

Holiday and Other Leave Support Pack



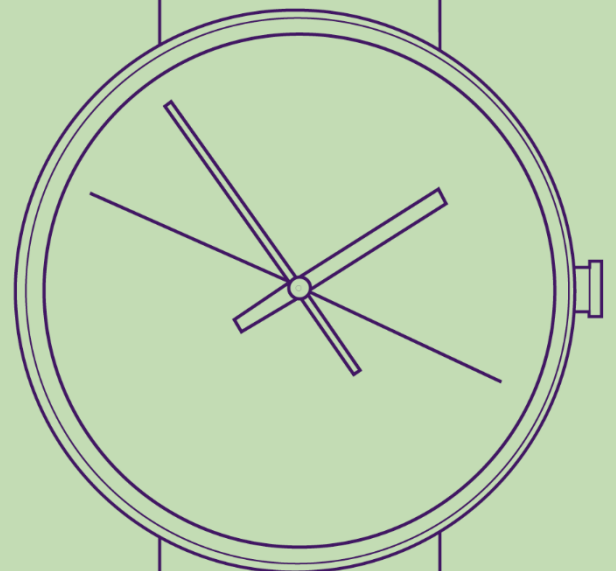
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We regularly update this document. Make sure you have the latest version by downloading it from the intranet. This support pack is not contractual and is subject to change at NatWest Group's discretion. It will be reviewed from time to time to make sure it continues to meet the Group's legal obligations and business needs.

Who's this for?

Employees in Republic of Ireland and Northern Ireland.

This policy doesn't apply to agency workers.



Our Purpose

Having a competitive annual leave allowance and a comprehensive range of other leave types, champions potential and supports employees and their families by encouraging and facilitating a healthy work life balance where the right type of leave can be taken in the right circumstance.

Our range of support recognises that the wellbeing of our employees is crucial in helping us bring the best of ourselves to work. This will ultimately help our businesses to thrive.

How should you use this support pack?

The pack is split into two parts:

- [Information.](#)
If you want specific information about each available leave type or you're looking to understand something like whether certain types of leave are paid or unpaid, go to the information contents.
- [Scenarios.](#)
If you're dealing with a specific scenario and want to understand what you should do as a line manager or employee, go to the scenario contents and find the one that fits your circumstances.

You should read this support pack in conjunction with the Holiday & Other Leave Policy.

If you're dealing with a complicated request or if you need more help, go to 'Contact HR' on the intranet (Human Resources > Contact HR).

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1. Types of Leave

The Group's Holiday & Other Leave policy provisions can be split into four categories:

- **Annual Leave** – an employee's contractual holiday and bank holiday entitlement
- **Special Leave (non-discretionary)** – when an employee can take reasonable time off (subject to eligibility) to enable them to care for a dependent, undertake training or fulfil public commitments
- **Special Leave (discretionary)** – when employees have no legal right to leave, but request time off, often at short notice to deal with personal and other public commitments
- **Career Break** – enables employees to take a break of up to 52 weeks to focus on personal interests and/or personal development, charity work etc.

1.1. Holiday Allowance Entitlement

Full time employees' standard entitlement (excluding bank holidays) is:

- Grade Level A - **23 days (161 hours)**
- Grade Level B - **26 days (182 hours)**
- Grade Level C and D - **28 days (196 hours)**

In addition, employees in RoI and NI are entitled to 11 bank holidays.

Standard entitlement and bank holiday entitlement are pro-rated for part time employees.

As a result of the Coronavirus pandemic, changes were made to the way employees use their annual leave for their 2020 and 2021 entitlements. All other BAU policy approach principles remain unchanged.

2020 annual leave entitlement:

- All annual leave should still have been taken in the 2020 leave year.
- In exceptional circumstances only, where employees weren't able to take all their entitlement as a result of the effects of COVID-19 by the end of December 2020, they were able to carry it over into the next two years (i.e. 2021 and 2022).
- This includes any holiday bought through RBSelect in the 2019 Annual Election Window.
- This exception **will only apply if an employee has been asked** to provide cover as a result of COVID-19 related illness and they haven't been able to take their annual leave. Where this applies, employees and line managers should work together to see how much time off can be taken in 2021 to minimise any carry over into 2022.
- The exception **will not apply where employees have chosen** not to take time off, even if holidays abroad have been cancelled due to the ongoing travel restrictions. In these situations, employees will be able to carry over up to five days, in addition to any unused holidays bought through RBSelect in the 2019 Annual Election Window, to be taken by December 2021.

2021 annual leave entitlement:

- We still expect employees to use their 2021 annual leave entitlement during 2021 wherever possible to ensure they are getting rest and time away from work.
- Five days (pro-rated for part time employees) can be carried over to the following year at management discretion. These must be taken by the end of December 2021.
- As a result of the continued travel restrictions and uncertainty, employees are able to carry over an additional five days (pro-rated for part time employees), to be used by December 2023. Employees have the flexibility to use these additional days either in 2022, in 2023 or spread across both years, subject to agreement with their line manager.

1.2 Special Leave - Non-discretionary

- This is when an employee has a legal right (excluding Safe Leave) to reasonable time off to fulfil a personal or public commitment.
- Whilst granting leave is non-discretionary for line managers, we encourage employees to give as much notice as possible before requesting leave and agreeing with their line manager when leave is taken to minimise operational impacts and allow time for cover to be put in place.

Leave	What is it for?	What should you know?	Paid or unpaid?	How long can you take?
Dependent's Leave	Leave to cover emergencies involving a dependent	<p>You have the right to take reasonable time off to deal with unexpected emergencies.</p> <p>By dependent, we mean:</p> <ul style="list-style-type: none"> • your spouse or partner • your children • your parents • close relatives • someone you live with (except tenants, boarders, or lodgers) • someone who depends on you for care or medical help • a child you are the guardian of 	Can be paid or unpaid, and this is at a manager's discretion	<p>Whilst there is no defined legal set of timescales, we consider 3 paid days a year as reasonable.</p> <p>It should however be recognised that each case will be different and individual circumstances should be considered when agreeing timescales.</p> <p>With effect from 1 October 2020 and until further notice, the Group will consider a minimum of 3 paid days as reasonable. This is in light of the ongoing impact of the coronavirus pandemic.</p>
Jury Service	When you're called up to serve on a jury	<p>We'll pay you while you're away, so you don't need to claim any compensation.</p> <p>You're still expected to come to work when you're not on jury service (including any part days) where this is practical.</p> <p>You can only delay jury service once in a 12 month period and only for exceptional circumstances.</p>	Paid	Your length of leave will be for the duration of the active jury service.
Pension Trustee	Leave to undertake duties as part your pensions trustee role	If you're a trustee of an occupational pension scheme, you can take reasonable time off to undertake trustee duties or associated training.	Paid	Whilst there is no defined set of timescales, we consider between 6 to 10 days a year as reasonable.

Leave	What is it for?	What should you know?	Paid or unpaid?	How long can you take?
Public Duties	Leave to undertake public duties, e.g. your role as a Magistrate, School Governor, or Local Councillor	<p>There is a statutory right to unpaid time off. However, the Group allows paid time off except where the public duty is already paid.</p> <p>Before you take on any public duties, you need to ensure there's no conflict of interest between your public duty role and working for the Group.</p>	Paid (unless you're already being paid for it)	Whilst there is no defined legal set of timescales, we consider up to 20 days a year as reasonable.
Trade Union Duties	Leave to undertake Trade Union representative duties	Employees who are union representatives of an independent trade union recognised by the Group are able to take reasonable time off during working hours to carry out certain trade union duties.	Paid	Reasonable time off acknowledging that the amount of time will depend on the activity being supported.
Witness Service	Leave when you're required to be a witness in a trial or inquiry or where you need to prepare witness statements	<p>Whilst there is no statutory right to paid leave as a witness in court, we're committed to supporting you during this time.</p> <p>You're still expected to come to work when you're not needed in court (including any part days) where there is practical.</p>	Paid (so you will not need to claim any compensation)	Reasonable time off.
Time off to train (NI only)	Leave to undertake training or study to support you in your role and which will help benefit the Group	<p>You have a statutory right to ask for time off to training.</p> <p>You can only apply for time off once in a 12-month period.</p> <p>You have to have worked with the Group for 26 weeks or more before requesting time off.</p>	Can be paid or unpaid, and this is at a manager's discretion	Reasonable time off to cover activity such as training, study, or time to sit for exams.

Leave	What is it for?	What should you know?	Paid or unpaid?	How long can you take?
Reserve Forces (referred to as Military Leave)	Leave required for Mobilisation of military operations - this is known as 'mobilisation'	<p>As a reservist, you need to inform your line manager as soon as possible when you know you're being mobilised. In most cases, Reservists get 28 days' notice, but this could be less if the need is urgent.</p> <p>You must give your manager three weeks' notice of your return to work. You need to come back to work within 6 weeks of your posting ending.</p> <p>You may be able to 'phase back' into work (i.e. you gradually build back up to your usual working hours). You'll need to agree the arrangement with your line manager.</p>	Unpaid (the Ministry of Defence will pay you).	Your length of leave will be the time stated on your mobilisation papers and Post Tour leave.
	Time off for training	<p>Training for Reservists usually happens at the weekend or in the evenings. Sometimes you might be asked to attend a 15-day training course once a year. And Cadet Reservist Trainers are sometimes asked to do a 2-week residential training course per year. You should let your manager know about this as soon as you can.</p>	Paid leave	You can take 2 weeks leave for this training. On Workday you can select Time Off: Reserve Forces
Bereavement Leave	Leave in the event of the death of a significant person in your life or if your child is stillborn 24 weeks or more into pregnancy	<p>By 'significant person', we mean:</p> <ul style="list-style-type: none"> • a close relative (your partner or spouse, children, parents or guardians, brothers and sisters, grandparents, grandchildren, in-laws, uncles and aunts, nieces and nephews, godparents, and guardians) • a close friend • a dependent • a religious leader 	Paid	<p>A minimum of 2 weeks which must be taken within a 56-week period following the death.</p> <p>It can be taken flexibly in days or blocks of a week.</p> <p>See the bereavement leave scenario in this pack for further information.</p>

Leave	What is it for?	What should you know?	Paid or unpaid?	How long can you take?
Safe Leave	Leave for employees who experience domestic abuse	<p>You will be able to take paid time off if you need to relocate to a safe environment due to experiencing domestic abuse.</p> <p>You will also be able to take reasonable time off to attend appointments.</p> <p>When recording leave on Workday, select 'Special Leave' and then 'Global Compassionate Leave'. To respect your privacy, there will be no identifier in Workday for Safe Leave.</p>	Paid	<p>2 weeks leave in a 12-month period for relocation purposes.</p> <p>Reasonable amount of time off to attend appointments (e.g. with your solicitor, to give police statements, to attend court etc.). Each case will be different, and we encourage line managers to be sensitive when considering requests.</p> <p>See the domestic abuse scenario in this pack_for further information.</p> <p>We'd also encourage both employees and line manager to review our HR wellbeing pages for further support.</p>

1.3 Special Leave – Discretionary

- This is when an employee has no legal right to time off but need to request leave for personal reasons or to undertake a public commitment.
- Due to the often sensitive nature of the leave under this category, we encourage line managers to remain open to supporting employees as best they can and where operationally possible.
- We also encourage employees to give as much notice as possible before requesting leave and agreeing with their line manager when leave is taken to minimise operational impacts and allow time for cover to be put in place.

Leave	What is it for?	What should you know?	Paid or unpaid?	How long can you take?
Compassionate Leave	<p>Leave in the event of a serious illness of a significant person in your life</p> <p>Leave to observe religious mourning</p>	<p>By 'significant person', we mean:</p> <ul style="list-style-type: none"> • a close relative (your partner or spouse, children, parents or guardians, brothers and sisters, grandparents, grandchildren, in-laws, uncles and aunts, nieces and nephews, godparents, and guardians) • a close friend • a dependent • a religious leader 	Paid	Reasonable time off.

Health Screening	Leave to undergo health tests (e.g. Wellwoman and Wellman clinics)	You can have time off for your initial screening, to get your results, and to be re-tested (if necessary).	Paid	Enough time to cover your appointments and associated travel.
Fertility Treatment	Leave to undergo fertility treatment or to attend your spouse or partner's treatment	You can take reasonable time off to go to your medical appointments, and time off after your treatments where a period of recovery is needed.	Paid	Reasonable time off. Whilst each case is different, we consider 5 days leave per treatment and up to 3 treatments, as reasonable.
Gender Transition	Leave to attend medical appointments with practitioners who provide support through the transitioning process	For appointments, see information on 'medical/dental appointments' below. If you're undergoing gender reassignment surgery, further information can be found in our Sickness Absence Support pack under taking time off for surgery.	Paid	Enough time to cover your appointments and associated travel. For surgery, refer to our Sickness Absence Support Pack under time off for surgery.
Medical/Dental Appointments	To go to medical or dental appointments (or if you're someone's main carer, to take them to their appointments) Includes ante natal appointments (and time off for partners to go with them)	You should try to arrange appointments for when you're not working and give your manager as much notice as possible. Your manager can ask you to re-arrange your appointments – but only if they've got a good business reason for doing so and give you enough notice. Line managers should also consider how easy it is for you to get another appointment, before asking you to change it – and give you as much notice as they can.	Paid	Enough time to cover your appointments and travel. And if you're the main carer for someone, reasonable time off to take them to their appointments.

Leave	What is it for?	What should you know?	Paid or unpaid?	How long can you take?
Special Constables	Special Constable duties or attending training		Paid	Up to 10 working days a year
Travel Difficulties	When you can't get to work because of major travel disruption (like extreme weather, or strikes)	See the scenario - If you can't get to work due to travel difficulties for further information.	Paid	Each case is different, but a reasonable time (for example) for bad weather would be 1 day.
Political Service	To get involved in local, national, regional, or European politics	<p>We've signed up to the Industry and Parliament Trust's Political Service Initiative – which is meant to encourage people to get involved in politics, at any level (for example, canvassing for your local councillor, MP, OR MEP).</p> <p>But before you get involved in any political causes, you need to:</p> <ul style="list-style-type: none"> • Exercise discretion and not act in a manner that is inconsistent with your position in the Group • Write to your manager, agreeing that whatever political causes you support or whatever views you express are in your own name and not that of the Group– and that you speak and act only for yourself, not on behalf of the Group. 	Can be paid or unpaid, and this is at a manager's discretion	A reasonable amount of time. For example, 3 days paid leave for canvassing, plus extra unpaid time off, would be reasonable.
Civic Duty	Giving something back to society – like giving blood, volunteering with local causes, or representing your country at major sports events	You can't take time off to watch major sporting events – only to actually take part in them if you are representing your country.	Paid or unpaid – it's at a manager's discretion	It depends how much time is requested and what can be operationally supported.

1.4 Career Break

A Career Break is a break in an employee's career where they focus on personal interests. An example could be to do volunteering. Our intranet pages have further information on how to access volunteering opportunities (search volunteering).

A career break can last between 8-52 weeks. The duration of the career break will be unpaid, although certain benefits will continue.

What happens to your pay and benefits when you're on a career break?

While you're on career break these things will stop:

- Benefit funding where applicable
- Pension funding
- Salary and any fixed allowances
- Shift Allowance
- Sharesave – eligibility to join ShareSave will stop whilst on career break and salary deductions for existing ShareSave options will cease if you are no longer in receipt of a salary or your salary is insufficient to cover your monthly deductions. Alternative payment arrangements can, however, be made to cover monthly ShareSave contributions (see below)
- Buy As You Earn (Northern Ireland only) – eligibility to join BAYE will stop whilst on career break and salary deductions for existing monthly purchases will cease if you are no longer in receipt of a salary or your salary is insufficient to cover your monthly deductions. Alternative arrangements cannot be made to cover BAYE contributions.
- Building up holidays
- Job Need Car

But these things will continue:

- Banking Benefits – including any staff loans or mortgage subsidy
- Season Ticket Loan – you will continue to pay this
- RBSelect elections
- Pension deductions (although these are reclaimed from salary when you return to work)

When your salary stops, your pay might not be enough to cover your RBSelect elections anymore. If so, you'll need to go into RBSelect and reduce some of them. When you return to work, we'll make arrangements for the repayment of any personal contributions and RBSelect charges that weren't reduced before your career break.

There may not be enough to cover your Sharesave payments, either. If so, you'll need to call Computershare on +44 (0)870 702 0109 to either stop them or pay for them some other way (for example, through direct debit).

You'll get holiday allowance and you will be eligible for a discretionary bonus payment for the time you have worked in the year. It will be pro-rated. You won't get holiday allowance or discretionary bonus for the time that you are off on career break.

How does a career break affect your continuous service?

It won't. Your continuous service will keep building up as normal while you're away.

Returning to work

Employees will normally return to the job they were undertaking immediately prior to the Career Break. In some circumstances it will not be possible for the employee to return to the same job either because:

- Their position has become redundant, or
- Their duties have changed as a result of business re-structure

Where this happens, the employee will be included in any consultation, ideally at the time the request is granted or as soon as reasonably practical. If the employee isn't contactable during their Career Break, the Group will consult with them as soon as possible on their return.

2. General Information on Leave

2.1 Who to contact and when

When to contact HR:

If you can't find the answer to your question in this pack or the Holiday and Other Leave policy, go to 'Contact HR' on the HR Intranet pages.

Who to speak to you if you need support?

Sometimes employees ask for periods of leave because they are dealing with difficult personal circumstances, such as the death of a loved one. These can be sensitive issues for employees and managers. Consultants are available to speak to at ComPsych – our Employee Assistance Programme. They can help when dealing with sensitive issues.

Call them on 0808 234 5303 in the UK, 1800 938 707 in the Republic of Ireland or 00 44 203 936 1239 if you're Offshore.

You can also go online:

- Employee Assistance Programme
- External access: www.guidanceresources.com
- Web ID: NATWEST

Change the flag icon to choose your location.

You can download the Employee Assistance Programme app:

Search for "GuidanceResources" in your app store to install the mobile app.

Web ID: NATWEST

2.2 How to manage bank holidays

For colleagues who do not work a standard 7-hour day, 5 days a week, then holiday entitlement, including bank holidays are calculated in hours and requested in hours. Please use the Workday guides on how to request holidays to ensure that allocation is requested correctly

2.3 How to manage flexible working arrangements and holidays

Holiday allowance and statutory public holidays will, where appropriate, be adjusted to reflect an employee's flexible working pattern e.g. if you don't work a standard 7 hour day then your leave request needs to reflect the hours you do work. Please see the Workday guide for further information.

2.4 Leaving the Group

When an employee decides to leave the Group, the holiday calculator should be used to find out what the employee was entitled to (including bank holidays) by their leave date. If they have holiday entitlement still to use, they should take their entitlement before they leave, or it may be lost but if they have already used up more allowance than they have, they can either work the extra days before they leave, or (as happens in most of these cases) the extra days can be deducted from the final salary.

2.5 Historic Holiday Allowance

Sometimes an employee who's been in the same post for a long time will have a holiday allowance that the Group can no longer give to new employees. In these cases, the employee will lose this extra allowance if they accept a promoted role at a grade above (for example, from Grade Level A to Grade Level B).

2.6 Compliance Leave (Two-week leave) policy

In some parts of the Group, employees have to take a continuous two-week period of leave at least once a year. This is sometimes referred to as Compliance Leave.

Your line manager will tell you if this applies to you. This information is not held by HR.

2.7 Deciding the right kind of leave to give

Sometimes an employee will ask for a certain kind of leave when another type would be better. Some examples in our scenarios are dependents leave and leave for fertility treatment. The line manager and employee should have a conversation to understand what type of leave would be best for the situation. Sometimes working flexibly for a short period is a better option than taking special leave. For example, working from home. Read the Flexible Working Policy and discuss this with them.

2.8 Holiday Allowance and Leave

It is the employee's responsibility to log all their holiday allowance and other types of leave in Workday. If holidays have been purchased through RBSelect, these holidays will need to be used first to align with when they are paid for.

2.9 Pay and Benefits

While an employee is on **paid leave** (excluding Reserve Forces Leave) they will continue to receive pay and benefits in the normal way. This includes:

- Salary and any fixed allowances
- Benefit funding where this is paid
- Pension funding and existing pension arrangements
- Shift allowance
- RBSelect benefit elections
- Sharesave and Buy as you earn – deductions will continue to be made
- Job need car
- Season tickets
- Private medical cover
- Banking benefits

If they're eligible for a Discretionary Bonus Payment, they can still get it – but they might only get part of it for the time they actually worked (payment will be pro-rated).

They'll also continue to build up holiday entitlements while on leave. These may be pro-rated depending on the hours they work.

While an employee is on unpaid leave, salary, any fixed or shift allowances and holiday build up will stop. All other things continue as normal.

When an employee's salary stops, their pay might not be enough to cover their RBSelect elections anymore. If so, they'll need to go into RBSelect and reduce some of them.

There may not be enough to cover Sharesave payments, either. If so, they'll need to call Computershare on +44 (0)870 702 0109 to either stop them or pay for them some other way (for example through a direct debit).

2.10 If an employee in the Reserves Forces are mobilised and go on Reserve Forces Leave

While an employee is mobilised, these things will stop:

- Salary and any fixed allowances
- Shift allowance
- Building up holidays
- Job Need Car – they'll need to give it to the person who's been filling in for their role while they're away
- Sharesave and Buy as you earn – deductions will continue to be made so they'll need to make arrangements to cover these. To do this they can call Computershare on +44 (0)870 702 0109 to either stop them or pay for them some other way (Direct Debit, for example).

When salary stops, pay might not be enough to cover your RBSelect elections anymore. If so, they'll need to go into RBSelect and reduce some of them.

An employee on Reserve Forces leave won't get holiday allowance or a discretionary bonus for the time that they are off. They'll get holiday allowance and will be eligible for a discretionary bonus payment for the time they have worked in the year. It will be pro-rated.

These things will continue:

- Benefit funding where applicable
- Pension funding and existing pension arrangements
- Banking Benefits
- Season Ticket Loan – you will continue to pay this
- RBSelect benefit elections

If they have a car under the Manager's Car Scheme, they can keep their car while they're away.

Scenarios for Managers

For managers

If you need to plan your team's holidays

What you need to do

You should plan your team's holidays well in advance. It's up to you how you do that, but there are some steps you must take:

- Keep a record of your team's holiday allowance and holiday taken on Workday. (HR doesn't keep these records for you). This helps you manage all the different holiday requests, so you don't leave your team short of the people you need to get the work done. It also makes sure your team take their holiday allowance across the whole year which helps to keep them happy, healthy, and productive.
- If your team need to take compliance leave, make sure they do. Some parts of the Group have to take a minimum number of consecutive days holiday. Your franchise Risk Partner can tell you if this applies to your area (HR doesn't keep records of this).

Here are some things you might want to do to help you and your team plan their holidays across the year:

- Ask your team to give you their holiday requests at the beginning of the year – or every half or quarter year. This helps you see ahead of time if a lot of people want the same time off (like on school holidays) and gives you plenty of time to find a solution and allocate holidays fairly across the team. It also helps make sure people don't get to the end of the year with lots of unused holidays to take. This is important because team members can only carry up to five days holiday over into the next year and they must be used by the following December.
- Remember, everyone needs a reasonable amount of rest time from work. And we don't pay for any untaken holidays. You'll still need a reasonable level of flexibility because some employees might not know at the start of the year what holiday dates they want.

For managers

If someone needs to take Dependents Leave

With effect from 1 October 2020 until further notice, and in light of the COVID-19 pandemic, the Group will consider a minimum of 3 paid days as reasonable. The scenario below refers to our approach prior to this change.

Stuart asks Wendy, his line manager, if he can take a day of dependent's leave to take his elderly father, who is not very well and has had a fall, to hospital.

This is the third time he's asked for dependent's leave in the last three months. Although Wendy doesn't want to decline Stuart's request, she's worried about how often this is happening.

Stuart is a valuable member of Wendy's team and they have a respectful, trusting relationship. Wendy wants to maintain that relationship and keep Stuart committed. So how should she react to Stuart's request?

How to deal with it

Wendy and Stuart need to have an open conversation about it.

For example, Wendy needs to make sure Stuart knows we recommend three days of paid dependents leave in a 12-month period.

Neither Wendy nor Stuart want him to be taking days of unpaid leave, so they need to see if there are any changes, they can make that will make it less likely.

For example, Wendy should ask Stuart about his father's care needs. It would be reasonable for Wendy to let Stuart have the day off he's asked for and ask him to use that time to figure out the root cause of the problem.

Stuart explains that his father has just had a terminal illness diagnosed and he hasn't yet had time to get care arrangements in place.

Wendy might also want to ask Stuart to explore if there are any better caring options for his father – if other relatives or agencies might be able to help. Wendy makes sure that Stuart knows about Lifeworks. She also reads Moments That Matter – Caring for a Loved One.

Wendy also needs to tell Stuart that we don't usually pay employees for any extra dependents leave after the third day in a 12-month period. It might be better for him to take some unpaid Carer's leave instead.

This example also shows how important it is to manage absence and be supportive at the same time. Wendy, as a line manager, should keep records of any special leave her team members take – this makes it easier to spot patterns and make decisions on future requests.

For managers

If you have a member of your team who would like to take time off for Fertility Treatment

Peter wants to spend more time with his wife while she's going through fertility treatment.

He asks his line manager, Beth, what's the best way to approach it – should he use his annual leave or is there any other type of leave that's more suitable?

Beth tells Peter he should request special leave for fertility treatment. In this case, the Group would usually offer up to 5 days' paid leave for each treatment event.

She also tells Peter to give her the exact dates as soon as possible, to make sure her team can cover his workload.

Some extra notes about special leave for fertility treatment

The Group gives the same allowance to both the woman having the treatment and to her partner.

This kind of special leave is discretionary – it makes no difference whether you're the woman having the treatment or that person's partner.

It's up to the line manager to decide how many days off (and for how many treatment events) an employee can take – there's no fixed limit. Each line manager should make decisions on a case-by-case basis, depending on how easily the Group can do without the employee on the day they've requested. Please see the table on page 9 guidance on how much time off.

For managers

If you need to calculate bank holiday entitlement for a colleague who is part time or works compressed hours.

Part-time hours

David works 20 hours a week at Grade Level A. He works Mondays (7 hours), Tuesdays (7 hours) and Fridays (6 hours). His manager calculates that David is due 100 hours' holiday allowance and 32 hours' bank holiday.

David has the following bank holidays off:

1. New Year's Day (7 hours)
2. Good Friday (6 hours)
3. Easter Monday (7 hours)
4. Spring Holiday (7 hours)
5. May Day (7 hours)

He's used up 34 hours and still has the Summer Bank Holiday and Christmas Day to take.

David speaks to his line manager as he would still like to take the upcoming bank holidays. They discuss whether he would like to deduct the bank holiday hours from his 100 hours' holiday allowance. Instead they agree that David can take the upcoming bank holidays by arranging to work two Wednesdays in the year instead.

Compressed Part-time Hours

Alison is a Grade Level C and works compressed hours. Her contract is for 20 hours per week: Monday (8 hours), Tuesday (8 hours), and Wednesday (4 hours).

Because she works compressed hours, her manager uses the holiday calculator to figure out her holiday allowance and bank holiday allowance. She is entitled to 120 hours' holiday and 32 hours' bank holiday.

Her manager records her holiday allowance and bank holiday allowance on the Workday. At Easter, Alison is off on Good Friday and Easter Monday. Because Monday is a normal working day her manager needs to deduct 8 hours from her holiday log for Easter Monday. Because Friday is not a normal working day, her manager doesn't need to deduct anything.

For managers

If someone is leaving and wants to know their remaining allowance (or has unused holiday allowance)

For example, if someone resigns, retires or is being dismissed with notice.

What you need to do

1. Use the holiday calculator to find out how many holidays the employee has left to take. If they've saved up holidays under the holiday banking scheme, remember to add on all of these too.
2. Arrange with the employee to take their leftover allowance before they leave. Sometimes this means the employee's last day in the office is earlier than their leave date. It's really important to key their official leaving date (rather than their last day in the office) onto Workday, to make sure they get paid correctly.
3. In exceptional circumstances, you might have a valid business reason for not letting an employee use up the holiday before their leave date. This is the only time we might pay in lieu of holiday. You'll need to submit the hours owed via Workday>Employee Resignation or Retire employee. If it's a redundancy, see the scenario on 'If someone is leaving on redundancy and they have unused holiday allowance'
4. Sometimes an employee has used more of their holiday allowance than their leaving date allows. You should arrange with them to work those hours back. Or you can deduct the hours from the employee's final salary. You just need to submit the hours deducted via Workday>Employee Resignation or Retire employee.

What you need to know

Our holiday allowance includes Statutory Holiday allowance.

When someone leaves, we pro-rate their remaining allowance using completed months. For example, if someone leaves on 10th May, then they've worked four complete months that year.

The Group's allowance is usually more generous than statutory allowance. Sometimes it's not, because statutory allowance is calculated using part months. To calculate the remaining allowance, just use the holiday calculator – this will work it out for you.

If someone's on gardening leave, they don't have to be available for work if they're taking a holiday during that time.

If we've dismissed someone without notice, please refer to the Disciplinary Policy online at [HR > Working Here > How we work > Disciplinary](#)

For managers

If someone's leaving on redundancy and they have unused holiday allowance

What you need to do

- Use the holiday calculator to find out how many holidays the employee has left to take. If they've banked holidays under the holiday banking scheme, remember to add these.
- Make sure your HRBP or Consultant knows about the holiday deduction. They'll let HR know.

What you need to know

If we're paying someone in lieu of holiday when they're being made redundant, their payments will include salary only. It won't include pension or benefit funding or fixed allowances.

For managers

If someone's about to come back to work after being on special leave

What you need to do

1. They might find it hard to come back full time right away – especially if they've been away for a long time, or through a difficult time (like doing military service or caring for someone who's ill or dying).
2. Before they come back, ask yourself whether 'phase-back' might help – that's where they start off on reduced hours and gradually work their way back up to full time over a few weeks (while still getting their full pay and benefits, the whole time).
3. You'll need to weigh up:
 - how long they've been off
 - what they were doing while they were off (and how difficult it was)
 - the needs of the business

If you decide to offer them phase-back, you'll need to figure out how long it should last. We recommend no more than one week of phase-back for every month they've been off (up to six weeks, max). For example: If someone's been off for four months, and usually works four days a week, you could spread it out this way:

- Week 1 & 2 – two days a week
- Week 3 & 4 – three days a week
- Week 4 onward – back to four days a week

They've been off for four months, so the phase-back lasts four weeks. And they get their full four days a week of pay and benefits from week 1. Once you've come up with a plan, talk it over with them and agree on it – before they come back to work.

What you need to know

You don't have to give them phase-back. We offer phase-back at the discretion of the Group.

For managers

If someone has suffered the loss of a significant person

If someone needs special leave because a close relative, close friend, dependent, or religious leader has died, it's important to approach the matter sensitively. For example, by giving the person the time they need to deal with the bereavement and considering the person's physical and emotional wellbeing, including once they've returned to work.

You should be compassionate towards an employee's individual situation and remember that everyone deals with bereavement differently. Grief can work in unexpected ways and it is not easy to predict the time off that may be required.

What you need to do

- You should ask the employee what, if anything, they would like their work colleagues to know about the bereavement. If you can't ask for this information, it's best to say as little as possible until you do know (for example, you could say that the absence is for personal reasons).
- You should consider which form of leave is most appropriate.

What you need to know

- Employees are entitled to take reasonable time off to deal with any practical matters needed as a result of the death of a dependent, for example arranging and attending the funeral.
- The employee will also be entitled to a minimum of 2 weeks paid bereavement leave (if they want to take it) within 56 weeks of the death. They should be able to match their leave to the times they need it most, including the first anniversary of the death.
- You should allow bereavement leave to be taken flexibly, for example in days or blocks of a week. There may of course also be circumstances where an employee doesn't want, or feel they need, to take the full entitlement.
- The option of taking bereavement leave as two separate blocks of one week, within the 56-week period will always apply in the following circumstances:
 - By a parent following the stillbirth of a child 24 weeks or more into pregnancy
 - Following the death of a child under the age of 18 years (or a child of any age for employees based in Gibraltar), by a parent or their spouse/ partner if they have been living with the child and have day-to-day responsibility for them
- If the employee has requested more than two weeks bereavement leave you should consider whether it should be granted in their situation, or if another type of leave may be more appropriate. For example, if the employee is suffering illness due to the bereavement then they should be encouraged to visit their GP, and it may be more appropriate to support them in line with the sickness absence policy (HR > Absence).
- In the unfortunate circumstance where an employee has suffered the loss of more than one significant person in their life within a short period of time you should make every effort to accommodate requests for time off for bereavement leave. Where this can't be accommodated for operational reasons you should ensure that you are offering any support that can be provided. Further guidance on supporting an employee through a bereavement can be found in the Moments that Matter guide (HR > Wellbeing > Moments that matter and wellbeing guides> bereavement).
- In the devastating circumstances where the employee or their partner has suffered a stillbirth after 24 weeks of pregnancy or the baby has died shortly after birth, they may still be eligible for maternity, paternity, adoption or shared parental leave and pay. You should refer to the relevant policy and support packs for further information (HR > Absence) and the Moments that Matter guide (HR > Wellbeing > Moments that matter and wellbeing guides > losing a baby).
- If the employee has asked for time off to arrange or attend a funeral for someone who isn't a close relative, close friend, a dependent or religious leader, or if they need additional time to travel to arrange or attend a funeral it may be appropriate to consider another form of leave (this may include asking them to use their holiday allowance).

Scenarios for Managers and Employees

For managers	For employees
If someone asks for holiday and you need to decline it	If you want to take a holiday and it is declined
What you need to do <ol style="list-style-type: none">1. Sometimes you can't give an employee the holiday they want. Often because too many people have asked for the same time off. When this happens:<ul style="list-style-type: none">• Talk to them and see if another date would suit them• Find out if they have personal reasons for wanting the time off (like religious or cultural reasons, or parental responsibilities)• Look across your whole team – can someone else take on extra work to help someone get the time off they want?• How you allocate holidays is up to you. So, get as much information as you can and make sure you're being fair and consistent.2. Sometimes, even after considering all this, you still can't give your employee the days off they want. You should let your employee know this as soon as you can. Make sure they understand your reasons and talk to them about what other dates they could book. You should also reject the leave request on Workday.	What you need to know <p>Sometimes your manager can't give you the holiday days you want. They'll tell you their reasons and discuss what other days you could take off instead.</p>

For managers	For employees
If someone buys RBSelect holidays	If you've bought extra RBSelect holidays
<p>What you need to do</p> <ol style="list-style-type: none"> 1. In September, at annual renewal time, employees can buy up to five extra days of holiday through RBSelect. They should let you know they want to buy extra holidays before they do it. 2. You can decline the request. 3. If any of your team have done this, you'll get a manager file to confirm it. You should add to their allowance on Workday. 4. Holidays purchased through RBSelect should be used first when requesting annual leave 	<p>What you need to know</p> <ol style="list-style-type: none"> 1. You should have let your manager know before you buy extra holidays. When you buy RBSelect holidays, your manager will get a file to confirm it. Just check this has been added to Workday. 2. You need to use your purchased holiday balance first to align with when you start paying for purchased holiday. The cost of your holiday is spread evenly over 12 months. You start paying for it in October and can begin to use it in January the following year.

For managers	For employees
If someone has banked holidays under the Holiday Banking Scheme	If you have banked holidays under the Holiday Banking Scheme
<p>The holiday banking scheme was available to employees, allowing them to save part of their annual holiday allowance over a period of a year and take these at a later date. However, the scheme closed to all new requests on 31 August 2018.</p> <p>What you need to do</p> <ol style="list-style-type: none"> 1. You'll need to let them know you agree to their request, and then track it on the holiday log. 2. When they want to use up their banked holiday, use the same process as if someone asks for a holiday 3. If someone moves to another department, it's important for you to let their new line manager know if they have banked holidays. 4. You can't accept any requests to bank holidays from 1 September 2018 	<p>The holiday banking scheme was available to you, allowing you to save part of your annual holiday allowance over a period of a year and take these at a later date. However, the scheme closed to all new requests on 31 August 2018.</p> <p>What you need to do</p> <ol style="list-style-type: none"> 1. Make sure any holidays you've banked are recorded on Workday and approved by your Line Manager 2. When you want to take your banked holidays, use the same process as if someone asks for a holiday 3. If you move to another department, make sure your manager knows you have banked holidays. They should confirm this with your old-line manager.

<p>What you need to know</p> <p>Employees who used the scheme could only bank up to a maximum of 50 days in total. If any request would exceed this allowance it cannot be accepted.</p> <p>The maximum annual leave that any employee can take in one holiday year is 80 days – for example, 50 banked days, plus 30 days' holiday allowance.</p>	<p>What you need to know</p> <p>You could save up a maximum of 50 days in total. The maximum you can take in one holiday year is 80 days – for example, 50 saved up, plus 30 days' holiday allowance.</p>
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For managers	For employees
<p>If someone changes their hours during the year and wants to know their holiday allowance</p>	<p>If you change your hours during the year and want to know your holiday allowance</p>
<p>What you need to do</p> <p>The holiday calculator can help you calculate your employee's new allowance: Use the 'Change of Working Hours or Grade' tab</p> <p>Sometimes an employee will have taken more time off than their new allowance allows (like if they reduce their hours, for example). In these cases, this time is subtracted from their overall allowance for the year. The holiday calculator will work this out for you.</p>	<p>What you need to know</p> <p>Your manager will let you know your new allowance for the year. You can also check it yourself on the holiday calculator.</p> <p>If you've taken more holidays and bank holidays than your new allowance allows (like if you've reduced your hours, for example) then your manager will subtract this from your overall allowance for the year.</p>

For managers	For employees
<p>If someone changes role during the year and wants to know their holiday allowance</p>	<p>If someone changes job during the year and wants to know their holiday allowance</p>
<p>For example, if they get a promotion from Grade Level A to Grade Level B.</p> <p>What you need to do</p> <p>The holiday calculator will help you find out your employee's new allowance:</p> <ol style="list-style-type: none"> 1. Use the 'Change of Hours/Grade' tab 	<p>What you need to know</p> <p>Your manager will let you know your new allowance for the year. You can also check it yourself with the holiday calculator.</p> <p>If you've taken more time off than your new allowance allows (if you move to a lower-level job, for example), your manager will subtract it from your overall allowance for the year.</p>

Sometimes an employee will have taken more time off than their new allowance allows (like if they move to a lower-level job, for example). In these cases, this time is subtracted from their overall allowance for the year. The holiday calculator will work this out for you.

What you need to know

If an employee has extra holiday from a historical arrangement (like Scottish holidays) then they'll lose this allowance when they accept a promotion at the next grade (moving from Grade Level A to Grade Level B, for example). Only the terms and conditions of their new job will apply.

What you need to know

If you have extra holiday time from a historical arrangement (like Scottish holidays), you'll lose this allowance when you start a new role at the next grade (moving from Grade Level A to Grade Level B, for example). Only the terms and conditions of your new role will apply.

For managers	For employees
<p>If someone's ill when they are on holiday (including bank holidays)</p>	<p>If you're ill while you are on holiday (including bank holidays)</p>
<p>What you need to do</p> <ol style="list-style-type: none"> 1. Your employee should let you know as soon as they're ill (as long as it's practical). You should agree who will open the absence on Workday depending on the circumstances. See the Sickness Absence Support Pack to find out what to do (HR > Absence > Sickness Absence). 2. Let the employee take the holiday another time. 3. If you need to, have a return to work meeting when they come back. See the Sickness Absence Support Pack to find out what to do (HR > Absence > Sickness Absence). 4. The employee will need to close the absence on Workday and provide details about their absence. Remember that they need to complete this even if you don't have a return to work meeting. 5. This is called 'self-certification' and the employee needs to do it for any sick leave – it doesn't matter how long they're off for. 	<p>What you need to do</p> <ol style="list-style-type: none"> 1. If you're on holiday and you're ill to the extent that you wouldn't have been able to come into work, tell your manager as soon as you can. They can arrange for you to take the holiday days another time. 2. You will need to agree who will open the absence on Workday. See the Sickness Absence Support Pack to find out what to do (HR > Absence > Sickness Absence). 3. If you're sick for more than seven calendar days, you'll need to upload a medical certificate or fit note to Workday. 4. Your manager might organise a return to work discussion with you when you get back. See the Sickness Absence Support Pack (HR > Absence > Sickness Absence). 5. Make sure your absence is closed on Workday and provide details about your absence.

For managers	For employees
<p>If someone hasn't used all their holiday allowance and it's getting near the end of the year</p>	<p>If you haven't used all your holiday allowance and it's getting near the end of the year</p>
<p>We encourage everyone to use their full holiday allowance within the annual leave year to ensure they're getting rest time away from work. Ensure that you are regularly checking in with your employees, perhaps at quarterly check-ins, that they are using their allowance and getting some time away from work. However, sometimes people may run out of time to take their holiday within the annual leave year.</p> <p>What you need to do</p> <ol style="list-style-type: none"> 1. Ask your employee to take their remaining holidays before the end of the year. 2. Sometimes they can't take holiday before the end of the year due to operational business reasons. In these cases, let them carry over up to five days which must be used by December of the following leave year. If they don't take them by the end of December, they will lose them. 3. If holiday hasn't been taken for any other reason within the annual leave year, the five days can be carried over at your discretion. 4. Workday will automatically carry over any remaining annual leave days, up to the limit of five, into the next year. 5. When considering allowing your employee to carry over allowance, you need to ensure that you can support this operationally into the next annual leave year <p>What you need to know</p> <p>We do not pay anyone for holidays not taken during the holiday year.</p> <p>For anyone leaving the Group with unused holiday, see the General Information section on 'Leaving the Group'</p> <p>Please refer to the General Information section on how carry over is treated due to COVID-19</p>	<p>You should make sure you take your full holiday allowance within the annual leave year to ensure you're getting rest time away from work. You may however run out of time as the end of the year approaches.</p> <p>What you need to do</p> <ol style="list-style-type: none"> 1. If you've still got holiday to take at the end of the year, talk to your manager about how you intend to take these before year end. If you're unable to take all of your holiday before the end of the year due to operational business reasons, you can carry over up to five days to be used by the end of December in the following leave year. If you don't use them by this time, you'll lose them. 2. If you don't use your full holiday allowance by the end of the year for any other reason, you may carry over up to five days with your manager's approval. <p>What you need to know</p> <p>We do not pay anyone for holidays not taken during the holiday year.</p>

For managers	For employees
<p>If you need someone to work a bank holiday</p>	<p>If you're asked to work on a bank holiday</p>
<p>What you need to do</p> <ol style="list-style-type: none"> 1. When you ask someone to work a bank holiday, you need to give them the equivalent time off in lieu. Make sure you track this on Workday and agree with them when they can take the time off. 2. Anyone working on Christmas Day, or New Year's Day gets paid 'double time' as well as getting the day off in lieu at a later date. So, track this on Workday and make sure they put in the requests for their overtime payment (HR > Workday > Time). <p>What you need to know</p> <p>When Christmas Day or New Year's Day falls on a weekend, the government sometimes allocate a 'substitute' Bank holiday to make up for it. But to get double time you have to work the actual dates of 25th December, or 1st January. When you work a substitute bank holiday, you'll still get a day off in lieu, but not double time.</p> <p>So, for example:</p> <p>Let's say Christmas Day is a Saturday and Boxing Day is a Sunday. The government has allocated the following two days (Monday and Tuesday) as replacement bank holidays.</p> <p>Shelly works on Christmas Day and Boxing Day, so she gets double time for Christmas Day and Boxing Day and two days off in lieu.</p> <p>Stan works the replacement bank holidays on Monday and Tuesday, so he gets one day off in lieu only – not double time.</p>	<p>What you need to do</p> <ol style="list-style-type: none"> 1. Sometimes your manager will ask you to work on a Bank holiday. If you do, you'll get time off in lieu. Make sure you agree with your manager when you can take that time off. 2. If you work on Christmas Day or New Year's Day, you'll be paid 'double time' for that day, as well as getting a day off in lieu. Submit your request for overtime payment through HR > Workday > Time, more guidance can be found on the intranet (HR > Pay > Overtime, on-call and allowances). <p>What you need to know</p> <p>When Christmas Day or New Year's Day falls on a weekend, the government sometimes allocates a 'substitute' Bank holiday to make up for it. But to get double time you have to work the actual dates of 25th December or 1st January. When you work a substitute bank holiday, you'll still get a day off in lieu, but not double time.</p> <p>So, for example:</p> <p>Let's say Christmas Day is a Saturday and Boxing Day is a Sunday. The government has allocated the following two days (Monday and Tuesday) as replacement bank holidays.</p> <p>Shelly works on Christmas Day and Boxing Day, so she gets double time for Christmas Day and Boxing Day and two days off in lieu.</p> <p>Stan works the replacement bank holidays on Monday and Tuesday, so he gets one day off in lieu only – not double time.</p>

For managers	For employees
If someone hasn't come back from holiday	If you don't come back from holiday on the agreed date
<p>What you need to do</p> <ol style="list-style-type: none"> 1. Try to speak to them and find out why they haven't come back to work. Do this as soon as possible on the first day they don't come in. Try phoning them first to check that nothing serious has happened to them. 2. Keep trying to reach them, including through their emergency contact. Make sure you keep a note of exactly how and when you tried to contact them. 3. Sometimes there are good reasons why someone can't come back from holiday on the agreed date. If they're ill, then they still have to ring you to let you know, and then you follow the Sickness Absence process. If they're having travel issues, they should let you know as soon as they can. See If someone has travel difficulties. 4. If you still can't get hold of them, Go to HR > Contact HR for guidance. They'll help you decide on what to do next and if you should take disciplinary action 	<p>What you need to do</p> <p>If there's a good reason you can't return to work (like if you're sick or having travel problems), you must let your manager know as soon as you can. They'll discuss other arrangements with you.</p> <p>If you don't return to work your agreed date, and without good reason, your manager might start disciplinary action against you.</p>

For managers	For employees
If someone on special leave doesn't come back when they're meant to – or you think they're using it for the wrong reasons	If you're on special leave and you don't come back when you're meant to – or you're using it for the wrong reasons
<p>What you need to do</p> <ol style="list-style-type: none"> 1. If someone hasn't come back to work when they were meant to, first try to get hold of them and find out why. If you can't get hold of them, Contact HR about what to do next. 2. If you think someone's using their special leave for the wrong reasons, contact HR first. 3. In both instances you might need to move to disciplinary action. HR will help you decide if this is the appropriate next step. 	<p>What you need to know</p> <p>If you fail to return to work on the agreed date, or if you are using special leave for a reason other than the one it was granted for, then your manager may need to take disciplinary action.</p>

For managers	For employees
<p>If someone is off Long-Term Sick and wants to know what happens to their holidays</p>	<p>If someone is off Long-Term Sick and wants to know what happens to their holidays</p>
<p>What you need to know</p> <p>Employees still build up contractual and Bank holiday allowance while they're off sick. And employees can still take holiday while they're off sick.</p> <p>What you need to do</p> <ol style="list-style-type: none"> 1. When an employee returns to work before the end of the holiday year, you should let them take their holiday allocation before the end of the holiday year. Agree with them when they can do this – then ask them to submit the absence request on Workday for approval. 2. If someone doesn't come back during the holiday year, they can carry their unused holidays into the next holiday year. They can do this for a maximum of 28 days in Northern Ireland and 20 days in Republic of Ireland, including Bank holidays. For example, someone in Northern Ireland with 28 days' allowance who is off for a full year will get 56 days' holiday allowance the next year. (The 28 days carried over, plus their 28 days allowance for the next year.) Or someone in Republic of Ireland with 28 days' allowance who is off for a full year will get 48 days' holiday allowance the next year (The 20 days carried over, plus their 28 days allowance for the next year). 3. Sometimes an employee will want to take all their accrued holidays before they come back, giving them an extra period of time off before they return. If you agree to this, make sure you end their absence on Workday on the day they start their holiday (not the day they actually return work). This will make sure we pay them correctly. 4. Sometimes employees can't take all of their accrued holidays plus annual allowance in the same holiday year that they accrued it. In this case they can carry up to 28 days into the next 18-month period. Please remember, we can't pay in lieu of holidays, so it's important you support employees to use them up. <p>For employees on Long Term Disability or Disability Cover schemes, you should refer to the relevant policy pack (HR > Absence > Long term sickness).</p>	<p>What you need to know</p> <p>You still build up contractual and Bank holiday allowance while you're off sick. And you can take holidays while you're off – you just need to request it from your line manager.</p> <p>What you need to do</p> <p>When you come back to work, you should take your unused holidays before the end of the holiday year. Speak to your manager about when you can take them and go to Workday to submit your absence request.</p> <p>You might want to take all your unused holiday before you come back to work, giving you an extra period of time off before you come back. As soon as you know the date you're due to return to work, ask your manager if they can approve your request.</p> <p>If you don't come back to work, you can carry unused holidays into the next holiday year. You can do this for a maximum of 28 days, including Bank holidays in Northern Ireland, and a maximum of 20 days, including bank holidays in Republic of Ireland. You'll also get your holiday allowance for that year. Speak to your manager about when you can take the holidays.</p> <p>If you're on one of our Long Term Disability plans/schemes, refer to the relevant policy pack (HR > Absence > Long term sickness).</p>

For managers	For employees
<p>If someone is experiencing domestic abuse and needs to take some safe leave to relocate to a safe environment</p>	<p>If you are experiencing domestic abuse and need to take some time off to relocate to a safe place.</p>
<p>What you need to do</p> <ol style="list-style-type: none"> 1. Talking about domestic abuse is difficult. Your colleague may not disclose information in one interaction. It's important to provide ongoing support to them and allow them to discuss their situation when they are ready. 2. Have a conversation about support they think they need – such as change to working hours/pattern or work location. 3. Accommodate flexible working for individuals to facilitate any practical arrangements, such as attending mediation, health appointments or counselling 4. Check that your colleague has arrangements for getting to and from home safely 5. Visit the Wellbeing pages to understand what help is available and signpost those with your colleague. 6. Read the Moments that Matter document on the intranet that details further support you can give your colleague 7. If you are concerned about the safety of a colleague, please contact one of the organisations in the Moments that Matter document or contact Policy & Advice 	<p>What you need to know</p> <ol style="list-style-type: none"> 1. If you feel comfortable let your manager know about your situation 2. Visit our Wellbeing pages that provide information that will help 3. Request leave on Workday using Compassionate leave as this is a generic leave type 4. Read the Moments that Matter document on the Wellbeing pages on the intranet that details further support available for you

For managers

For employees

If someone is in the Reserve Forces and is mobilised

What you need to do

1. Your employee will give you a notice of mobilisation letter. They should get at least 14 days' notice before they are due to report to their mobilisation centres. The letter will give the date and possible duration of mobilisation. The employee should use these dates to submit their absence request on Workday.
2. They will be paid by the Ministry of Defence whilst they are mobilised so you need to make sure pay stops. This is done on Workday by the employee selecting: **Time Off : Global Unpaid Time Off > using the reason 'Military'**
3. Make sure the employee has read the section in this pack What happens to pay and benefits when on special leave
4. Most posting last less than 12 months you should try to absorb the work in the team or fill the job with a secondee or fixed term contractor. This is because the employee has the right to return to their original job.
5. If the posting is due to last longer than 12 months, then contact HR for advice.
6. Exemptions from mobilisation are very rare and only given where the absence of the reservist would cause serious harm to the business. Regulations define this as:
 - o Serious loss of sales, markets, reputation, goodwill, or other financial harm
 - o Serious impairment of the ability to produce goods or provide services
 - o Demonstrable harm to research and development of new products, services, or processes, provided that the harm could not be prevented by the employer being given financial assistance
7. If you think you have reason to apply for the reservist's exemption you must contact HR for guidance. You'll need to do this quickly, because we have to apply for exemptions within 7 days of the Reservist being given a notice of mobilisation.
8. Your employee will give you three weeks' notice of when they are due to return to work. And this date should be no longer than 6 weeks

If someone is in the Reserve Forces and is mobilised

What you need to do

1. If you haven't already told us you're a Reservist you'll need to update your workday profile by selecting 'Change Personal information', then 'Military Service', followed by the country and option that's relevant to you.
2. You'll also need to upload your documentation on workday by going into 'View Profile' and selecting the 'Personal' option, then 'Documents' and then finally selecting the 'Add' button.
3. Read the section in this pack what happens to pay and benefits when on special leave. Your pay will stop but some benefits will continue.
4. Give your manager three weeks' notice of when you are due to return to work. This date should be no longer than 6 weeks from when you return from active service.
5. On Workday select Time Off: Global Unpaid Time Off > using the reason 'Military'

What you need to know

Training for Reservists usually happens at the weekend or in the evenings. Sometimes you might be asked to attend a 15-day training course once a year. And Cadet Reservist Trainers are sometimes asked to do a 2-week residential training course per year. Both of these types of training course entitle you to 2 weeks paid leave. You should let your manager know about this as soon as you can, and they should arrange to give them this time off paid.

from they return from active service. You should think about whether a phase-back into work is a good idea and discuss it with them. Read If someone's coming back to work after Special Leave.

What you need to know

The reservist is entitled to return to their former job or to a role that is no less favourable than the role they occupied before mobilisation.

If Reservists have opted for Private Health Care under RBSelect, this will continue while they are on active service. Cover will continue in line with the terms and conditions of the Healthcare Scheme.

Training for Reservists usually happens at the weekend or in the evenings. Sometimes they are asked to attend a 15-day training course once a year. And Cadet Reservist Trainers are sometimes asked to do a 2-week residential training course per year. Both of these types of training course entitle the employee to 2 weeks paid leave. Your employee should let you know about this as soon as they can, and you should arrange to give them this time off paid.

For managers	For employees
<p>If someone wants time off to train (NI only)</p>	<p>If you want time off to train (NI only)</p>
<p>For Rol – you should read the Group’s Professional Standards & Qualifications policy.</p> <p>For example: if someone wants to get a PRINCE 2 qualification, or a line manager wants to take a course on coaching.</p> <p>What you need to do</p> <p>You need to take the following actions to make sure we meet our legal obligations</p> <ol style="list-style-type: none"> 1. Get them to submit their absence request for training on Workday saying what the training is, and how much time they want off. Once they give you that request, you have 28 days to either: <ol style="list-style-type: none"> a. say yes, or b. arrange a meeting with them, to talk it over some more. 2. Don’t say no without contacting HR first. By law, we can only say no for certain reasons (see below). 3. If you do have a meeting, you have 14 days after that to give them your final decision, by approving or denying the request on Workday. You can use the Time off to Train templates on the intranet at HR > Absence > Holiday and other leave. If you’re only agreeing to part of the time off, or suggesting a different plan, put that in the letter. 4. You can ask them for more time to make a decision – but only if they agree, in writing. <p>What you need to know</p> <p>People have the right to make one request in a 12-month period for time off to train by law – and we can only say no if:</p> <ul style="list-style-type: none"> • the training won’t help our business • it would run up extra costs for our business • our business wouldn’t be able to carry on as usual without them • you can’t re-organise the work among other members of staff • you can’t hire extra people to take on their work, while they’re away • it would affect the quality of our work, products, or services • there wouldn’t be enough work for them to do when they’re here 	<p>For Rol – you should read the Group’s Professional Standards & Qualifications policy</p> <p>What you need to do</p> <p>Go to Workday and submit your absence request for training, including:</p> <ul style="list-style-type: none"> • that your request is under Section 63D of the Employment Rights Act 1996 • today’s date • what the training is for • where and when it’ll happen • who’ll be doing the training • what qualification you’ll get (if any) • why you think it’ll help you do your job better • whether you’ve asked for time off to train before (and if so, when). <p>Talk to your manager about it. If they ask you to come to a meeting about it, you can bring a Trade Union rep or colleague along with you (but they can’t answer questions on your behalf). If they can’t make the date or time, you can ask your manager to reschedule it, as long as it’s within the next seven days.</p> <p>What you need to know</p> <p>You can only make one request in a 12-month period.</p> <p>You can appeal the decision if your manager has said no to your request. You must appeal in writing to your manager within 14 days after your manager tells you their decision. An appeal hearer will arrange a meeting with you and let you know the outcome of the appeal after this.</p>

- It conflicts with planned structural changes

And if you ask them to come to a meeting, they have the right to bring a Trade Union rep or colleague along with them.

Employees have the right to appeal if you've said no to their request. They have to write to you within 14 days of you letting them know your decision. If you receive an appeal, you must contact HR. This is important because you have to follow the appeal process within certain timelines, and they will help you guide you. In summary the appeal hearer must:

Arrange a meeting within 14 days of receiving the appeal let them know the outcome of the appeal within 14 days of the meeting.

For managers	For employees
<p>If someone's taking a lot of dependent's leave</p>	<p>If you are taking a lot of dependent's leave</p>
<p>What you need to do</p> <ol style="list-style-type: none"> 1. Talk to them to find out what's going on. For example, they might be struggling to arrange childcare, or they might be caring for someone who needs to go to the doctor or hospital a lot. 2. Ask yourself whether there's a different type of leave that might suit them better (like Carer's Leave, for example), or whether flexible working might help. For example, being able to start and finish earlier might mean they can pick their children up from school, without missing work. Contact HR for advice. 3. Think about what other support we might be able to offer. Read Who to Contact to find out who to talk to for advice. 4. Arrange another meeting with them and agree what type of leave they should take. 5. If you still feel like they're taking a lot of dependent's leave and it's affecting their work – or you think they're using it for the wrong reasons – talk to HR about how best to manage the situation. 	<p>What you need to do</p> <ol style="list-style-type: none"> 1. If you're taking time off for dependent's leave a lot, your manager might ask you to come to a meeting to discuss it. 2. If there's an underlying reason for the time off (for example, if you've got a sick family member and they need you to take them to the hospital all the time), it's really important that you tell your manager about it so we can support you. You can then discuss the appropriate type of leave or flexible working arrangement for you. 3. Make use of our Employee Assistance Programme. Read Who to Contact if you need more support <p>If your manager still thinks you're taking too much dependent's leave then they will want to discuss it with you, set expectations with you about what we can support, and agree any follow up actions</p>

For managers	For employees
<p>If someone can't get into work because of travel difficulties</p>	<p>If you can't get into work because of travel difficulties</p>
<p>For example, because of bad weather or transport strikes</p> <p>What you need to do</p> <ol style="list-style-type: none"> 1. Your employee should make all reasonable efforts to attend work. 2. Your employee should let you know as soon as they can that they cannot get into work and the reasons why. Sometimes you will know about this in advance. For example, planned transport strike action: 3. Talk to them and agree other arrangements that might help, like: <ul style="list-style-type: none"> • Working from home that day • Going into a regional office or other nearby bank location • Coming into work later that day and/or leaving earlier • Alternative means of transport that might get them into work • Sometimes it is reasonable to ask them to perform other tasks outside of their normal job during a period of travel difficulty. However, this should only be in exceptional circumstances such as an extended period of bad weather, for example. 4. If you've discussed this and the employee still cannot get into work, then you should agree reasonable paid time off 5. They'll need to keep in regular contact with you and make sure you are updated on when they think they will be able to return to work <p>What you need to know</p> <p>Your employee should make every effort to attend work- even if this means an increase in their journey time, cost and distance. But these increases should not be unreasonable or impractical.</p>	<p>What you need to do</p> <ol style="list-style-type: none"> 1. You should make reasonable efforts to get into work. 2. Let your manager know as soon as possible and talk to them about alternative arrangements 3. If after this, you still cannot get into work you manager may agree that you can take reasonable time off paid 4. It's really important that you then keep in touch regularly with your manager and let them know when you think you can get back to work

For managers

If someone wants to take a career break

For example: to go travelling, take a course, volunteer (our intranet pages have further information on how to access volunteering opportunities - search volunteering), care for family or friends, or observe religious or cultural requirements (like a pilgrimage).

Career Breaks – for a minimum of 8 weeks and up to 52 weeks

What you need to do

1. They need to give you at least three months' notice when submitting their request on Workday. And they need to tell you:
 - why they want to take a break
 - how long they want to take off, in total (it has to be at least 8 weeks, but no more than 52 weeks)
 - what dates they want their break to start and end on
 - if they plan to use any of their holidays at the start or end of their break – these will need to be logged on workday separately to the career break absence request
 - if the time off will be unpaid (i.e. no other organisation or person will be paying them during their break).
2. It's then up to you decide whether to say yes or no. You'll need to weigh up:
 - what effect it'll have on the rest of your team and your customers
 - whether or not you can balance business demands while they are off
 - whether there's anyone else on the team who can take on some of their work while they're gone – or whether you can bring someone in on a temporary basis (for example, a secondee)
 - how saying no might affect their morale, motivation or sense of loyalty
 - if you have existing concerns about their performance, conduct or attendance and do not think time off work will help

If you decide to say yes:

1. Let them know on Workday.
2. Get them to read the section of this pack called What happens to your pay and benefits while you're on a career break.

For employees

If you want to take a career break

For example, if you want to go travelling, take an educational course, do unpaid volunteer work (our intranet pages have further information on how to access volunteering opportunities -search volunteering), care for relatives or friends or for religious or cultural requirements (like a pilgrimage)

Career Breaks – for a minimum of 8 weeks and up to 52 weeks

What you need to do

1. You'll need to give your manager at least three months' notice of your request on Workday and tell them:
 - the reason for the request the length (it should be for a minimum of 8 weeks and up to 52 weeks)
 - when you want to start and finish the break
 - if you'd like to use any of your holiday allowance at the start or end of the break - these will need to be logged on workday separately to the career break absence request
 - how they can contact whilst you're away as sometimes they might still need to get in touch
2. Your manager will let you know if they accept your request. Make sure you read What happens to Pay and Benefits so you know what will stop and what continues

When you come back to work at the end of the career break:

3. Your manager will speak to you about whether a gradual return to work or phase-back might help you settle back in (for example, if you've been off for a while to be a carer). Let your manager know if this will help and agree a plan.

What you need to know

Sometimes your manager has to decline your request. If they do, they will let you know the reasons why on Workday. They might talk to you about taking a shorter break or maybe changing your dates to another time.

During a career break you can't do any other paid work.

3. Agree contact details for the employee – this is particularly important if they're travelling on their career break as we might still need to get in touch with them while they're off

If you decide to say no:

1. Think about offering them a shorter break instead, if that's possible.
2. Think about negotiating the use of any other absence type proposed around the career break dates if it can't be accommodated i.e. annual leave
3. Include the reason for your decision on Workday.

When they come back to work after their break:

1. Before they come back, talk to them about whether a 'phase-back' (where you start off on reduced hours, and gradually work your way back up to full time over a few weeks – but get full pay and benefits the whole time) might make it easier for them to settle in. Talk it over together and agree on a plan.
2. When they do return, welcome them back and check they're up to speed with anything that's changed while they were gone.
3. You don't need to fill in any forms – their salary will automatically start up again on the date you put down on the original form.
4. If they end up coming back sooner or later, then amend the 'end date' in Workday to reflect the new agreed date.
5. If they don't come back to work when they're meant to, contact HR to find out what to do next.

What you need to know

You can't give someone a career break to 'try out' a different job somewhere else.

And when they come back, they should return to the same job they were doing when they left. If we go through a restructure while they're away, you must get in touch with them and include them in the consultation. If that isn't possible, or you want to know what to do following consultation, ask your HR Business Partner what to do next.

Holiday allowance won't build up during the career break. You'll need to make a pro-rata deduction from their annual allowance for the time they don't work.

We don't give career breaks to 'try out' employment with other companies/organisations.

You will return to the job you were doing just before your break. If there's a restructure whilst you are away your manager will let you know.

Your holidays won't build up whilst you're away. Your manager will make a pro-rata deduction from your annual allowance for the time you're away.

For managers	For employees
<p>If someone works part-time, compressed or flexible hours and wants to know their holiday allowance</p>	<p>If you work part-time, compressed or flexible hours and want to know your holiday allowance</p>
<p>What you need to do</p> <p>Part time (Northern Ireland)</p> <p>If your employee works part-time, their holiday allowance and bank holidays are pro-rata to their full-time allowance. Use the holiday calculator to let employees know their allowance. You can find this online at HR > > Absence > Holiday & Other Leave.</p> <p>Part-time (Republic of Ireland)</p> <p>If your employee works part-time, only their holiday allowance is pro-rata to their full time allowance. Bank holidays are treated differently, by law.</p> <p>Part-time employees who have worked at least 40 hours in the 5 weeks ending on the day before the bank holiday are entitled to:</p> <ol style="list-style-type: none"> 1. When the bank holiday falls on a day on which the employee normally works, they will be entitled to a day off on that day 2. When the bank holiday falls on a day which they don't normally work then they will be entitled to one-fifth of their weekly wage. This is averaged over a fortnight for job sharers. <p>Part time employees who have worked less than 40 hours in the 5 weeks ending on the day before the bank holiday are not entitled to any holiday or payment.</p> <p>Job sharers</p> <p>Holiday allowance for job sharers is the same as above, depending on the hours the individuals work per week. Use the holiday calculator to let them both know their allowance. You should also read the Flexible Working Support Pack for more information (HR > Working here > Life balance > Flexible working).</p>	<p>What you need to know</p> <p>You can ask your manager at any time to tell you your holiday allowance. But if you want to check it for yourself, here's what you need to know:</p> <p>Part time</p> <p>If you work part-time your holiday allowance and bank holidays are pro-rata to the allowance you'd get if you were full time. You can check your allowance on Workday.</p> <p>If you work more than your scheduled hours, you might get extra holiday allowance. Speak to your manager if you think this might be the case.</p> <p>Job sharers</p> <p>If you're a job sharer, you can use the holiday calculator (HR > Absence > Holiday and Other Leave) to find out your own holiday allowance. Just put in how many hours you work per week. You can read the Flexible Working Support Pack for more information (HR > Working here > Life balance > Flexible Working).</p> <p>When your holiday allowance is in hours rather than days</p> <p>This applies to you if you work compressed hours (including part-time compressed hours) or annualised hours (a term-time worker, for example). Here's how it works:</p> <ol style="list-style-type: none"> 1. You can use the table overleaf if you need help converting your allowance from days to hours. 2. If you request time off, make sure you do this on Workday. 3. Bank holidays work the same way, but only if you were due to work that day. For example, if Christmas Day falls on a Tuesday and your regular working pattern means you work on a Tuesday, deduct the hours you were due to work that day from your entitlement.

When holiday allowance is in hours rather than days

This applies to employees who work compressed hours (including part-time compressed hours) or annualised hours (a term-time worker, for example)

1. Use the holiday calculator and the table below if you need help changing their holiday allowance from days into hours.
2. Make sure the employees annual leave entitlement is correct in Workday.
3. Bank holidays work the same way, but only deduct the hours if it's a bank holiday they were due to work.
4. When a bank holiday falls on a day the employee was *not* due to work, you don't need to make a deduction.
5. See [How to manage bank holidays](#) for more information

What you need to know

Hours worked in a week	35	30	25	20	15
Bank holidays due (in hours)	77	66	55	44	33
Holiday allowance (Grade Level A) (in hours)	161	138	115	92	69
Holiday allowance (Grade Level B) (in hours)	182	156	130	104	78
Holiday allowance (Grade Level C) (in hours)	196	168	140	112	84

When part-time employees work more than their scheduled part-time hours, they might get extra holiday allowance. If this happens, they'll get the extra allowance in the next holiday year.

It's really important that you read the Excess Hours for Part-time employees section of the Flexible Working Support Pack. This is because employees who work excess hours might also be entitled to overtime and a holiday pay supplement.

4. When a bank holiday falls on a day you were *not* due to work, this will not have an impact on your overall allowance and your manager will not deduct it from your holiday log

What you need to know

If you are part-time and work more than your scheduled part-time hours, then this might mean you get extra holiday allowance. For more information, read the Excess Hours for Part-time employees' section of the Flexible Working Support Pack and speak to your manager if you think this might be the case.