

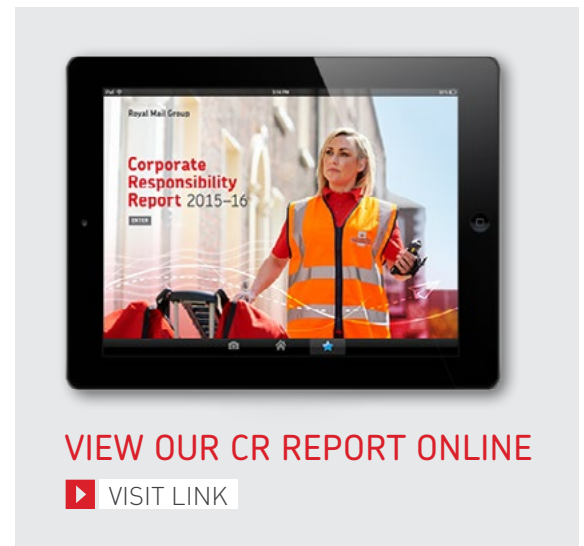
2015–16 CR Performance and GRI Data

This document is an appendix to the Royal Mail Group 2015–16 Corporate Responsibility (CR) Report.

It includes corporate responsibility performance data¹ from the 2015–16 CR Report, as well as additional disclosures to meet the requirements of the Global Reporting Initiative (GRI) Sustainability Reporting Framework, G4, at the Comprehensive level. The page numbers for data tables that are included in the 2015–16 CR Report have been referenced where relevant.

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1. The data primarily covers the Group's UK Parcels, International & Letters (UKPIL) delivery businesses, operating through the Royal Mail and Parcelforce Worldwide brands. The UK represents around 91 per cent of our employee headcount and our focus is therefore on the UK. We are increasing the coverage of our European business General Logistics Systems (GLS), and where stated, have included GLS data.

Our Customers section

▶ SEE PAGE 22 IN CR REPORT



Customer metrics

▶ SEE PAGE 25

	2015-16	2014-15
Mean business customer satisfaction (score)	76	76
Consumer satisfaction (score)	72	71
Business customer satisfaction following a call to Royal Mail (%)	90.4%	89.7%
Consumer satisfaction following a call to Royal Mail (%)	83.4%	82.6%
Business customer satisfaction with online experience (score)	48	53
Consumer satisfaction with online experience (score)	61	58

Regulatory Quality of Service

▶ SEE PAGE 29

Unit: %	2015-16 Target	2015-16	2014-15
First Class mail	93.0%	92.5%	93.0%
Second Class mail	98.5%	98.8%	98.9%

Returned mail

▶ SEE PAGE 33

	2015-16	2014-15	2013-14	2012-13
National Returns Centre employees (headcount)	145	146	150	134
Items processed (m)	14.68	16.03	17.05	19.15
Revenue generated at auction (£)	£2.75m	£2.01m	£1.86m	£1.32m
Cost of running National Returns Centre (£)	£3.84m	£3.95m	£3.98m	£3.25m

Our People section

▶ SEE PAGE 34 IN CR REPORT



People metrics

▶ SEE PAGE 37

	2015-16	2014-15	2013-14
Employee engagement (score)	57	56	54
Job satisfaction (score)	68	69	67
Per cent say Royal Mail values diversity (%)	56%	56%	52%
Per cent say they understand how their roles contribute to success of RMG ⁱ (%)	67%	65%	43%

i. This question in the Employee Survey changed slightly from previous years, so results may not be directly comparable.

Safety metrics

▶ SEE PAGE 41

	2015-16	2014-15	2013-14	2012-13
Lost Time Accident Frequency Rate (per 100,000 hours worked)	0.49	0.70 ⁱⁱ	0.81 ⁱⁱ	1.17
Total accidents (number)	8,040	9,738	10,999	13,878
Days lost due to accidents (number)	23,038	29,903	33,351	42,393
Fatalities ⁱⁱⁱ (number)	2	4	4	7
Sick absence (%)	4.51%	4.74%	4.34%	4.33%

i. Data represents UKPIL safety performance

ii. Figure restated due to change in methodology.

iii. Comprises the total number of fatalities in the UK of Royal Mail employees and third parties.

Diversity metrics

▶ SEE PAGE 45

Gender diversity (headcount)	UKPIL female		UKPIL male		GLS female		GLS male	
	2015-16	2014-15	2015-16	2014-15	2015-16	2014-15	2015-16	2014-15
Royal Mail plc Board ⁱ	3	3	5	6				
Senior Management	686	664	1,651	1,646	36	36	242	251
Management	1,399	1,509	5,441	5,896	2,783	2,910	2,314	2,308
Administrative	1,495	1,566	1,016	1,085				
Operational	19,030	18,810	108,642	111,716	1,768	1,802	6,848	7,102

i. The Board represents Royal Mail Group

Ethnicity distribution (headcount)	Asian	Black	Chinese	Mixed	Other	White
Royal Mail plc Board						8
Senior Management	106	22	5	21	144	2039
Management	419	177	12	66	603	5563
Administrative	122	42	8	14	162	2163
Operational	8272	3895	249	837	21178	93241

Age distribution (headcount)	< 30	30-49	50+
Royal Mail plc Board			8
Senior Management	68	1457	812
Management	538	3739	2563
Administrative	200	1278	1033
Operational	10414	63769	53489

Our People section (continued)



UKPIL employee dataⁱ

Overall total

	Headcount	Total %
Employees	139,368	
Joiners	8,017	5.8%
Leavers	11,559	8.3%

By type

	Headcount	Total %
Full time	100,584	72.2%
Part time	38,784	27.8%

By contract

	Headcount	Total %
Permanent	137,408	98.6%
Contract	1,960	1.4%

Leavers by age

	Headcount	% Change
< 30	1,876	13.5%
30-49	3,766	5.2%
50 +	5,917	10.4%

Leavers by gender

	Headcount	% Change
Female	2,126	9.4%
Male	9,433	7.8%

Leavers by region

	Headcount	% Change
East	3,846	8.0%
North	2,939	7.7%
West	2,900	8.1%
Logistics	506	7.6%
Non Region Specific	1,368	9.4%

By region

	Headcount	Total %
East	44,659	32.0%
North	35,738	25.6%
West	33,517	24.0%
Logistics	10,919	7.8%
Non Region Specific	14,535	10.4%

Joiners by age

	Headcount	% Change
< 30	3,195	22.9%
30-49	3,452	4.8%
50 +	1,370	2.4%

Joiners by gender

	Headcount	% Change
Female	2,183	9.7%
Male	5,834	4.8%

Joiners by region

	Headcount	% Change
East	2,395	5.0%
North	1,961	5.2%
West	2,236	6.3%
Logistics	154	2.3%
Non Region Specific	1,271	8.8%

i. Total UKPIL headcount does not include 40 NetDespatch employees.

Joiners: this is the known number of joiners during the year as at 27 March 2016.

Leavers: this is the known number of leavers during the year as at 27 March 2016.

N.B. It is not possible to calculate the headcount reduction from 2014-15 to 2015-16 by subtracting joiners from leavers. Nor is it possible to calculate this year's closing headcount by adding joiners to and subtracting leavers from last year's closing headcount due to timing differences in reporting.

Our Communities section

▶ SEE PAGE 48 IN CR REPORT



Community metricsⁱ

Unit: £	2015-16	2014-15	2013-14
Voluntary contributions	£3.12m	£6.22m	£6.93m
Cash – Royal Mail	£2.08m	£2.08m	£2.66m
In-kind	£0.33m	£0.34m	£0.24m
Time	£0.33m	£0.50m	£0.40m
Management cost	£0.37m	£0.26m	£0.37m
Mandatory contributions	£3.60m	£4.42m	£6.11m
Cash	£0.46m	£0.46m	£0.47m
In-kind	£3.15m	£3.96m	£5.64m
Total amount contributed by Royal Mail	£6.72m	£7.60m	£9.79m
Amount contributed through employee fundraising	£3.12m	£3.03m	£3.25m
Total contributions supported by Royal Mail	£9.83m	£10.63m	£13.04m

ⁱ Totals may differ due to rounding

Our Environment section

▶ SEE PAGE 58 IN CR REPORT



Carbon emissions

▶ SEE PAGE 62

2015–16 CO ₂ e emissions by Scope ('000 tonnes) ^{i iii iv}	2015–16			2014–15			2013–14		
	Total	UKPIL	GLS	Total	UKPIL	GLS	Total	UKPIL	GLS
Scope 1	518.6	503.3	15.3	514.1	501.1	13.0	473.1	457.6	15.5
Scope 2 (Location-based)	152.3	134.1	18.2	166.4	145.4	21.0	149.7	132.6	17.1
Scope 3	88.7	88.7		100.1	100.1		119.2	119.2	
Total	759.6	726.1	33.4	780.5	746.5	34.0	742.1	709.5	32.6
Tonnes CO ₂ e per £1m revenue		94.7			96.2			91.1	
Scope 2 (Market-based)	40.7	14.1	26.6						

i. Carbon dioxide equivalent emissions (CO₂e) have been calculated in accordance with the UK Government's Environmental Reporting Guidance (2013 version). Data has been consolidated according to the 'financial control' approach. We have reported all material Scope 1 and Scope 2 emissions for which we consider ourselves responsible and exclude immaterial sources such as fugitive emissions from air conditioning in owned vehicles.

ii. UKPIL CO₂e emissions for 2014–15 have been restated to 746,500 tonnes, due to improvements in invoicing.

iii. CO₂e emissions have been assured by EY, except for Scope 2 (Market-based) figures.

iv. Totals may differ due to rounding

Air emission sources for UKPILⁱ

Unit: tonnes ⁱ	Road	Air (mail)	Buildings	UKPIL Total 2015–16	UKPIL Total 2014–15
Carbon monoxide	607.1	19482.2	18.8	20108.1 ⁱⁱ	788.0
Nitrogen oxides	1,811.6	34.2	96.3	1942.1	1946.0
PM10 (Particulate matter < 10 micrometres)	51.6	3.4	1.6	56.7	65.4
PM2.5 (Particulate matter < 2.5 micrometres)	49.1	4.0	1.6	54.7	62.3
Sulphur dioxide	1.8	20.7	0.5	23.1	27.1

i. Air emissions have been calculated based on the UK National Atmospheric Emissions Inventory, 2013 emission factors. Reported emissions exclude immaterial sources such as personal business travel and mail delivered in private vehicles.

ii. Significant change to 2015–16 carbon monoxide (CO) emissions from Air (mail) is due to a specific aviation spirit based aircraft causing a significant increase in the fleet-weighted emission factor.

Energy consumption by primary sourceⁱ

Unit: terajoules		UKPIL		GLS		Total	
		2015–16	2014–15	2015–16	2014–15	2015–16	2014–15
Direct energy	Natural gas	1,853.2	1,757.4	94.8	86.2	1,948.0	1,843.6
	Liquefied petroleum gas	4.5	7.5	1.1	0.7	5.6	8.2
	Kerosene	1.4	0.8	n/a	n/a	1.4	0.8
	Gas oil	37.2	19.0	10.5	12.8	47.6	31.8
	Diesel	5,950.0	5,473.9	93.4	91.2	6,043.4	5,565.1
	Motor gasoline	9.5	1.1	5.1	5.3	14.6	6.5
	Coal	n/a	n/a	0.0	2.6	0.0	2.6
Indirect energy	Core electricity	980.2	991.8	174.8	137.8	1,154.9	1,129.6
	Rail electricity	64.0	62.2	n/a	n/a	64.0	62.2
	Aviation fuel	751.0	869.3	n/a	n/a	751.0	869.3
	Diesel	142.7	139.8	n/a	n/a	142.7	139.8
	Photo voltaics	0.3	0.3	n/a	n/a	0.3	0.3
	District heating	n/a	n/a	7.1	5.8	7.1	5.8
TOTAL		9,793.9	9,323.3	386.7	342.5	10,180.6	9,665.7

i. Volume and energy conversions are based on the CDP's guidance document, 'Technical Note: Conversion of Fuel Data to MWh'. Mileage-based information, such as personal business travel, has been excluded and is estimated to amount to less than five per cent of our total energy use. GLS data only includes energy associated with scopes 1 and 2.

Our Environment section (continued)



Waste metricsⁱ

▶ SEE PAGE 65

Unit: '000 tonnes	2015-16	2014-15	2013-14	2012-13
Waste generated	32.5	32.0	31.1	31.0
Waste to landfill	4.5	7.2	9.0	10.7
Waste diverted from landfill	28.1	24.8	22.1	20.3

i. Totals may differ due to rounding

Water metrics

▶ SEE PAGE 66

Unit: '000 m ³	2015-16	2014-15	2013-14	2012-13
Water consumed	1,474.4	1,507.3 ⁱ	1,410.1	1,508.3

i. Royal Mail water usage data restated for 2014-15 due to availability of better quality data

Global Reporting Initiative (GRI) Sustainability Reporting Framework



General standard disclosures

We report in accordance with the Global Reporting Initiative (GRI) Sustainability Reporting Framework, G4, at the Comprehensive level. The G4 framework sets out the principles and standard disclosures that organisations can use to report their economic, environmental, and social performance and impacts. Our GRI Index has been checked by Corporate Citizenship. Corporate Citizenship confirms that in their view the Index meets the requirement of 'In accordance – Comprehensive', as set out in the GRI G4 Guidelines.

Ernst & Young carry out assurance on our Corporate Responsibility Report as a whole, which includes GRI content. The Independent Assurance Statement is located at www.royalmailgroup.com/responsibility/assurance.

This table includes some references to our 2015–16 Annual Report and Financial Statements. These references are marked 'ARA'.

Indicator	Description	Page number	Identified Omission(s)
STRATEGY AND ANALYSIS			
G4-1	Statement from the most senior decision-maker of the organisation about the relevance of sustainability to the organisation and the organisation's strategy for addressing sustainability.	CR 3–5	
G4-2	Description of key impacts, risks, and opportunities.	CR 3–5, 8–9, 13–14, ARA 14–15, 32–35	
ORGANISATIONAL PROFILE			
G4-3	Name of the organisation.	CR 2	
G4-4	Primary brands, products, and services.	CR 6, ARA 3	
G4-5	Location of the organisation's headquarters.	CR 75, ARA 153	
G4-6	Number of countries where the organisation operates, and names of countries where either the organisation has significant operations or that are specifically relevant to the sustainability topics covered in the report.	ARA 3	
G4-7	Nature of ownership and legal form.	ARA 2	
G4-8	Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	ARA 3, 7–11	
G4-9	Scale of the organisation	CR 6, ARA 3	
G4-10	Employment profile.	CR 35, 45, ARA 38–39, GRI Appendix ⁱ 4	
G4-11	Percentage of total employees covered by collective bargaining agreements.	CR 40	
G4-12	Describe the organisation's supply chain.	CR 69–71	
G4-13	Significant changes during the reporting period regarding the organisation's size, structure, ownership, or its supply chain	CR 8–10, 40, ARA 2	

i. GRI Appendix refers to the 2015–16 CR Performance and GRI Data

Global Reporting Initiative (GRI) Sustainability Reporting Framework (continued)



Indicator	Description	Page number	Identified Omission(s)
G4-14	Report whether and how the precautionary approach or principle is addressed by the organisation.	Royal Mail does not formally follow the precautionary approach. However, in the most pertinent areas, e.g. environmental risks associated with fuel use, we are aware of, and work to reduce, potential impacts. See also ARA 32-36.	
G4-15	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses.	CR 12	
G4-16	Memberships of associations (such as industry associations) and national or international advocacy organisations	CR 16, 26, 43-44, 73	
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES			
G4-17	Entities included in the organisation's consolidated financial statements or equivalent documents, and exclusions from this report.	CR 6, ARA 2, 86-150	
G4-18	Process for defining the report content and the Aspect Boundaries. Implementation of the Reporting Principles for Defining Report Content.	CR 13-15	
G4-19	Material Aspects identified in the process for defining report content.	CR 13	
G4-20	Material Aspects and boundaries within the organisation	CR 13-15	
G4-21	Material Aspects and boundaries outside the organisation	CR 13-15	
G4-22	Effect of any restatements of information provided in previous reports, and the reasons for such restatements.	CR 19, GRI Appendix 2-7	
G4-23	Significant changes from previous reporting periods in the Scope and Aspect Boundaries.	None	
STAKEHOLDER ENGAGEMENT			
G4-24	Stakeholder groups engaged by the organisation.	CR 14-16	
G4-25	Basis for identification and selection of stakeholders with whom to engage.	CR 14-16	
G4-26	Approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	CR 14-16	
G4-27	Key topics and concerns that have been raised through stakeholder engagement.	CR 14-16	

Global Reporting Initiative (GRI) Sustainability Reporting Framework (continued)



Indicator	Description	Page number	Identified Omission(s)
REPORT PROFILE			
G4-28	Reporting period (such as fiscal or calendar year) for information provided.	www.royalmailgroup.com/responsibility/cr-reports	
G4-29	Date of most recent previous report (if any).	www.royalmailgroup.com/responsibility/cr-reports	
G4-30	Reporting cycle (such as annual, biennial).	www.royalmailgroup.com/responsibility/cr-reports	
G4-31	Contact point for questions regarding the report or its contents.	CR 75	
G4-32	The 'in accordance' option the organisation has chosen and reference to the External Assurance Report.	CR 18, GRI Appendix 8	
G4-33	Organisation's policy and current practice with regard to seeking external assurance for the report.	CR 18, GRI Appendix 8	
GOVERNANCE			
G4-34	Governance structure of the organisation, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.	CR 11, ARA 43–59	
G4-35	Process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.	CR 11	
G4-36	Report whether the organisation has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body.	CR 11	
G4-37	Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics.	CR 11–12, 14–16, 41, 7, ARA 83	
G4-38	Composition of the highest governance body and its committees	ARA 43–48	
G4-39	Report whether the Chair of the highest governance body is also an executive officer (and, if so, his or her function within the organisation's management and the reasons for this arrangement).	ARA 43	
G4-40	Nomination and selection processes for the highest governance body and its committees.	ARA 57	
G4-41	Processes for the highest governance body to ensure conflicts of interest are avoided and managed.	ARA 49	
G4-42	Report the highest governance body's and senior executives' roles in the development, approval, and updating of the organisation's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts.	CR 11 www.royalmailgroup.com/board_TOR www.royalmailgroup.com/matters_reserved_to_the_board	
G4-43	Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics.	CR 11, 17, ARA 49–50, 54 www.royalmailgroup.com/matters_reserved_to_the_board	

Global Reporting Initiative (GRI) Sustainability Reporting Framework (continued)



Indicator	Description	Page number	Identified Omission(s)
G4-44	Processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics.	ARA 83	
G4-45	Highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities.	ARA 83	
G4-46	Highest governance body's role in reviewing the effectiveness of the organisation's risk management processes for economic, environmental and social topics.	ARA 83	
G4-47	Frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities.	ARA 83	
G4-48	Highest committee or position that formally reviews and approves the organisation's sustainability report and ensures that all material Aspects are covered.	CR 11, ARA 83	
G4-49	Process for communicating critical concerns to the highest governance body.	ARA 49–50	
G4-50	Nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them.	ARA 49	
G4-51	Remuneration policies for the highest governance body and senior executives.	ARA 60–80	
G4-52	Process for determining remuneration.	ARA 60–80	
G4-53	Report how stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable.	ARA 60–80	
G4-54	Ratio of the annual total compensation for the organisation's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country.	ARA 79	
G4-55	Ratio of percentage increase in annual total compensation for the organisation's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country.	ARA 74	
ETHICS AND INTEGRITY			
G4-56	Describe the organisation's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	CR 12, 17–18, 37–38	
G4-57	Internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organisational integrity, such as helplines or advice lines.	www.myroyalmail.com/code_of_business_standards	
G4-58	Internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organisational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines.	www.myroyalmail.com/code_of_business_standards www.royalmail.com/personal/help-and-support/what-can-i-do-about-scam-mail	



Specific standard disclosures

Indicator	Description	Page number	Identified Omission(s)
ECONOMIC			
ECONOMIC PERFORMANCE			
G4-DMA	<p>a. Report why the Aspect is material. Report the impacts that make this Aspect material.</p> <p>b. Report how the organisation manages the material Aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management approach • The results of the evaluation of the management approach • Any related adjustments to the management approach 	ARA 2, 14–17, 42–48	
G4-EC1	Direct economic value generated and distributed	CR 4, 10, 16, 50–51, ARA 2	
G4-EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change	CR 61	
G4-EC3	Coverage of the organisation's defined benefit plan obligations	ARA 105–109	
G4-EC4	Financial assistance received from government	CR 50–51, ARA 101, 106	
INDIRECT ECONOMIC IMPACTS			
G4-DMA	<p>a. Report why the Aspect is material. Report the impacts that make this Aspect material.</p> <p>b. Report how the organisation manages the material Aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management approach • The results of the evaluation of the management approach • Any related adjustments to the management approach 	CR 50–52, 69–72	
G4-EC7	Development and impact of infrastructure investments and services supported		Not applicable – no relevant infrastructure investments
G4-EC8	Significant indirect economic impacts, including the extent of impacts	CR 50–52, 69–72, GRI Appendix 5	

Global Reporting Initiative (GRI) Sustainability Reporting Framework (continued)



Indicator	Description	Page number	Identified Omission(s)
ENVIRONMENTAL			
ENERGY			
G4-DMA	<p>a. Report why the Aspect is material. Report the impacts that make this Aspect material.</p> <p>b. Report how the organisation manages the material Aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management approach • The results of the evaluation of the management approach • Any related adjustments to the management approach 	CR 13–16, 60–65	
G4-EN3	Energy consumption within the organisation	GRI Appendix 6	
G4-EN4	Energy consumption outside of the organisation	GRI Appendix 6	
G4-EN5	Energy intensity	GRI Appendix 6	
G4-EN6	Reduction of energy consumption	CR 62, GRI Appendix 6	
G4-EN7	Reductions in energy requirements of products and services		Not applicable – no product
EMISSIONS			
G4-DMA	<p>a. Report why the Aspect is material. Report the impacts that make this Aspect material.</p> <p>b. Report how the organisation manages the material Aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management approach • The results of the evaluation of the management approach • Any related adjustments to the management approach 	CR 13–16, 59–65	
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	CR 62, ARA 40, GRI Appendix 6	
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	CR 62, ARA 40, GRI Appendix 6	
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	CR 62, ARA 40, GRI Appendix 6	
G4-EN18	Greenhouse gas (GHG) emissions intensity	CR 19, 62, ARA 40, GRI Appendix 6	
G4-EN19	Reduction of greenhouse gas (GHG) emissions	CR 19, 62, ARA 40, GRI Appendix 6	
G4-EN20	Emissions of ozone-depleting substances (ODS)		Indicator did not meet materiality threshold

Global Reporting Initiative (GRI) Sustainability Reporting Framework (continued)



Indicator	Description	Page number	Identified Omission(s)
G4-EN21	NOX, SOX, and other significant air emissions	GRI Appendix 6	
EFFLUENTS AND WASTE			
G4-EN23	Total weight of waste by type and disposal method	CR 59, 65, GRI Appendix 7	
COMPLIANCE			
G4-DMA	<p>a. Report why the Aspect is material. Report the impacts that make this Aspect material.</p> <p>b. Report how the organisation manages the material Aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management approach • The results of the evaluation of the management approach • Any related adjustments to the management approach 	CR 14, 61	
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	None	
TRANSPORT			
G4-DMA	<p>a. Report why the Aspect is material. Report the impacts that make this Aspect material.</p> <p>b. Report how the organisation manages the material Aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management approach • The results of the evaluation of the management approach • Any related adjustments to the management approach 	CR 62–63	

Global Reporting Initiative (GRI) Sustainability Reporting Framework (continued)



Indicator	Description	Page number	Identified Omission(s)
G4-EN30	Significant environmental impacts of transporting products and other goods and materials for the organisation's operations, and transporting members of the workforce	CR 59, 62–63	
SUPPLIER ENVIRONMENTAL ASSESSMENT			
G4-DMA	<p>a. Report why the Aspect is material. Report the impacts that make this Aspect material.</p> <p>b. Report how the organisation manages the material Aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management approach • The results of the evaluation of the management approach • Any related adjustments to the management approach 	CR 70–74, ARA 40	
G4-EN32	Percentage of new suppliers that were screened using environmental criteria	CR 71	
G4-EN33	Significant actual and potential negative environmental impacts in the supply chain and actions taken	CR 70–74	
SOCIAL			
LABOR PRACTICES AND DECENT WORK			
EMPLOYMENT			
G4-DMA	<p>a. Report why the Aspect is material. Report the impacts that make this Aspect material.</p> <p>b. Report how the organisation manages the material Aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management approach • The results of the evaluation of the management approach • Any related adjustments to the management approach 	CR 13–16, 36–46	
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	GRI Appendix 4	

Global Reporting Initiative (GRI) Sustainability Reporting Framework (continued)



Indicator	Description	Page number	Identified Omission(s)
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	CR 36–37, 39–40	
G4-LA3	Return to work and retention rates after parental leave, by gender		Indicator did not meet materiality threshold
LABOR/MANAGEMENT RELATIONS			
G4-DMA	<p>a. Report why the Aspect is material. Report the impacts that make this Aspect material.</p> <p>b. Report how the organisation manages the material Aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management approach • The results of the evaluation of the management approach • Any related adjustments to the management approach 	CR 36–46	
G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	<p>Minimum notice periods vary depending on the type of operational change proposed. Major types of operational change – such as office closures and relocations – are subject to at least three months' notice and consultation, as documented in collective agreements with our unions. Notice periods for minor changes are not specified in collective agreements but, other than in an emergency, are subject to 28 days' notice.</p>	
OCCUPATIONAL HEALTH AND SAFETY			
G4-DMA	<p>a. Report why the Aspect is material. Report the impacts that make this Aspect material.</p> <p>b. Report how the organisation manages the material Aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management approach • The results of the evaluation of the management approach • Any related adjustments to the management approach 	CR 13–16, 41–43	
G4-LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programmes	100 per cent	

Global Reporting Initiative (GRI) Sustainability Reporting Framework (continued)



Indicator	Description	Page number	Identified Omission(s)
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	CR 19, 41–42, ARA 18, GRI Appendix 3	
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	CR 41	
G4-LA8	Health and safety topics covered in formal agreements with trade unions	CR 41–43	
TRAINING AND EDUCATION			
G4-DMA	<p>a. Report why the Aspect is material. Report the impacts that make this Aspect material.</p> <p>b. Report how the organisation manages the material Aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> The mechanisms for evaluating the effectiveness of the management approach The results of the evaluation of the management approach Any related adjustments to the management approach 	CR 13–16, 46–49	
G4-LA9	Average hours of training per year per employee by gender, and by employee category	CR 19	
G4-LA10	Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	CR 46–47	
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	<p>CR 36</p> <p>We carry out annual performance reviews with all of our managers (approximately seven per cent of our employees in total), with bonuses linked to their performance.</p>	
DIVERSITY AND EQUAL OPPORTUNITY			
G4-DMA	<p>a. Report why the Aspect is material. Report the impacts that make this Aspect material.</p> <p>b. Report how the organisation manages the material Aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> The mechanisms for evaluating the effectiveness of the management approach The results of the evaluation of the management approach Any related adjustments to the management approach 	CR 44–46	
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	GRI Appendix 3	

Global Reporting Initiative (GRI) Sustainability Reporting Framework (continued)



Indicator	Description	Page number	Identified Omission(s)
EQUAL REMUNERATION FOR WOMEN AND MEN			
G4-DMA	<p>a. Report why the Aspect is material. Report the impacts that make this Aspect material.</p> <p>b. Report how the organisation manages the material Aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management approach • The results of the evaluation of the management approach • Any related adjustments to the management approach 	CR 39	
G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	CR 39	
HUMAN RIGHTS			
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING			
G4-DMA	<p>a. Report why the Aspect is material. Report the impacts that make this Aspect material.</p> <p>b. Report how the organisation manages the material Aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management approach • The results of the evaluation of the management approach • Any related adjustments to the management approach 	CR 13–16, 18, 40, ARA 41	
G4-HR4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights	CR 40, 71	
ASSESSMENT			
G4-DMA	<p>a. Report why the Aspect is material. Report the impacts that make this Aspect material.</p> <p>b. Report how the organisation manages the material Aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management approach • The results of the evaluation of the management approach • Any related adjustments to the management approach 	ARA 41	
G4-HR9	Total number and percentage of operations that have been subject to human rights reviews or impact assessments	ARA 41	

Global Reporting Initiative (GRI) Sustainability Reporting Framework (continued)



Indicator	Description	Page number	Identified Omission(s)
SOCIETY			
LOCAL COMMUNITIES			
G4-DMA	<p>a. Report why the Aspect is material. Report the impacts that make this Aspect material.</p> <p>b. Report how the organisation manages the material Aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management approach • The results of the evaluation of the management approach • Any related adjustments to the management approach 	CR 13-16, 50-57	
G4-S01	Percentage of operations with implemented local community engagement, impact assessments, and development programmes	CR 50-57	
G4-S02	Operations with significant actual and potential negative impacts on local communities	CR 50-57	
ANTI-CORRUPTION			
G4-S03	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	All units have been risk assessed for anti-bribery risks as part of the quarterly compliance risk assessment process.	
G4-S04	Communication and training on anti-corruption policies and procedures	<p>As at year end 98 per cent of managers across the business had completed customised anti-bribery e-learning. Refresher anti-bribery training was completed by 99 per cent of existing managers during 2015-16.</p> <p>In 2015-16 the Board and CEC attended dedicated face-to-face training on anti-bribery compliance.</p> <p>Operational staff received summary policy guides that cover anti-bribery. All operational sites also display compliance posters, which include anti-bribery messaging.</p> <p>The RMG CEO, Chairman and Compliance Director communicated the importance of compliance to all RMG staff via a variety of communication channels throughout 2015-16.</p> <p>See also CR 18.</p>	
G4-S05	Confirmed incidents of corruption and actions taken	CR 38	

Global Reporting Initiative (GRI) Sustainability Reporting Framework (continued)



Indicator	Description	Page number	Identified Omission(s)
PUBLIC POLICY			
G4-DMA	<p>a. Report why the Aspect is material. Report the impacts that make this Aspect material.</p> <p>b. Report how the organisation manages the material Aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management approach • The results of the evaluation of the management approach • Any related adjustments to the management approach 	CR 17, ARA 81	
G4-S06	Total value of political contributions by country and recipient/beneficiary	CR 17, ARA 81	
ANTI-COMPETITIVE BEHAVIOR			
G4-DMA	<p>a. Report why the Aspect is material. Report the impacts that make this Aspect material.</p> <p>b. Report how the organisation manages the material Aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management approach • The results of the evaluation of the management approach • Any related adjustments to the management approach 	ARA 52–56	
G4-S07	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	<p>In October 2014, Royal Mail entered into a settlement agreement with the French Competition Authority in respect of the alleged breaches of antitrust laws by one of its subsidiaries, GLS France, during the period before the end of 2010.</p> <p>On 15 December 2015, Royal Mail received notification of the fine from the French Competition Authority. The fine of €55 million (around £40 million) was fully provided for in our financial results for the year ended 29 March 2015.</p> <p>For more information see pages 30 and 52–53 of the Annual Report and Accounts.</p>	

Global Reporting Initiative (GRI) Sustainability Reporting Framework (continued)



Indicator	Description	Page number	Identified Omission(s)
COMPLIANCE			
G4-DMA	<p>a. Report why the Aspect is material. Report the impacts that make this Aspect material.</p> <p>b. Report how the organisation manages the material Aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management approach • The results of the evaluation of the management approach • Any related adjustments to the management approach 	CR 13–16, ARA 52–53	
G4-S08	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	ARA 52–53	
SUPPLIER ASSESSMENT FOR IMPACTS ON SOCIETY			
G4-DMA	<p>a. Report why the Aspect is material. Report the impacts that make this Aspect material.</p> <p>b. Report how the organisation manages the material Aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management approach • The results of the evaluation of the management approach • Any related adjustments to the management approach 	CR 70–74, ARA 40	
G4-S09	Percentage of new suppliers that were screened using criteria for impacts on society	CR 71	
G4-S010	Significant actual and potential negative impacts on society in the supply chain and actions taken	CR 70–74	

Global Reporting Initiative (GRI) Sustainability Reporting Framework (continued)



Indicator	Description	Page number	Identified Omission(s)
PRODUCT RESPONSIBILITY			
PRODUCT AND SERVICE LABELING			
G4-DMA	<p>a. Report why the Aspect is material. Report the impacts that make this Aspect material.</p> <p>b. Report how the organisation manages the material Aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management approach • The results of the evaluation of the management approach • Any related adjustments to the management approach 	CR 13–16, 24–26	
G4-PR3	Type of product and service information required by the organisation’s procedures for product and service information and labeling, and percentage of significant product and service categories subject to such information requirements		Indicator did not meet materiality threshold
G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes		Indicator did not meet materiality threshold
G4-PR5	Results of surveys measuring customer satisfaction	CR 19, 23, 25, ARA 19, GRI 2	
COMPLIANCE			
G4-DMA	<p>a. Report why the Aspect is material. Report the impacts that make this Aspect material.</p> <p>b. Report how the organisation manages the material Aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management approach • The results of the evaluation of the management approach • Any related adjustments to the management approach 	CR 29, 33	
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	None	