieving consistent customer quality has had an impact on staff morale and I know how much you care about our customers. I want to assure you that achieving this quality of service improvement plan is a key priority and an essential ingredient of successfully deploying USO reform.

Ensuring that our customers and employees are at the heart of everything we do, alongside improving working relationships, will be vital to enabling improved performance and our future success. My leadership team and I will be investing significant time in this, and I encourage all of you to do the same.

If we get this right, we can build a stronger Royal Mail for our customers, our people and our future.

A handwritten signature in black ink, appearing to read 'A Cochrane', written in a cursive style.

Alistair Cochrane
Chief Executive Officer



Employee and Industrial Relations Relationship Reset

Programme of Activity

Building on the letter from Alistair Cochrane, issued on 9th July, Royal Mail Group and the CWU are fully committed to the employee and industrial relations reset contained within the EP and CWU agreement reached in December 2024. This says that **“The agreement signifies a complete reset in employee and industrial relations and is about putting customers and postal workers back at the heart of everything we do”**.

Both parties recognise that there has been a delay in launching this reset programme, due to the pressing need to reach an agreement on USO deployment, although work has been happening in the background via the Joint Working Group as well as discussions with the CEO of Royal Mail Group and the CWU senior leadership.

The success of reset will always be measured against the below activities, as well as referencing back to the overarching principles contained in the EP-CWU agreement. Furthermore, both parties recognise and confirm the importance, as part of reset, of always treating everyone with respect.

Set out below are the agreed headline elements of the plan to successfully achieve this reset:

CEO Letter to all employees issued 9 th July 2026.
The Royal Mail Group Senior Leaders to attend a Joint Reset Launch event with the Postal Executive on 14 th July 2026.
This agreed reset programme to be sent out shortly thereafter to all Managers and Union Representatives.
Face to face launch event with Royal Mail Group senior management, the Postal Executive and Senior Field Officials (September TBC)
Cascaded reset launch to Area and local level at the earliest opportunity thereafter, and before peak.
WTLL joint brief on reset to be delivered to all employees as part of the cascade process referenced above. All units will need to confirm that the brief has been fully delivered
An independent survey of employees on Reset to be conducted at an appropriate time which will allow monitoring of how units are improving.
Each unit/area will be jointly assessed (Red/Amber/Green) on employee and industrial relations based on the criteria developed in the Joint Working Group.
This assessment will be used to structure and prioritise support for improving those units, the specifics of which will be agreed once the data is fully understood.
A nationally agreed standard data pack will be created, containing key operational and employee data, to support more effective and regular strategic involvement meetings to take place throughout the operation.
Joint training will take place to help inform and educate managers and union representatives on our agreements and policies pertinent to constructive industrial and employee relations including resourcing, conduct, IR and attendance. Training will also be provided by Royal Mail for managers on effective management of industrial relations. The CWU will adopt a similar programme for their union representatives.



A successful reset will take time to deploy and be fully effective, so both parties recognise the above is only the start and can be added to by agreement as we progress through this journey.

Both parties recognise that there can be no barriers by managers or union representatives to this reset, and that all Managers, Union representatives, and every employee will be expected to fully embrace this important programme. This will allow us to move forward together in a more respectful, trusting and effective way of working that will benefit all employees and the future success of the company.

Kieran Judd
Chief People Officer
Royal Mail Group

Martin Walsh
Deputy General Secretary (Postal)
CWU