

No. 102/25

22 May 2025

Dear Colleagues,

USO Reform – National Joint Statements/Updated Communication

Further to LTB 098/25 regarding updates to Pay, Section 5 and the USO, in advance of the National Briefing for CWU Representatives and Branches.

As outlined in recent weeks numerous discussions have taken place with the business regarding seeking to provide clarification and resolutions to a number of areas linked to USO pilot activity, as well as additional pre-deployment activity across the remaining circa 1,200 delivery offices.

As a result, we have agreed a number of Joint Statements which are attached and outlined as follows:

National Talks Update

- Confirmation that a full agreement on pay and Section 5 will be sought to be concluded by 30th May.
- A full National Agreement on USO will be concluded by 30th June.
- Additional protections in that the business have committed to honour the no compulsory redundancy commitment throughout USO implementation and deployment which is expected to conclude in 2028, and provide employee benefits.
- Confirmation that the USO change will only be deployed if a decision has been made by Ofcom and a full National Agreement is in place with the CWU. Both parties will ensure that the issues on attendance patterns will be unlocked **by 30th May 2025**.

USO Pilot Offices

- Includes an update in relation to improving attendance patterns and ensuring that better flexibility is applied against the 7 options within an agreed criteria linked to compliance with safety and working legislation, Saturday coverage, quality of service and the cost basis is the same, which will be reviewed by the National Delivery USO Group.
- In addition, the ability to review reserve level coverage, including where absence rates need to be planned in.
- Ensuring all offices review their resourcing base to establish the status of either surplus staffing and/or the need to increase PT employee hours or recruitment.

USO Work Package - Pre-Deployment Activity

- A jointly agreed 12-part deployment planning process for each delivery office in the lead up to any potential 'go live' date and ensuring the status of resourcing/recruitment is reviewed and included in the attached flow charts (Resourcing & Recruitment).

- In line with the agreed process for the 37 pilot offices, a need to complete agreed frame moves in all delivery offices before their scheduled deployment date, to make better use of the space available to be able to sort and store parcels more efficiently.
- In preparation for the proposed changes, validation exercise to gather and better understand information on non-drivers across all delivery offices.
- Agreed process for better strategic involvement across all levels and ensuring the suitable release for CWU representatives as part of planning arrangements, which will be agreed between RODs/General Managers (GMs) and Divisional Reps alongside the OPLs and Area Reps.

Clearly the ongoing Pay, Section 5 and the USO are crucial to both parties and the release of the attached joint statements and wider clarification is intended to assist and give those negotiations the freedom to continue.

Both parties have agreed to hold a joint session with Regional Operational Directors and CWU Divisional Reps next week to run through all of the above and ensure that the same information is cascaded down to all levels of both structures as part of the improving strategic involvement and ways of working.

Any enquiries in relation to this LTB should be referred to the DGS(P) department.

Yours sincerely,

Martin Walsh
Deputy General Secretary (Postal)

Davie Robertson
Assistant Secretary

Tony Bouch
Assistant Secretary



Joint Update on National Discussions

RMG and the CWU are both committed to reaching a full agreement on Pay, the equalisation pathway for new entrants, and the other parts of Section 5, which are part of the EP agreement.

Both parties recognise that progress has been made and that further time is needed to reach a full agreement. Negotiations will, therefore, continue over the next two weeks to try to reach an agreement before 30 May 2025.

Any final agreement on pay and the issues in section 5 will also include a commitment to reach a full National Agreement - Terms of Reference on the Optimised Delivery Model for the Universal Service **by 30th June 2025**, which is critical to Royal Mail's future sustainability. These agreements will, as per Section 5.7 of the EP Agreement, honour the no compulsory redundancy commitment throughout USO implementation and deployment which is expected to conclude in 2028, and provide employee benefits.

RMG and the CWU agree that the two joint statements recently reached on USO reform should now be communicated to give some guidance in the field. These cover alternative attendance patterns subject to achieving four agreed objectives, ensuring robust resourcing ahead of USO deployment and pre- planning ahead of the change.

RMG confirms that the USO change will only be deployed if a decision has been made by Ofcom and a full National Agreement is in place with the CWU. Both parties will ensure that the issues on attendance patterns will be unlocked **by 30th May 2022**.

Alistair Cochrane
Chief Operating Officer

Martin Walsh
CWU Deputy General Secretary (Postal)

The pilots are designed to ensure everything runs smoothly and we can deliver a better customer experience if we deploy any Universal Service changes. We will only look to implement our new operating model if Ofcom's new regulations come into force. Until then, the current regulatory framework remains in place and any proposals are subject to change.

USO Pilots Update

Introduction

Royal Mail and the CWU recognise that USO reform through the Optimised Delivery Model is critical for the future financial sustainability of the company and are jointly committed to ensuring that USO reform is mutually beneficial for our people, our business, and our customers.

Over recent months Royal Mail and the CWU have been working together to pilot USO reform in a total of 37 selected pilot units, to date 6 units have gone live with the new ways of working, the remaining pilot units will go live by the end of May 2025.

Throughout the pilot phasing we have reviewed progress together and where necessary provided additional support to ensure that the Optimised Delivery Model is fit for purpose for future potential USO change. It is important to note that whilst we continue to pilot the proposed approach in the agreed 37 offices full deployment is subject to a formal decision by Ofcom, currently expected Summer 2025, as well as a national agreement between RM and the CWU.

As part of a joint national review of the pilots we have identified the below adaptations to the previously shared Addendum and process maps.

Attendance Patterns

Some minor amendments have been made to the 7 agreed duty patterns (see attached Annex) based on feedback from USO pilot units. These form the base options available to select from.

Both parties agree that the majority of units should select one of the 7 base options, however some dynamics may not be fully compatible or optimal in all Delivery Offices. Therefore, where any of the 7 base options demonstrably do not work in a DO or an improved option has been created and providing any adjusted option of the 7 base duty patterns meets all four criteria below, it can be presented to the Delivery Joint Working Group for endorsement.

1. The proposed duty pattern must meet all safety and working hours legislation and should take into consideration current last letter parameters. It must also consider the short and long term implications of fatigue on colleagues.
2. The proposed duty pattern must deliver adequate and reliable Saturday coverage, accounting for the local mix of route types and the number of non-drivers.
3. The proposed duty pattern must also ensure that quality of service is achieved for all products and across all days.
4. The proposed duty patterns total work hour cost should be the same as the option on which it is based including hours from any other work areas. In addition, other factors like reduced vehicles and/or better utilisation of assets can also support the overall costings that are included in the revised proposal.

In addition, it has been agreed that for our larger Delivery Offices, where there is more than one COM/Section within a unit, with discreet resourcing establishments, then an attendance pattern can be selected independently in each Section. The principle will remain that there will be one predominant attendance pattern, covering the vast majority of duties, per COM/Section.

Absence Cover

As outlined in the previously communicated Pilot Unit Resourcing Flowchart a reserve level of 1:7 for Full and Part time is the minimum national standard expected, this may be increased in some units where the

The pilots are designed to ensure everything runs smoothly and we can deliver a better customer experience if we deploy any Universal Service changes. We will only look to implement our new operating model if Ofcom's new regulations come into force. Until then, the current regulatory framework remains in place and any proposals are subject to change.

planned level of absence the unit needs to cover exceeds the cover that the national standard would provide.

Unit Resourcing & Recruitment

In order to successfully deploy USO reform we need to ensure that there is robust resourcing across delivery offices, with the aim of ensuring that every duty is being covered every day. The attached flow chart outlines jointly agreed resourcing principles and a process for all units to follow prior to USO deployment.

We would like to thank all employees and representatives who have supported the pilot launches to date and will continue to provide updates over the coming months.

A handwritten signature in black ink, appearing to read "Stephenson".

Jamie Stephenson

Operations Transformation Director

A handwritten signature in black ink, appearing to read "Walsh".

Martin Walsh

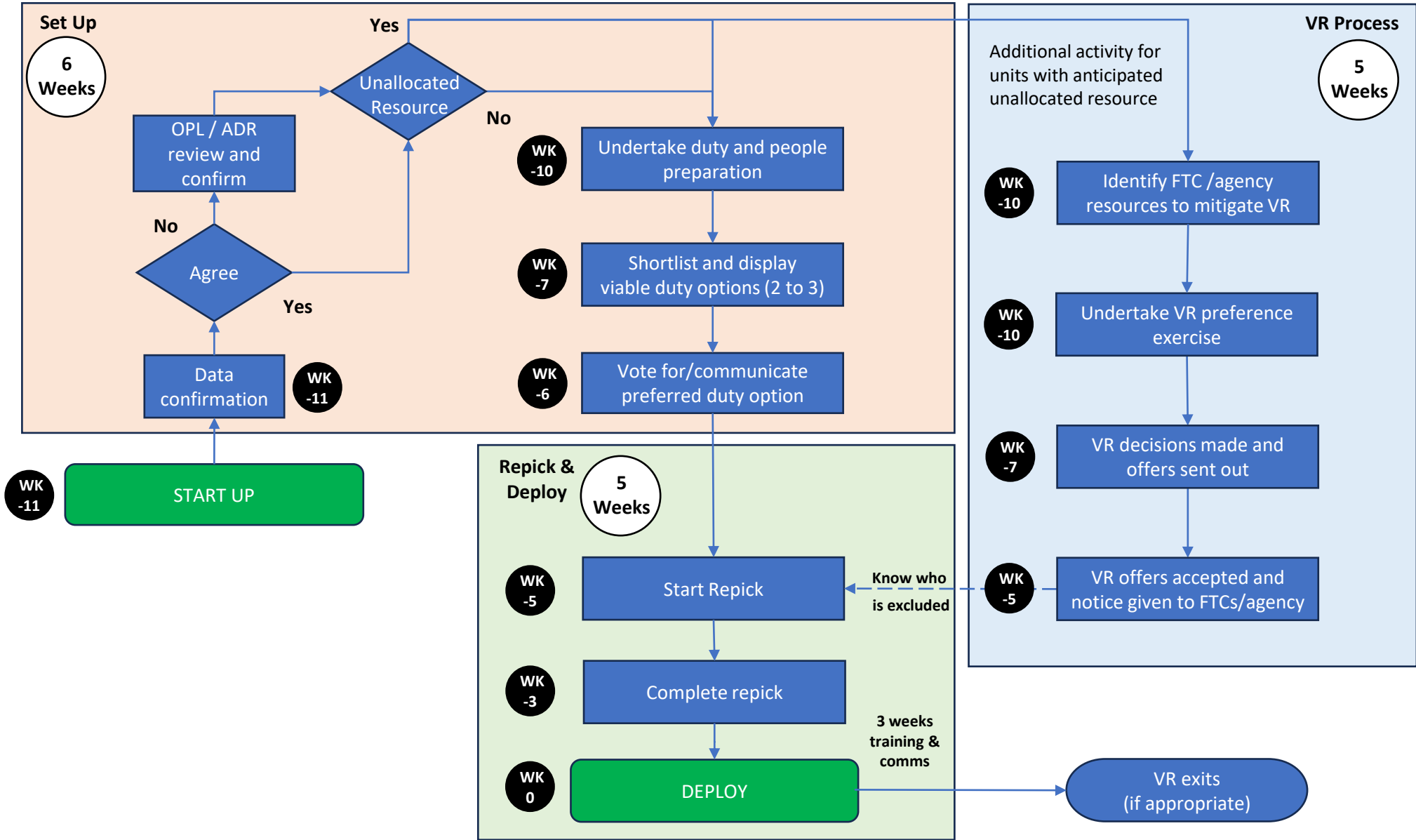
CWU Deputy General Secretary (Postal)

Principles:

- One predominant duty structure per COM/Unit
- Attendance patterns will be selected from the agreed menu of options
- Walks/routes will remain the same and no tool based revision will be deployed in this phase of change
- Reserve levels set at 1:7 for FT and PT
- FT/PT ratio for reserves aligns to FT/PT ratio in the unit
- Day Off Cover calculated based on predominant duty structure
- Drivers and non-drivers treated the same in the context of Saturday working
- Reasonable adjustments made for equality act as appropriate, based on OH advice
- Flexible working requests managed through normal procedure
- In scope population for repick excludes those not working on Delivery e.g. indoor, DPR and Collections (CSS roles covered under MPU consolidation)
- Colleagues in repick – asked for 2 x preferences
- Employees who have been made an offer of VR but have not accepted the offer within the two week window are excluded from repick
- Duties will include Sunday's commensurate with the number of colleagues on new T&Cs (where appropriate)
- Where there are more FT roles than FT colleagues, these will be offered to PT colleagues
- Any unresolved surplus who do not want VR will be supported in line with MTSF.

Proposed USO Reform – FULL Deployment Unit Resourcing Flowchart

The pilots are designed to ensure everything runs smoothly and we can deliver a better customer experience if we deploy any Universal Service changes. We will only look to implement our new operating model if Ofcom's new regulations come into force. Until then, the current regulatory framework remains in place and any proposals are subject to change.



Menu of Duty Options:

- 7 options as detailed in the USO Pilot Addendum

Notes:

- Current walks are retained in phase 1
- Longer attendance patterns will:
 - not remove the need for absorption
 - require lower FT %
 - require later start/finish for PT

Confirmation exercise to cover:

1. Number and type of walks
2. Delivery methods and days of delivery
3. Staff in post – FT and PT
4. Other Operations e.g. DPR

Any walks added must be supported by evidence of regular completion

Assumes full base data review completed

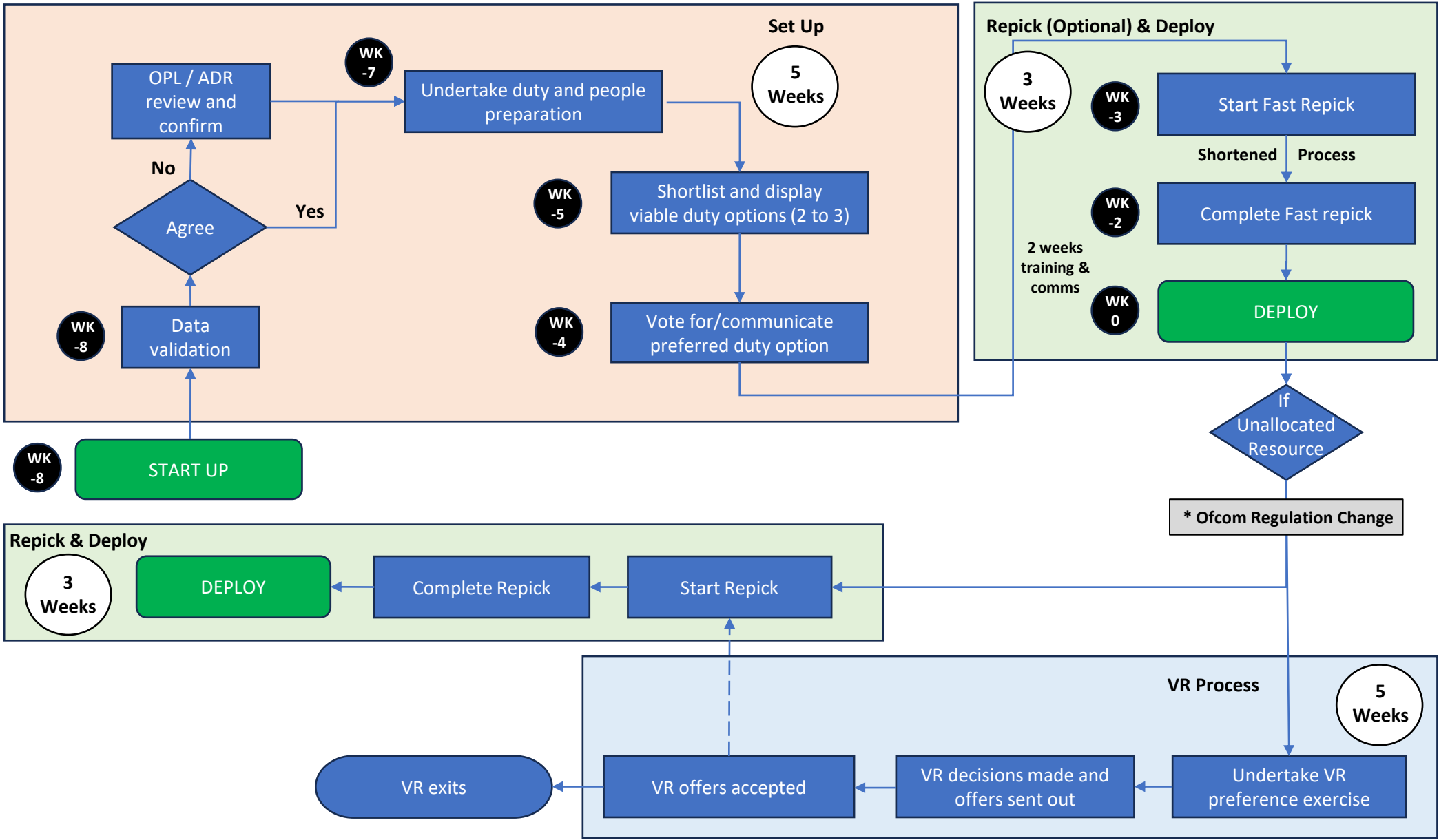
Once Ofcom has concluded its consultation, issued the outcome and changed the regulations *and agreement has been reached on national deployment of USO reform*, Pilots will move into full deployment, including a repick.

Principles:

- One predominant duty structure per COM/Unit
- Attendance patterns will be selected from the agreed menu of options
- Walks/routes will remain the same and no tool revision will be deployed in this phase of change
- Reserve levels set at 1:7 for FT and PT
- FT/PT ratio for reserves aligns to FT/PT ratio in the unit
- Day Off Cover calculated based on predominant duty structure
- Pilot units should be fully resourced with every duty covered every day
- Firms and indoor duties will see minimal change during the pilots
- Non-drivers attending on Saturday will be scheduled work
- Reasonable adjustments made for equality act as appropriate, based on OH advice
- Flexible working requests managed through normal procedure
- Those expected to be absent during the week of the repick will submit x2 preferences in order to be included in the repick. If they do not they will be allocated a duty.
- Duties will include Sunday’s commensurate with the number of colleagues on new T&Cs (where appropriate)
- Where there are more FT roles than FT colleagues, these will be offered to PT colleagues on existing terms, based on seniority

Proposed USO Reform – PILOT Unit Resourcing Flowchart

The pilots are designed to ensure everything runs smoothly and we can deliver a better customer experience if we deploy any Universal Service changes. We will only look to implement our new operating model if Ofcom’s new regulations come into force. Until then, the current regulatory framework remains in place and any proposals are subject to change.



Data validation exercise to cover:

1. Number and type of walks
2. Delivery methods
3. Staff in post – FT and PT
4. Other Operations e.g. DPR
5. Levels of absence, annual leave, loan to admin, regular overtime

Any walks added must be supported by evidence of existence

Menu of Duty Options:

- 7 options as detailed in the USO Pilot Addendum

Short term resourcing options:

- In a post-change **surplus** situation, no permanent recruitment and no transfers in
- In a post-change **shortfall** situation, continue resourcing normally to post-change resource levels

Other work for colleagues not allocated:

- Protect Q of S during the learning curve. All duties should be covered every day during the pilots
- Cover short and long term sick absence
- Once new operational model has stabilised, consider increasing current leave cap (or to reduce any carried over leave) and backfill
- Loan to neighbouring units (as per BAU)
- For stability, plan use of surplus colleagues for the 6-week rotation and avoid on the day changes where possible
- For pilots, no action would be taken to ‘exit’ identified surplus in this phase



USO work package - Pre-Deployment Activity

Royal Mail and the CWU recognise that USO reform through the Optimised Delivery Model is critical for the future financial sustainability of the company and are jointly committed to ensuring that USO reform is mutually beneficial for our people, our business, and our customers.

Over recent months Royal Mail and the CWU have been working together to pilot USO reform in a total of 37 selected pilot units, to date 6 units have gone live with the new ways of working, the remaining pilot units will go live by the end of May 2025.

Throughout the pilot phasing we have reviewed progress together and where necessary provided additional support to ensure that the Optimised Delivery Model is fit for purpose for future potential USO change. It is important to note that whilst we continue to pilot the proposed approach in the agreed 37 offices full deployment is subject to a formal decision by Ofcom, currently expected Summer 2025, as well as a national agreement between Royal Mail and the CWU.

In order for us all to be ready to enter full deployment there are a number of planning activities and physical unit layout changes that need to take place prior to the above, these include:

- A jointly agreed 12 part deployment planning process for each delivery office in the lead up to any potential 'go live' - please see attached flow charts
- A need to complete agreed frame moves in all Delivery Offices before their scheduled deployment date to make better use of the space available to be able to sort and store parcels more efficiently. The revised lay out will also create storage space for non mech letters deferred under USO Reform and will ensure units are ready for full deployment
- In preparation for the proposed changes we need to gather and better understand information on non-drivers. This builds on an exercise carried out earlier this year and Royal Mail needs to validate the information provided previously so we can understand the reasons why people do not currently drive as part of their role and identify any opportunities to support them to do so in the future.
- In line with the jointly agreed ways of working for USO reform, RODs and Divisional Representatives are pivotal in ensuring that there is full engagement within their respective regions. This includes ensuring that regular meaningful sessions take place with OPLs/Area Representatives and COM/Local Representatives. Suitable release will be provided for Local Representatives to ensure the successful planning and potential launch of USO reform in their units. RODs and Divisional Representatives will work with OPLs and Area Representatives to scope what additional support or release may be necessary and the duration of this release to ensure the required planning process can be undertaken. This will be reviewed regularly. This discussion will also consider where a unit has no Local Representative.

In order to ultimately deploy the proposed USO reform successfully it is essential that the above activity is completed in good time and that all of us are ready to make these crucial changes as

The pilots are designed to ensure everything runs smoothly and we can deliver a better customer experience if we deploy any Universal Service changes. We will only look to implement our new operating model if Ofcom's new regulations come into force. Until then, the current regulatory framework remains in place and any proposals are subject to change.



effectively as possible. However full deployment will not begin until there is a formal decision from Ofcom and a national agreement has been reached between RM and the CWU.

We would like to thank all employees and representatives who have supported the pilot launches to date and will continue to provide updates over the coming months.

A handwritten signature in black ink, appearing to read "J. Stephenson".

Jamie Stephenson

Operations Transformation Director

A handwritten signature in black ink, appearing to read "M. Walsh".

Martin Walsh

CWU Deputy General Secretary (Postal)

The pilots are designed to ensure everything runs smoothly and we can deliver a better customer experience if we deploy any Universal Service changes. We will only look to implement our new operating model if Ofcom's new regulations come into force. Until then, the current regulatory framework remains in place and any proposals are subject to change.

Base - One Saturday in every Six Weeks

Duty	07:12	07:15	07:35	07:35	07:35	07:12
------	-------	-------	-------	-------	-------	-------

Notes 1 Saturday off every 6 weeks
Saturday & Monday every 6 weeks

DOC is FT (for FT duties)
30 Working days / 6 weeks
Saturday Ratio 5:5 (100%)

Week 1

1 in 6	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	D/O	1	1	1	1	1
Duty 2	2	D/O	2	2	2	2
Duty 3	3	3	D/O	3	3	3
Duty 4	4	4	4	D/O	4	4
Duty 5	5	5	5	5	D/O	5
DOC	1	2	3	4	5	D/O

Week 2

1 in 6	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	D/O	1	1	1	1
Duty 2	2	2	D/O	2	2	2
Duty 3	3	3	3	D/O	3	3
Duty 4	4	4	4	4	D/O	4
Duty 5	5	5	5	5	5	D/O
DOC	D/O	1	2	3	4	5

Week 3

1 in 6	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	D/O	1	1	1
Duty 2	2	2	2	D/O	2	2
Duty 3	3	3	3	3	D/O	3
Duty 4	4	4	4	4	4	D/O
Duty 5	D/O	5	5	5	5	5
DOC	5	D/O	1	2	3	4

Week 4

1 in 6	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	1	D/O	1	1
Duty 2	2	2	2	2	D/O	2
Duty 3	3	3	3	3	3	D/O
Duty 4	D/O	4	4	4	4	4
Duty 5	5	D/O	5	5	5	5
DOC	4	5	D/O	1	2	3

Week 5

1 in 6	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	1	1	D/O	1
Duty 2	2	2	2	2	2	D/O
Duty 3	D/O	3	3	3	3	3
Duty 4	4	D/O	4	4	4	4
Duty 5	5	5	D/O	5	5	5
DOC	3	4	5	D/O	1	2

Week 6

1 in 6	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	1	1	1	D/O
Duty 2	D/O	2	2	2	2	2
Duty 3	3	D/O	3	3	3	3
Duty 4	4	4	D/O	4	4	4
Duty 5	5	5	5	D/O	5	5
DOC	2	3	4	5	D/O	1

A - Two Saturdays in every Six Weeks

Duty	07:46	07:46	07:46	07:46	07:46	07:00
------	-------	-------	-------	-------	-------	-------

Notes 2 Saturdays off every 6 weeks
Saturday & Monday every 6 weeks
Friday & Saturday every 6 weeks
DOC is FT (for FT duties)
29 Working Days / 6 weeks
Saturday Ratio 5:4 (80%)

Week 1

2 in 6	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	D/O	1	1	1	1	A
Duty 2	2	D/O	2	2	2	B
Duty 3	3	3	D/O	3	3	C
Duty 4	4	4	4	D/O	4	D
Duty 5	5	5	5	5	D/O	D/O
DOC	1	2	3	4	5	D/O

Week 2

2 in 6	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	D/O	1	1	1	A
Duty 2	2	2	D/O	2	2	B
Duty 3	3	3	3	D/O	3	C
Duty 4	4	4	4	4	D/O	D/O
Duty 5	5	5	5	5	5	D/O
DOC	D/O	1	2	3	4	D

Week 3

2 in 6	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	D/O	1	1	A
Duty 2	2	2	2	D/O	2	B
Duty 3	3	3	3	3	D/O	D/O
Duty 4	4	4	4	4	4	D/O
Duty 5	D/O	5	5	5	5	C
DOC	5	D/O	1	2	3	D

Week 4

2 in 6	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	1	D/O	1	A
Duty 2	2	2	2	2	D/O	D/O
Duty 3	3	3	3	3	3	D/O
Duty 4	D/O	4	4	4	4	B
Duty 5	5	D/O	5	5	5	C
DOC	4	5	D/O	1	2	D

Week 5

2 in 6	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	1	1	D/O	D/O
Duty 2	2	2	2	2	2	D/O
Duty 3	D/O	3	3	3	3	A
Duty 4	4	D/O	4	4	4	B
Duty 5	5	5	D/O	5	5	C
DOC	3	4	5	D/O	1	D

Week 6

2 in 6	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	1	1	1	D/O
Duty 2	D/O	2	2	2	2	A
Duty 3	3	D/O	3	3	3	B
Duty 4	4	4	D/O	4	4	C
Duty 5	5	5	5	D/O	5	D
DOC	2	3	4	5	D/O	D/O

B - Two Saturdays in every Five Weeks

Duty	07:48	07:48	07:48	07:48	07:48	07:00
------	-------	-------	-------	-------	-------	-------

Notes 2 Saturdays off every 5 weeks
Saturday & Monday every 5 weeks
Friday & Saturday every 5 weeks
DOC is PT
24 Working Days / 5 weeks
Saturday Ratio 4:3 (75%)

Week 1

2 in 5	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	D/O	1	1	1	1	A
Duty 2	2	D/O	2	2	2	B
Duty 3	3	3	3	D/O	3	C
Duty 4	4	4	4	4	D/O	D/O
DOC	1	2	N/A	3	4	D/O

Week 2

2 in 5	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	D/O	1	1	1	A
Duty 2	2	2	2	D/O	2	B
Duty 3	3	3	3	3	D/O	D/O
Duty 4	4	4	4	4	4	D/O
DOC	D/O	1	N/A	2	3	C

Week 3

2 in 5	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	1	D/O	1	A
Duty 2	2	2	2	2	D/O	D/O
Duty 3	3	3	3	3	3	D/O
Duty 4	D/O	4	4	4	4	B
DOC	4	D/O	N/A	1	2	C

Week 4

2 in 5	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	1	1	D/O	D/O
Duty 2	2	2	2	2	2	D/O
Duty 3	D/O	3	3	3	3	A
Duty 4	4	D/O	4	4	4	B
DOC	3	4	N/A	D/O	1	C

Week 5

2 in 5	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	1	1	1	D/O
Duty 2	D/O	2	2	2	2	A
Duty 3	3	D/O	3	3	3	B
Duty 4	4	4	4	D/O	4	C
DOC	2	3	N/A	4	D/O	D/O

C - 9 Day Fortnight

Duty	08:28	08:28	08:28	08:28	08:28	07:00
------	-------	-------	-------	-------	-------	-------

Notes 1 Saturday off every 4 weeks
Monday & Tuesday every 4 weeks
Friday & Saturday every 4 weeks
DOC is FT (for FT duties)
18 Working Days / 4 weeks
Saturday Ratio 4:3 (75%)

Week 1

9 day	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	1	1	D/O	D/O
Duty 2	2	2	2	D/O	2	A
Duty 3	3	3	D/O	3	3	B
Duty 4	D/O	D/O	4	4	4	C
DOC	4	4	3	2	1	N/A

Week 2

9 day	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	D/O	D/O	1	1	1	A
Duty 2	2	2	2	2	D/O	D/O
Duty 3	3	3	3	D/O	3	B
Duty 4	4	4	D/O	4	4	C
DOC	1	1	4	3	2	N/A

Week 3

9 day	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	D/O	1	1	A
Duty 2	D/O	D/O	2	2	2	B
Duty 3	3	3	3	3	D/O	D/O
Duty 4	4	4	4	D/O	4	C
DOC	2	2	1	4	3	N/A

Week 4

9 day	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	1	D/O	1	A
Duty 2	2	2	D/O	2	2	B
Duty 3	D/O	D/O	3	3	3	C
Duty 4	4	4	4	4	D/O	D/O
DOC	3	3	2	1	4	N/A

D - 4 Day Week

Duty	09:42	09:42	09:42	09:42	09:42	07:00
------	-------	-------	-------	-------	-------	-------

Notes 1 Saturday off every 3 weeks
Friday & Saturday every 3 weeks
Monday & Tuesday off every 3 weeks
DOC is FT (for FT duties)
12 Working Days / 3 weeks
Saturday Ratio 2:2 (100%)

Week 1

4 day	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	1	1	D/O	D/O
Duty 2	D/O	D/O	2	2	2	A
DOC	2	2	D/O	D/O	1	B

Week 2

4 day	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	D/O	D/O	1	1	1	A
Duty 2	2	2	D/O	D/O	2	B
DOC	1	1	2	2	D/O	D/O

Week 3

4 day	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	D/O	D/O	1	A
Duty 2	2	2	2	2	D/O	D/O
DOC	D/O	D/O	1	1	2	B

Appendix 2 - USO pilot addendum Updated 23 Apr 25

E - 6 Week Banked

Duty	07:46	07:46	07:46	07:46	07:46	07:00
------	-------	-------	-------	-------	-------	-------

Notes 2 Saturday off every 6 weeks
Saturday & following Full Week every 6 weeks

DOC is FT (for FT duties)
29 Working Days / 6 weeks
Saturday Ratio 5:4 (80%)

Week 1

6 W B	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	1	1	1	A
Duty 2	D/O	D/O	D/O	D/O	D/O	D/O
Duty 3	3	3	3	3	3	D/O
Duty 4	4	4	4	4	4	B
Duty 5	5	5	5	5	5	C
DOC	2	2	2	2	2	D

Week 2

6 W B	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	1	1	1	A
Duty 2	2	2	2	2	2	B
Duty 3	D/O	D/O	D/O	D/O	D/O	D/O
Duty 4	4	4	4	4	4	D/O
Duty 5	5	5	5	5	5	C
DOC	3	3	3	3	3	D

Week 3

6 W B	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	1	1	1	A
Duty 2	2	2	2	2	2	B
Duty 3	3	3	3	3	3	C
Duty 4	D/O	D/O	D/O	D/O	D/O	D/O
Duty 5	5	5	5	5	5	D/O
DOC	4	4	4	4	4	D

Week 4

6 W B	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	1	1	1	A
Duty 2	2	2	2	2	2	B
Duty 3	3	3	3	3	3	C
Duty 4	4	4	4	4	4	D
Duty 5	D/O	D/O	D/O	D/O	D/O	D/O
DOC	5	5	5	5	5	D/O

Week 5

6 W B	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	1	1	1	D/O
Duty 2	2	2	2	2	2	A
Duty 3	3	3	3	3	3	B
Duty 4	4	4	4	4	4	C
Duty 5	5	5	5	5	5	D
DOC	D/O	D/O	D/O	D/O	D/O	D/O

Week 6

6 W B	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	D/O	D/O	D/O	D/O	D/O	D/O
Duty 2	2	2	2	2	2	D/O
Duty 3	3	3	3	3	3	A
Duty 4	4	4	4	4	4	B
Duty 5	5	5	5	5	5	C
DOC	1	1	1	1	1	D

F - 13 in 18 (100% Drivers Only)

Duty	08:48	08:48	08:48	08:48	08:48	07:00
------	-------	-------	-------	-------	-------	-------

Notes 1 Saturday off every 3 weeks
Friday & Saturday every 3 weeks
Monday & Tuesday off every 3 weeks
DOC is PT (10 in 18)
13 Working Days / 3 Weeks
Saturday Ratio 2:2 (100%)

Week 1

13 in 18	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	1	1	D/O	D/O
Duty 2	D/O	D/O	2	2	2	A
Duty 3						
Duty 4						
Duty 5						
DOC	2	2	N/A	D/O	1	B

Week 2

13 in 18	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	D/O	D/O	1	1	1	A
Duty 2	2	2	2	D/O	2	B
Duty 3						
Duty 4						
Duty 5						
DOC	1	1	N/A	2	D/O	D/O

Week 3

13 in 18	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	1	D/O	1	A
Duty 2	2	2	2	2	D/O	D/O
Duty 3						
Duty 4						
Duty 5						
DOC	D/O	D/O	N/A	1	2	B

G - 17 in 24 (100% Drivers Only)

Duty	08:56	08:56	08:56	08:56	08:56	07:00
------	-------	-------	-------	-------	-------	-------

Notes 2 Saturdays off every 4 weeks
Friday & Saturday every 4 weeks

DOC is FT (for FT duties)
17 Working Days / 4 Weeks
Saturday Ratio 3:2 (66%)

Week 1

17 in 24	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	D/O	1	1	1	D/O
Duty 2	2	2	2	2	D/O	D/O
Duty 3	3	3	3	D/O	3	A
Duty 4						
Duty 5						
DOC	D/O	1	D/O	3	2	B

Week 2

17 in 24	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	D/O	1	D/O	1	1	A
Duty 2	2	D/O	2	2	2	D/O
Duty 3	3	3	3	3	D/O	D/O
Duty 4						
Duty 5						
DOC	1	2	1	D/O	3	B

Week 3

17 in 24	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	1	D/O	1	A
Duty 2	D/O	2	D/O	2	2	B
Duty 3	3	D/O	3	3	3	D/O
Duty 4						
Duty 5						
DOC	2	3	2	1	D/O	D/O

Week 4

17 in 24	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	1	1	D/O	D/O
Duty 2	2	2	2	D/O	2	A
Duty 3	D/O	3	D/O	3	3	B
Duty 4						
Duty 5						
DOC	3	D/O	3	2	1	D/O