

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 RBS discretion. It will be reviewed from time to time to make sure it continues to meet RBS legal obligations and its business needs.

Last update: 18 November 2019

# Holiday and other leave support pack

If you want to take time off work on holiday, or for other types of leave, this pack will tell you what you need to do, step by step, whether you're a manager or an employee.

## Who's this for?

This policy covers all employees in Great Britain and Offshore (Channel Islands, Gibraltar and Isle of Man) (excluding agency workers).

If you work Offshore you should also read the Offshore Leave addendum which has extra information on holiday allowances.

## What do we expect?

This pack tells you exactly what we need you to do – you need to follow it to ensure you are in line with our policy.

That means you should read it in conjunction with our Holiday and Other Leave Policy.

The policy outlines our principles to make sure we're consistent in our decisions as well as making sure we meet our legal and regulatory obligations.

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

## How you should use it?

This pack's split into two parts.

- [scenarios](#)
- [information contents](#)

Go to the scenarios and the situation closest to yours. Each one is divided into what to do for managers and what to do for employees, so you should find what's relevant to you.

Within each situation you'll find links to the other information that you'll need.

If you're not looking for what to do in a particular situation and you want information about something like whether certain types of leave are paid or unpaid go to the information contents.

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## 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:

1. **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.
2. **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).
3. 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 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	For employees
If someone wants to know their holiday allowance	If you want to know your holiday allowance
<p><b>What you need to do</b></p> <ol style="list-style-type: none"> <li>1. Let employees know their holiday allowance (including Bank holidays) at the start of the year. Make sure they know our holiday year runs from 1<sup>st</sup> January to the 31<sup>st</sup> December.</li> <li>2. If you're not sure what their holiday allowance is, check their contract in their employee file. If you can't find their contract just ask the employee for their copy. Or you can contact HR.</li> <li>3. Let new team members know their holiday allowance (including Bank holidays) when they start. Tell them their allowance is pro-rata for the number of complete days they'll work that year. You can use the holiday calculator to find out their allowance, if you need to (HR &gt; Absence &gt; Holiday &amp; Other Leave).</li> <li>4. You can find a list of the Group's recognised Bank holidays in the Leave Policy.</li> <li>5. Remember to add in unused holiday allowance from the previous year. See <a href="#">If someone hasn't used all their holiday allowance</a>.</li> <li>6. Find out if anyone on your team has bought any holidays through RBSselect. You'll know this from the manager file you get after the annual RBSselect election window.</li> <li>7. Record your team's holiday allowance on Workday and make sure they all know how to request holidays in your business unit. (Remember: HR doesn't keep central records of holiday time).</li> </ol> <p><b>What you need to know</b></p> <p>Employees get two types of holiday every year:</p> <ul style="list-style-type: none"> <li>• Annual holiday allowance (including UK 5.6 week's statutory holiday allowance)</li> <li>• Bank holiday allowance</li> </ul> <p>Both types of holiday are paid.</p>	<p><b>What you need to do</b></p> <ol style="list-style-type: none"> <li>1. Check your holiday allowance at the start of the year or, if you're new, speak to your manager about your holiday allowance.</li> <li>2. Check your Bank holidays for the year in the Holiday and Other Leave policy.</li> <li>3. If you have more holiday allowance because of historical arrangements, make sure your manager knows about it – they might need to check your contract to confirm it to ensure this is reflected on Workday.</li> <li>4. Make sure your holidays are recorded correctly on Workday. And make sure you know how to request holidays. (HR doesn't keep a central record of holiday time.)</li> </ol>

For managers	For employees
<b>If someone wants to know their holiday allowance</b>	<b>If you want to know your holiday allowance</b>
<p>Annual holiday allowance varies by grade. The standard allowance is:</p> <ul style="list-style-type: none"> <li>• Grade Level A – 25 days (175 hours) and 8 days bank holiday (56 hours)</li> <li>• Grade Level B – 28 days (196 hours) and 8 days bank holiday (56 hours)</li> <li>• Grade Level C and D – 30 days (210 hours) and 8 days bank holiday (56 hours)</li> </ul> <p>Some people get more holidays because of historical arrangements. This is where they've held the same employment contract for a long time and it still has holiday allowances that don't exist anymore. Employees will let you know this, or you can check their latest contract in their staff file to find this out.</p> <p>If your team don't work standard hours, see: <a href="#">If someone works part-time, compressed hours or flexibly.</a></p>	

For managers	For employees
<p><b>If someone works part-time, compressed or flexible hours and wants to know their holiday allowance</b></p>	<p><b>If you work part-time, compressed or flexible hours and want to know your holiday allowance</b></p>
<p><b>What you need to do</b></p> <p><b>Part time</b></p> <p>If your employee works part-time, their holiday allowance and bank holidays are pro-rata to the allowance that'd get it they were full-time. You can find their allowance in their contract in their staff file. If you can't find their contract just ask the employee for their copy. Or you can contact HR who can tell you.</p> <p><b>Job sharers</b></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 &gt; Working here &gt; Life balance &gt; Flexible Working).</p> <p><b>When holiday allowance is in hours rather than days</b></p> <p>This applies to employees who work compressed hours (including part-time compressed hours) or annualised hours (a term-time worker, for example)</p> <p><b>In these cases:</b></p> <ol style="list-style-type: none"> <li>1. Use the table below if you need help changing their holiday allowance from days into hours.</li> <li>2. Make sure the employees annual leave entitlement is correct in Workday.</li> <li>3. Bank holidays work the same way, but only process hours on Workday if it's a bank holiday they were due to work. For example, if Christmas Day falls on a Tuesday and their regular working pattern means they work on a Tuesday, deduct the hours they were due to work that day from the entitlement.</li> <li>4. When a bank holiday falls on a day the employee was <i>not</i> due to work, you don't need to make a deduction as this has no impact on their overall allowance.</li> </ol>	<p><b>What you need to know</b></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><b>Part time</b></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><b>Job sharers</b></p> <p>If you're a job sharer, you can use the holiday calculator (HR &gt; Absence &gt; 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 &gt; Working here &gt; Life balance &gt; Flexible Working).</p> <p><b>When your holiday allowance is in hours rather than days</b></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"> <li>1. You can use the table overleaf if you need help converting your allowance from days to hours.</li> <li>2. If you request time off, make sure you do this on Workday.</li> <li>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.</li> </ol>

For managers	For employees																															
<p><b>If someone works part-time, compressed or flexible hours and wants to know their holiday allowance</b></p>	<p><b>If you work part-time, compressed or flexible hours and want to know your holiday allowance</b></p>																															
<p>5. See <a href="#">How to manage bank holidays</a> for more information</p> <p><b>What you need to know</b></p> <table border="1" data-bbox="91 576 1046 1086"> <tr> <td rowspan="5">Bank Holidays are allocated in line with the arrangements outlined in the Leave Policy and local business unit holiday allocation guidelines, according to the number of hours the employee works:</td> <td>Hours worked in a week</td> <td>35</td> <td>30</td> <td>25</td> <td>20</td> <td>15</td> </tr> <tr> <td>Bank holidays due (in hours)</td> <td>56</td> <td>48</td> <td>40</td> <td>32</td> <td>24</td> </tr> <tr> <td>Holiday entitlement (Grade Level A) (in hours)</td> <td>175</td> <td>150</td> <td>125</td> <td>100</td> <td>75</td> </tr> <tr> <td>Holiday entitlement (Grade Level B) (in hours)</td> <td>196</td> <td>168</td> <td>140</td> <td>112</td> <td>84</td> </tr> <tr> <td>Holiday entitlement (Grade Level C) (in hours)</td> <td>210</td> <td>180</td> <td>150</td> <td>120</td> <td>90</td> </tr> </table> <p>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.</p> <p>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.</p>	Bank Holidays are allocated in line with the arrangements outlined in the Leave Policy and local business unit holiday allocation guidelines, according to the number of hours the employee works:	Hours worked in a week	35	30	25	20	15	Bank holidays due (in hours)	56	48	40	32	24	Holiday entitlement (Grade Level A) (in hours)	175	150	125	100	75	Holiday entitlement (Grade Level B) (in hours)	196	168	140	112	84	Holiday entitlement (Grade Level C) (in hours)	210	180	150	120	90	<p>4. When a bank holiday falls on a day you were <i>not</i> due to work, this will not have an impact on your overall allowance and your manager will not deduct it from your holiday log</p> <p><b>What you need to know</b></p> <p>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.</p>
Bank Holidays are allocated in line with the arrangements outlined in the Leave Policy and local business unit holiday allocation guidelines, according to the number of hours the employee works:		Hours worked in a week	35	30	25	20	15																									
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For managers	For employees
<b>If someone asks for a holiday and you approve it</b>	<b>If you want to book time off and it is approved</b>
<b>What you need to do</b> <ol style="list-style-type: none"><li>1. Your employee should submit their request for time off on Workday as soon as they can. 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. Also, it makes sure your team take their holiday allowance across the whole year, which helps to keep them happy, healthy and productive.</li><li>2. When possible, give your employees the holidays they want from their allowance, when they want them. You need to approve this on Workday, they'll get a notification to let them know that you've approved the leave.</li></ol>	<b>What you need to do</b> <ol style="list-style-type: none"><li>1. Go to Workday and submit your request for time off as soon as you can. Your manager will let you know if they can approve it.</li><li>2. Check to make sure this has been recorded correctly on Workday. HR don't keep a central record of holidays, so speak to your manager or Resource Manager if you think they're not logged right.</li></ol>

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
<p><b>What you need to do</b></p> <ol style="list-style-type: none"> <li>1. Sometimes you can't give an employee the holiday they want. Usually this is because too many people have asked for the same time off. When this happens:           <ul style="list-style-type: none"> <li>• Talk to them and see if another date would suit them</li> <li>• Find out if they have personal reasons for wanting the time off (like religious or cultural reasons, or parental responsibilities)</li> <li>• Look across your whole team – can someone else take on extra work to help someone get the time off they want?</li> <li>• 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.</li> </ul> </li> <li>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.</li> </ol>	<p><b>What you need to know</b></p> <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><b>What you need to do</b></p> <ol style="list-style-type: none"> <li>Each 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.</li> <li>You can decline the request. See <a href="#">If someone asks for holiday and you need to decline it.</a></li> <li>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.</li> </ol>	<p><b>What you need to know</b></p> <p>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.</p>

For managers	For employees
<p><b>If someone has banked holidays under the Holiday Banking Scheme</b></p>	<p><b>If you have banked holidays under the Holiday Banking Scheme</b></p>
<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><b>What you need to do</b></p> <ol style="list-style-type: none"> <li>1. You'll need to let them know you agree to their request, and then track it on the holiday log.</li> <li>2. When they want to use up their banked holiday, use the same process as <a href="#">If someone asks for a holiday</a></li> <li>3. If someone moves to another department, it's important for you to let their new line manager know if they have banked holidays.</li> <li>4. You can't accept any requests to bank holidays from 1 September 2018</li> </ol> <p><b>What you need to know</b></p> <p>Employees who use the scheme can 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>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><b>What you need to do</b></p> <ol style="list-style-type: none"> <li>1. Make sure any holidays you've banked are recorded on Workday and approved by your Line Manager</li> <li>2. When you want to take your banked holidays, use the same process as <a href="#">If someone asks for a holiday</a></li> <li>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.</li> </ol> <p><b>What you need to know</b></p> <p>You can 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>

For managers	For employees
<p><b>If someone changes their hours during the year and wants to know their holiday allowance</b></p>	<p><b>If you change your hours during the year and want to know your holiday allowance</b></p>
<p><b>What you need to do</b></p> <p>The holiday calculator can help you calculate your employee's new allowance:</p> <ol style="list-style-type: none"> <li>1. Use the 'Change of Working Hours or Grade' tab</li> </ol> <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><b>What you need to know</b></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><b>If someone changes role during the year and wants to know their holiday allowance</b></p>	<p><b>If someone changes job during the year and wants to know their holiday allowance</b></p>
<p>For example, if they get a promotion from Grade Level A to Grade Level B.</p> <p><b>What you need to do</b></p> <p>The holiday calculator will help you find out your employee's new allowance:</p> <ol style="list-style-type: none"> <li>1. Use the 'Change of Hours/Grade' tab</li> </ol> <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.</p>	<p><b>What you need to know</b></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> <p><b>What you need to know</b></p> <p>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</p>

For managers	For employees
<b>If someone changes role during the year and wants to know their holiday allowance</b>	<b>If someone changes job during the year and wants to know their holiday allowance</b>
<b>What you need to know</b> 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.	and conditions of your new role will apply.

<b>For managers</b>	<b>For employees</b>
<b>If someone's ill when they are on holiday (including bank holidays)</b>	<b>If you're ill while you are on holiday (including bank holidays)</b>
<b>What you need to do</b> <ol style="list-style-type: none"><li>1. See the Sickness Absence Support Pack to find out what to do (HR &gt; Absence &gt; Sickness Absence).</li></ol>	<b>What you need to do</b> <ol style="list-style-type: none"><li>1. See the Sickness Absence Support Pack to find out what to do (HR &gt; Absence &gt; Sickness Absence).</li></ol>

For managers	For employees
<p><b>If someone hasn't used all their holiday allowance and it's getting near the end of the year</b></p>	<p><b>If you haven't used all your holiday allowance and it's getting near the end of the year</b></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. However, sometimes people may run out of time to take their holiday within the annual leave year.</p> <p><b>What you need to do</b></p> <ol style="list-style-type: none"> <li>1. Ask your employee to take their remaining holidays before the end of the year.</li> <li>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.</li> <li>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.</li> <li>4. Workday will automatically carry over any remaining annual leave days, up to the limit of five, into the next year.</li> </ol> <p><b>What you need to know</b></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: <a href="#">If someone is leaving</a></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><b>What you need to do</b></p> <ol style="list-style-type: none"> <li>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.</li> <li>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.</li> </ol> <p><b>What you need to know</b></p> <p>We do not pay anyone for holidays not taken during the holiday year.</p>

For managers	For employees
If you need someone to work a bank holiday	If you're asked to work on a bank holiday
<p><b>What you need to do</b></p> <ol style="list-style-type: none"> <li>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.</li> <li>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 &gt; Workday &gt; Time).</li> </ol> <p><b>What you need to know</b></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 25<sup>th</sup> December, or 1<sup>st</sup> 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 two days off in lieu.</p> <p>Stan works the replacement bank holidays on Monday and Tuesday, so he gets the two days off in lieu only – not double time.</p>	<p><b>What you need to do</b></p> <ol style="list-style-type: none"> <li>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.</li> <li>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 &gt; Workday &gt; Time, more guidance can be found on the intranet (HR &gt; Pay &gt; Overtime, on-call and allowances).</li> </ol> <p><b>What you need to know</b></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 25<sup>th</sup> December or 1<sup>st</sup> 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 two days off in lieu.</p> <p>Stan works the replacement bank holidays on Monday and Tuesday, so he gets the two days 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><b>What you need to do</b></p> <ol style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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 <a href="#">if someone has travel difficulties</a>.</li> <li>4. If you still can't get hold of them, Go to HR &gt; Contact HR for guidance. They'll help you decide on what to do next and if you should take disciplinary action</li> </ol>	<p><b>What you need to do</b></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
<p><b>If someone is off Long Term Sick and wants to know what happens to their holidays</b></p>	<p><b>If someone is off Long Term Sick and wants to know what happens to their holidays</b></p>
<p><b>What you need to know</b></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. They still need to come to you for approval.</p> <p><b>What you need to do</b></p> <ol style="list-style-type: none"> <li>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.</li> <li>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, including Bank holidays. For example, someone with 30 days' allowance who is off for a full year will get 58 days' holiday allowance the next year. (The 28 days carried over, plus their 30 days allowance for the next year.)</li> <li>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.</li> <li>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.</li> </ol> <p>If your employee is on one of our Long Term Disability or Disability Cover schemes, you should refer to the relevant policy pack (HR &gt; Absence &gt; Long term sickness).</p>	<p><b>What you need to know</b></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><b>What you need to do</b></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. 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 &gt; Absence &gt; Long term sickness).</p>

## 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 [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.

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, refer to the Disciplinary Policy 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	For employees
<b>If someone's on maternity leave and wants to know what happens to their holiday allowance</b>	<b>If you're on maternity and want to know what happens to your holiday allowance</b>
<b>What you need to do</b> <ul style="list-style-type: none"><li>You should read the Maternity Support Pack at HR &gt; Absence &gt; Maternity leave</li></ul>	<b>What you need to do</b> <ul style="list-style-type: none"><li>You should read the Maternity Support Pack at HR &gt; Absence &gt; Maternity leave</li></ul>

For managers	For employees
<p><b>If someone wants to take special leave</b></p>	<p><b>If you want to take special leave</b></p>
<p>If someone wants time off over and above their holiday allowance, this is called special leave. There are two types:</p> <p>Non-discretionary – when an employee has a right to reasonable time off for a personal or public commitment</p> <p>Discretionary – where they’re not legally entitled to take time off, but they need to. It can often be at short notice, because of personal or public commitments</p> <p><b>What you need to do</b></p> <ol style="list-style-type: none"> <li>Your employee should let you know as soon as they can that they need special leave. Find out: <ul style="list-style-type: none"> <li>why they need it</li> <li>how long they think they need off</li> <li>if they need any support</li> </ul> </li> <li>Check what kind of special leave they’re asking for and if it’s paid or unpaid. See <a href="#">Types of Special Leave</a> to check this.</li> <li>Sometimes an employee asks for one type of leave when another might be better for them. For example, when a close relative has died, someone might ask to use their holiday allowance – not realising they should be getting bereavement leave.</li> <li>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.</li> <li>Decide whether to grant the leave and tell the employee your decision. Let them know what happens to their pay while they’re on leave.</li> <li>Think about whether the employee might need some extra support. See: <a href="#">Who to speak to if you need support</a>.</li> <li>Fill in the Stop Pay form if you need to. You’ll find this online at HR &gt; Absence &gt; Holiday and other leave.</li> <li>The employee’s payslips will still be online. If they want us to send</li> </ol>	<p><b>What you need to do</b></p> <ol style="list-style-type: none"> <li>Go to Workday and submit your absence request as soon as possible and upload any supporting documents required.</li> <li>Think about what kind of leave it is that you want to request. See <a href="#">Types of Special Leave</a> to check this.</li> <li>Check whether short-term flexible working could be a better option than special leave. See the Flexible Working Policy.</li> <li>Your manager will consider your request and let you know if they agree to it.</li> </ol> <p><b>What you need to know</b></p> <p>If you’re off work for a short amount of time, we’ll store your payslip online, ready for you coming back. If you want us to send it to your home address instead, let your manager know and they can arrange it.</p> <p><b>When you come back to work</b></p> <ol style="list-style-type: none"> <li>Let your manager know as soon as possible the date you’ll be back (if you haven’t done so already).</li> <li>If you think you can’t come back on the date you submitted on Workday, let your manager know as soon as possible and ask for extra leave. They’ll consider it and let you know if they agree to it. Sometimes you might not be paid extra leave – Your manager will let you know if this is the case.</li> <li>If you think phase-back would help, discuss it with your manager before you come back.</li> </ol>

For managers	For employees
If someone wants to take special leave	If you want to take special leave
<p>them to their home address, e-mail <a href="mailto:keyingteam@rbs.co.uk">keyingteam@rbs.co.uk</a>.</p> <p><b>When they come back to work</b></p> <ol style="list-style-type: none"> <li>1. Your employee should let you know as soon as possible the date they can return (if they haven't done so already when they went off).</li> <li>2. If they think they can't come back on the date you agreed, they'll need to follow the same process for requesting leave as they did before. If you agree to it, you should think about whether any future leave is to be paid or unpaid and let the employee know. Make sure you update your records.</li> <li>3. Think about whether a phased return would be good idea and, if so, agree this with them.</li> </ol> <p>If you stopped their pay while they were off, use the restart pay form. You can find this online at HR &gt; Absence &gt; Holiday and other leave. And if their payslips have been going to their home address, contact the <a href="mailto:keyingteam@rbs.co.uk">keyingteam@rbs.co.uk</a> and ask them to change it back.</p>	

## 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	For employees
<p><b>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</b></p>	<p><b>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</b></p>
<p><b>What you need to do</b></p> <ol style="list-style-type: none"> <li>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.</li> <li>2. If you think someone's using their special leave for the wrong reasons, contact HR first.</li> <li>3. In both instances you might need to move to disciplinary action. HR will help you decide if this is the appropriate next step.</li> </ol>	<p><b>What you need to know</b></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
<b>If someone is in the Reserve Forces and is mobilised</b>	<b>If someone is in the Reserve Forces and is mobilised</b>
<p><b>What you need to do</b></p> <ol style="list-style-type: none"> <li>1. Your employee will give you a notice of mobilisation letter. They should get at least 14 day's 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.</li> <li>2. They will be paid by the Ministry of Defence whilst they are mobilised so you will need to fill in the Stop Pay form at HR &gt; Absence &gt; Holiday and other leave. The leave reason is 'Military Leave'</li> <li>3. Make sure the employee has read the section in this pack <a href="#">What happens to pay and benefits when on special leave</a></li> <li>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.</li> <li>5. If the posting is due to last longer than 12 months then contact HR for advice.</li> <li>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: <ul style="list-style-type: none"> <li>o Serious loss of sales, markets, reputation, goodwill or other financial harm</li> <li>o Serious impairment of the ability to produce goods or provide services</li> <li>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</li> </ul> </li> <li>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.</li> <li>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 from they</li> </ol>	<p><b>What you need to do</b></p> <ol style="list-style-type: none"> <li>1. Give your letter of mobilisation to your manager and they will ensure you are given the right kind of leave. Use the dates and duration of mobilisation when submitting your absence request on Workday.</li> <li>2. Read the section in this pack <a href="#">what happens to pay and benefits when on special leave</a>. Your pay will stop but some benefits will continue.</li> <li>3. 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.</li> </ol> <p><b>What you need to know</b></p> <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 and they should arrange to give them this time off paid.</p>

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 RBS*elect*, 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. 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
<b>If someone needs to travel abroad to arrange or go to a funeral</b>	<b>If you need to travel abroad or go to a funeral</b>
<p><b>What you need to do</b></p> <p>Sometimes employees need to travel abroad to arrange or go to a funeral of someone who's very close to them – a family member, a partner, or someone they've lived with or cared for.</p> <ol style="list-style-type: none"> <li>1. Ask them what dates they'll be travelling on, and when they'll be back at work – and make sure it's a reasonable amount (e.g. allowing time for travel, making funeral arrangement, observing religious mourning, arranging probate, etc). Some cultures and religions have different mourning practices. If you need advice contact HR.</li> <li>2. Read the <a href="#">Compassionate leave</a> section of this pack to decide whether it's the right type of leave to give. If you think it isn't (for example, if the person who died isn't family or a close friend) they might need to use their holiday allowance instead.</li> <li>3. Use your own judgement. For example, you might decide to give someone part of the time off as compassionate leave, and part of the time from their holidays.</li> <li>4. Let them know what you've decided, and ask that they submit the absence (and any holiday time) request on Workday. Alternatively, depending on circumstances you can submit this on their behalf.</li> <li>5. Agree how they'll keep in touch while they're away.</li> <li>6. If they don't come back to work when they're meant to, read <a href="#">If someone doesn't come back from special leave</a>.</li> </ol>	<p><b>What you need to do</b></p> <ol style="list-style-type: none"> <li>1. Let your manager know as soon as you can. Tell them when you'll be travelling, and when you'll come back to work.</li> <li>2. If you're planning to use any of your time off to do anything other than arrange or attend the funeral, tell them that too.</li> <li>3. They'll let you know if you can take the time off as compassionate leave, or if some of it needs to come from your holidays. You will then need to go to Workday to submit this absence request.</li> <li>4. Agree how you'll keep in touch with your manager while you're away.</li> <li>5. If anything changes and you can't come back to work when you said you would, you must let your manager know as soon as possible. This is because they might start the disciplinary process if you don't.</li> </ol>

For managers	For employees
<p><b>If someone wants time off to train</b></p>	<p><b>If you want time off to train</b></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><b>What you need to do</b></p> <p>You need to take the following actions to make sure we meet our legal obligations</p> <ol style="list-style-type: none"> <li>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"> <li>a. say yes, or</li> <li>b. arrange a meeting with them, to talk it over some more.</li> </ol> </li> <li>2. Don't say no without contacting HR first. By law, we can only say no for certain reasons (see below).</li> <li>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 &gt; Absence &gt; 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.</li> <li>4. You can ask them for more time to make a decision – but only if they agree, in writing.</li> </ol> <p><b>What you need to know</b></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> <ol style="list-style-type: none"> <li>a. the training won't help our business</li> <li>b. it would run up extra costs for our business</li> <li>c. our business wouldn't be able to carry on as usual without them</li> <li>d. you can't re-organise the work among other members of staff</li> <li>e. you can't hire extra people to take on their work, while they're away</li> <li>f. it would affect the quality of our work, products or services</li> <li>g. there wouldn't be enough work for them to do when they're here</li> </ol>	<p><b>What you need to do</b></p> <ul style="list-style-type: none"> <li>• Go to Workday and submit your absence request for training, including: that your request is under Section 63D of the Employment Rights Act 1996</li> <li>• today's date</li> <li>• what the training is for</li> <li>• where and when it'll happen</li> <li>• who'll be doing the training</li> <li>• what qualification you'll get (if any)</li> <li>• why you think it'll help you do your job better</li> <li>• whether you've asked for time off to train before (and if so, when).</li> </ul> <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><b>What you need to know</b></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>

For managers	For employees
<b>If someone wants time off to train</b>	<b>If you want time off to train</b>
<p>h. It conflicts with planned structural changes</p> <p>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.</p> <p>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:</p> <p>Arrange a meeting within 14 days of receiving the appeal let them know the outcome of the appeal within 14 days of the meeting.</p>	

For managers	For employees
If someone's taking a lot of dependent's leave	If you are taking a lot of dependent's leave
<p><b>What you need to do</b></p> <ol style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>3. Think about what other support we might be able to offer. Read <a href="#">Who to speak to</a> to find out who to talk to for advice.</li> <li>4. Arrange another meeting with them and agree what type of leave they should take.</li> <li>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.</li> </ol>	<p><b>What you need to do</b></p> <ol style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>3. Make use of our Employee Assistance Programme. Read <a href="#">Who to speak to</a> if you need more support</li> </ol> <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><b>If someone can't get into work because of travel difficulties</b></p>	<p><b>If you can't get into work because of travel difficulties</b></p>
<p>For example, because of bad weather or transport strikes</p> <p><b>What you need to do</b></p> <ol style="list-style-type: none"> <li>1. Your employee should make all reasonable efforts to attend work.</li> <li>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:</li> <li>3. Talk to them and agree other arrangements that might help, like:               <ul style="list-style-type: none"> <li>○ Working from home that day</li> <li>○ Going into a regional office or other nearby bank location</li> <li>○ Coming into work later that day and/or leaving earlier</li> <li>○ Alternative means of transport that might get them into work</li> <li>○ 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.</li> </ul> </li> <li>4. If you've discussed this and the employee still cannot get into work then you should agree reasonable paid time off</li> <li>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</li> </ol> <p><b>What you need to know</b></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><b>What you need to do</b></p> <ol style="list-style-type: none"> <li>1. You should make reasonable efforts to get into work.</li> <li>2. Let your manager know as soon as possible and talk to them about alternative arrangements</li> <li>3. If after this you still cannot get into work you manager may agree that you can take reasonable time off paid</li> <li>4. Its 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</li> </ol>

For managers	For employees
<p><b>If someone wants to take a career break</b></p>	<p><b>If you want to take a career break</b></p>
<p>For example: to go travelling, take a course, volunteer, care for family or friends, or observe religious or cultural requirements (like a pilgrimage).</p> <p>Career Breaks – for a minimum of 8 weeks and up to 52 weeks</p> <p><b>What you need to do</b></p> <ol style="list-style-type: none"> <li>They need to give you at least three months’ notice when submitting their request on Workday. And they need to tell you: <ul style="list-style-type: none"> <li>why they want to take a break</li> <li>how long they want to take off, in total (it has to be at least 8 weeks, but no more than 52 weeks)</li> <li>what dates they want their break to start and end on</li> <li>if they plan to use any of their holidays at the start or end of their break</li> <li>if the time off will be unpaid (i.e. no other organisation or person will be paying them during their break).</li> </ul> </li> <li>It’s then up to you decide whether to say yes or no. You’ll need to weigh up: <ul style="list-style-type: none"> <li>what effect it’ll have on the rest of your team and your customers</li> <li>whether or not you can balance business demands while they are off</li> <li>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)</li> <li>how saying no might affect their morale, motivation or sense of loyalty</li> <li>if you have existing concerns about their performance, conduct or attendance and do not think time off work will help</li> </ul> </li> </ol> <p>If you decide to say yes:</p> <ol style="list-style-type: none"> <li>Let them know on Workday.</li> <li>Get them to read the section of this pack called <a href="#">What happens to your pay and benefits while you’re on a career break.</a></li> <li>Fill in the Career Break form, at HR &gt; Absence &gt; Holiday and other leave.</li> <li>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</li> </ol>	<p>For example, if you want to go travelling, take an educational course, do unpaid volunteer work, care for relatives or friends or for religious or cultural requirements (like a pilgrimage)</p> <p>Career Breaks – for a minimum of 8 weeks and up to 52 weeks</p> <p><b>What you need to do</b></p> <ol style="list-style-type: none"> <li>You’ll need to give your manager at least 3 month’s notice of your request on Workday and tell them: <ul style="list-style-type: none"> <li>the reason for the request</li> <li>the length (it should be for a minimum of 8 weeks and up to 52 weeks)</li> <li>when you want to start and finish the break</li> <li>if you’d like to use any of your holiday allowance at the start or end of the break</li> <li>how they can contact whilst you’re away as sometimes they might still need to get in touch</li> </ul> </li> <li>Your manager will let you know if they accept your request. Make sure you read <a href="#">What happens to Pay and Benefits</a> so you know what will stop and what continues</li> </ol> <p>When you come back to work at the end of the employment break:</p> <ol style="list-style-type: none"> <li>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.</li> </ol> <p><b>What you need to know</b></p> <p>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.</p> <p>During a career break you can’t do any other paid work.</p>

For managers	For employees
<b>If someone wants to take a career break</b>	<b>If you want to take a career break</b>
<p>If you decide to say no:</p> <ol style="list-style-type: none"> <li>1. Think about offering them a shorter break instead, if that's possible.</li> <li>2. Include the reason for your decision on Workday.</li> </ol> <p>When they come back to work after their break:</p> <ol style="list-style-type: none"> <li>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.</li> <li>2. When they do return, welcome them back and check they're up to speed with anything that's changed while they were gone.</li> <li>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 (you'll need to fill in a new form if they end up coming back sooner or later).</li> <li>4. If they don't come back to work when they're meant to, contact HR to find out what to do next.</li> </ol> <p><b>What you need to know</b></p> <p>You can't give someone a career break to 'try out' a different job somewhere else.</p> <p>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.</p> <p>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.</p>	<p>We don't give employment breaks to 'try out' employment with other companies/organisations.</p> <p>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.</p> <p>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.</p>

# Information for Managers

## Part 1 - Who to contact and when

### When to contact HR:

If you can't find the answer to your question in this pack go to 'Contact HR' on the HR Intranet pages. You can search some frequently asked questions, or send HR a message.

Contact HR through the Intranet when:

- An employee hasn't returned from leave on the agreed date
- You are about to decline a request for special leave and need further guidance
- You are not sure about the correct type of special leave to give
- An employee has asked for time off for compassionate leave or for caring responsibilities and you have reason to be concerned for their wellbeing
- You have an urgent question or you need advice to help with a particular situation

### 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. You might find dealing with these sensitive issues difficult yourself. You can speak to one of our consultants at Compsych – our Employee Assistance Programme. They can help you with 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](http://www.guidanceresources.com)
- Web ID: RBS

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: RBS

## Part 2 – How to manage bank holidays

We know it can get confusing for when you have to calculate bank holiday allowance on a pro-rata basis/in hours.

Here are some examples that should help.

### 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.

### **Leaving the Group**

John decides to leave the Group on 30<sup>th</sup> June and he wants to know if he has any holidays left.

John works full-time and has a Grade Level A role. His manager uses the holiday calculator and finds out that John was entitled to 13 days' holiday allowance and 4 days' bank holiday. But John has already used up 15 days' holiday allowance and has had 5 days' bank holiday. So John owes three days back to the Group.

John and his manager discuss it. They agree that John can either work three extra days before he leaves, or (as happens in most of these cases) his manager can deduct the three days from John's final salary.

## **Part 3 – 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).

## **Part 4 – 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 – sometimes referred to as Compliance Leave.

Your franchise Risk Partner can tell you if this rule applies to you (HR don't keep a record of this).

## **Part 5 – 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. Here are some examples:

### **Dependent's Leave**

#### **The scenario**

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, 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 – after that, he needs to take unpaid carer’s leave instead should find out if there’s another way to help.

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 might want 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.

## **Special Leave 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 totally discretionary – it makes no difference whether you’re the women 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.

# Information for Employees

## Part 1 – Types of Special Leave

There are two types of Special Leave:

- Non-discretionary – when an employee has a right to reasonable time off to fulfil a personal or public commitment
- Discretionary – where there is no legal requirement to take time off but the employee needs to.

### Non-discretionary leave

Name	What is it for?	What should you know?	Paid or unpaid?	How long?
<b>Dependent's leave</b>	Emergencies involving a dependant.	<p>You have the right to take 'reasonable' time off to deal with unexpected dependant's emergencies.</p> <p>By dependant, we mean:</p> <ul style="list-style-type: none"> <li>• your spouse or partner</li> <li>• your children</li> <li>• your parents</li> <li>• close relatives</li> <li>• someone you live with (except tenants, boarders or lodgers)</li> <li>• someone who depends on you for care or medical help</li> </ul>	Can be paid or unpaid – at the manager's discretion	<p>There are no set timeframes.</p> <p>3 paid days a year is reasonable, but each case is different.</p>
<b>Jury Service</b>	Received a jury summons	<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), if that's practical.</p> <p>It's unusual to be excused doing jury service, except in exceptional circumstances.</p>	Paid	Duration of the jury service.
<b>Pension Trustee</b>	Trustees of an occupational pension scheme	If you're a trustee of an occupational pension scheme, you can take time off to do what trustees do, or train how to do it.	Paid	Reasonable – for example, between 6 and 12 days a year.
<b>Public Duties</b>	Includes Magistrate, School Governor, and Local Councillor.	<p>There is a statutory right to unpaid time off. However RBS allows paid time off except where the public duty is paid</p> <p>Before you take on any public duties, you need to make sure there's no conflict of interest between it and working for RBS.</p>	Paid (unless you're already being paid for it).	Reasonable – for example, 20 days a year

<b>Trade Union Duties</b>	Trade Union representatives are entitled to reasonable time off for Trade Union duties and activities	For more information read 'Unite Representatives – A guide for line managers'. You can find this on the intranet.	Paid	Reasonable – time off depends on different circumstances.
<b>Witness Service</b>	To be a witness in a trial or inquiry	<p>No statutory right to leave but we are committed to supporting this type of leave.</p> <p>We'll still pay you, so you don't need to claim any compensation.</p> <p>You're still expected to come to work when you're not needed in court (including any part days), where practical.</p> <p>You can also take time off to prepare witness statements.</p>	Paid	Reasonable – for example, time for you to prepare and give your evidence (within reason).
<a href="#">Time off to train</a>	You have a statutory right to ask for time off to train	<p>You can only apply for time off to train once in any 12 month period.</p> <p>You have to have worked here 26 weeks or more.</p> <p>And the training has to be something that helps you do your job better</p>	Paid or unpaid – it's at manager discretion.	Reasonable time off to train, study and take your exams.
<a href="#">Reserve Forces (referred to as Military Leave)</a>	Mobilisation for military operations	<p>See the scenario in this pack.</p> <p>You must give your manager three week's notice of your return to work. You need to come back to work within 6 weeks of your posting ending.</p> <p>You might be able to 'phaseback' into work – where you gradually build back up your usual working hours.</p>	Unpaid (the Ministry of Defence will pay you).	Time stated in mobilisation papers and Post Tour leave.
<b>Bereavement Leave</b>	Time off in the event of the death of a significant person in your life	<p>By 'significant person', we mean:</p> <ul style="list-style-type: none"> <li>• 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, guardians, etc.)</li> <li>• a close friend</li> <li>• a dependent</li> <li>• a religious leader</li> </ul>	Paid	A minimum of 2 weeks which must be taken within a 56 week period

## Discretionary Leave

Name	What is it for?	What should you know?	Paid or unpaid?	How long?
<b>Compassionate Leave</b>	Serious illness of a significant person in your life. Time off to observe religious mourning. <a href="#">Time off to attend a funeral.</a>	By 'significant person', we mean: <ul style="list-style-type: none"> <li>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, guardians, etc.)</li> <li>a close friend</li> <li>a dependent</li> <li>a religious leader</li> </ul>	Paid	Reasonable time off
<b>Health Screening</b>	Getting health tests (For example 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 travel.
<a href="#">Fertility Treatment</a>	To go through fertility treatment (or be there for your spouse or partner, as they do)	You can take reasonable time off to go to your medical appointments, and time off after your treatments.	Paid	Reasonable – for example, 5 days per treatment, up to 3 treatments, is reasonable. But each case is different.
<b>Gender Transition</b>	To attend medical appointments with practitioners who provide support through the transitioning process	See 'medical appointments' below. To find out about taking time off for surgery, read our Sickness Absence Support pack.	Paid	Enough time to cover your appointments and travel.  (For surgery, see the Sickness Absence Support Pack)
<b>Medical/Dental</b>	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.  They're also meant to consider how easy it is for you to get another	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.

		appointment, before asking you to change it – and give you as much notice as they can.		
<b>Special Constables</b>	Special Constable duties or attending training		Paid	Up to 10 working days a year
<a href="#"><u>Travel Difficulties</u></a>	When you can't get to work because of major travel disruption (like extreme weather, or strikes)	See If you can't get to work due to travel difficulties	Paid	Each case is different, but a reasonable time (for example, for bad weather, 1 day would be reasonable).
<b>Political Service</b>	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> <p>Exercise discretion and not act in a manner that is inconsistent with your position in the Group</p> <p>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.</p>	It can be paid or unpaid – it's up to your manager.	A reasonable amount of time. For example, 3 days paid leave for canvassing, plus extra unpaid time off, would be reasonable.
<b>Civic Duty</b>	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 your manager's discretion. It depends how much time you want off and how important it is.	

## Part 2 – Pay and Benefits

### What happens to your pay and benefits when you're on Special Leave (excluding Military Leave)

While you're on **paid leave** you'll continue to receive your 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 you're eligible for a Discretionary Bonus Payment, you can still get it – but you might only get part of it for the time you actually worked (payment will be pro-rated).

You'll also continue to build up your holiday entitlements while you're on leave. These may be pro-rated depending on the hours you work.

While you're on **unpaid leave**, your salary, any fixed or shift allowances and holiday build up will stop. All other things continue as normal.

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

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 (Direct Debit, for example).

### If you're in the Reserves and are mobilised on Military Leave

While you are mobilised these things will stop:

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

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

You won't get holiday allowance or a discretionary bonus for the time that you are off. 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.

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 you have a car under the Manager's Car Scheme, you can keep your car while you're away.

## 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 and Buy as you earn – deductions will continue to be made
- 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

When your salary stops, your pay might not be enough to cover your RBSelect elections any more. 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 (Direct Debit, for example).

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.