

^ Flexible work arrangements

The Bank is committed to flexible work arrangements, wherever practicable, having regard to the operational requirements of the organisation. Information about RBA's Flexible Work approach can be found in our [Flexible Work Guideline](#).

We offer a range of flexible working offerings including Hybrid Working, Flexible Hours, Compressed Work Week and Job Sharing. Arrangements can be taken on a Temporary/Ad hoc basis, Long Term arrangement and on a permanent basis.

Refer to the [Flexible Work Intranet site](#) for more information.



Summary

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Hybrid Working

A hybrid workplace describes a work environment that provides for working in an office and working remotely from a non-Bank location. The Bank offers most of its employees a hybrid workplace environment enabling its employees to work from home (WFH) (or, where approved, other non-Bank locations). The Bank's hybrid working arrangements allow employees to work from home (or where approved, other non-Bank locations), up to 50 per cent of their time.

Working from an office facilitates effective team collaboration, knowledge sharing and reinforces a good enterprise culture, while working from a residential location provides employees with an opportunity to flexibly balance work and other personal commitments.

WFH is not a replacement for childcare or other care arrangements. Appropriate childcare or other care arrangements should be established when an employee is WFH.

Managing Hybrid Working Arrangements

Speak to your team members to help them establish appropriate working patterns, taking into account the nature of their role and the operational needs of your team, recognising that some roles cannot be performed remotely.

Aim to have regular team days when your core team is in the office together. Plan your team meeting, and other collaborative activities to take place on that day.

Encourage individuals to plan how to spend their time at home and in the office to maximise effectiveness and productivity.

Types of flexible working

A flexible work arrangement refers to situations where changes to working patterns, either short term or long-term, have been agreed to, by an employee and their people leader, in order to balance their personal needs and workplace commitments. These changes may relate to when, how and where an employee's duties are performed. Types of flexible work arrangements which may be considered include:

Flexible Hours

Flexible hours means working the same hours each week but with varied start and finish times outside of the ordinary hours of work (7am to 7pm, Monday to Friday).

Part-Time Work

Part-time work is when an employee's agreed regular working hours, and work responsibilities, are less than the standard full-time hours per week. Salary and other entitlements are calculated on a pro-rata basis according to the percentage of a full-time working week that is worked. In part-time employment, the hours and days of work, and work responsibilities, must be agreed between the employee and people leader

Job Sharing

Job sharing is where two or more people share the responsibility for performing one position. There is no single model for job sharing and it may involve working alternate days or weeks. As with part-time work arrangements, the hours and days of work must be agreed between the employee/s and people leader.

Job sharing arrangements may overlap so that, in aggregate, both parties work more than a standard full-time week. Should one party to a job-share arrangement wish to terminate the arrangement, it will terminate for both parties at which point, alternate flexible work arrangements will need to be arranged.

Applying for a Flexible Work Arrangement

Requests for ad-hoc flexible work arrangements can be made verbally, or by email to the people leader. The people leader will consider the request and the operational requirements of the work area as well as any other relevant considerations when making a decision.

All other flexible work requests (other than ad-hoc), should first be discussed by the employee with their people leader before a written request is made using the [Flexible Work Request Form](#). The request will be reviewed by the people leader and Head of Department in line with Bank's Flexible Work Guidelines and legislative requirements. Changes to primary work location that means the employee cannot meet the hybrid work guidelines (such as

moving interstate) will be considered in exceptional circumstances and requires approval from the relevant Assistant Governor.

If you have any questions regarding applications for a flexible work arrangement please contact the [People Support](#). If a Flexible Work Request Form appears to be held up and not progressed, talk with your people leader, your Head of Department or contact your [People Partner](#).

Ongoing Review

To ensure that flexible work arrangements are suitable for both an employee and the Bank, any arrangement will be reviewed on a regular basis. It is recommended that reviews occur at least every twelve months and more frequently if the people leader or employee wish to do so, or the circumstances require.

If a flexible work arrangement does not continue to meet the genuine needs of the employee or the Bank's business requirements, the arrangement should be reviewed and either modified or potentially terminated.

Supporting employees working from home

Work health and safety is important in all work environments and employees who wish to work from home need to establish that their home work environment is safe.

If employees wish to work from home under any arrangement, they need to:

- Review the guidance in the [Working Flexibly Guide](#) on how to set up their home workspace. They should also complete the [WHS Ergonomic Self-Assessment](#).

- Annually, complete your Working From Home Attestation as part of the mandatory training
- Discuss the arrangement with their people leader. Some teams have allocated “in office” days where employees are expected to attend the office. Regard should also be had to the nature of the role and the needs of the team.
- Employees are expected to have a plan and be available to attend the office if required for certain ad hoc occasions even if this falls on a day ordinarily worked from home.
- Provide a photo of their home workspace to their people leader to demonstrate that it is safe. This photo does not need to be kept, but you can save it against your employee record in TRIM.

Flexible Work

Guiding principles

- Managers are expected to champion flexible work arrangements.
- Goals and expectations for those working flexibly are the same for those that attend the office.
- Recognise that those working fewer hours will produce less output e.g. part-time, job-share.
- Review flexible arrangements periodically.
- Look at potential technical solutions and resources that are available or could be established.
- Communication, collaboration and more communication are the key for flexible work arrangements.

[HR - Business Partners](#) can help with guidance when establishing a change of business as usual.

Guidelines

The general guidelines for flexible work are:

- Employees may work up to 2 days a week from non-office locations without a formal arrangement (i.e. they are expected to work in the office at least 3 days a week, on average).
- Managers can agree to alternative ad hoc arrangements that suit the needs of their employees and the business requirements of the Bank without having to formalise the arrangement.
- Heads of Department are responsible for approving requests (by email) for semi-permanent flexible arrangements in exceptional circumstances consistent with the guidance provided to them.
- Requests for permanent flexible arrangements that have contractual implications (e.g. flexible hours, part-time work or job-share arrangements) must be applied for and approved through the [Flexible Work Request Form](#).

Personal circumstances will be considered when assessing any request, but a preference for working from home is not a sufficient reason for approving a request to work more than 2 days per week from home.

Working from home

Anyone who wishes to work from home under any arrangement must first:

- Review the advice in the [Working Flexibly Guide](#) on how to set up their home workspace. They can also complete the [WHS Ergonomic Self-Assessment](#).
- Agree the details with their manager.
- Provide a photo of their workspace to demonstrate that it is safe.
- Complete the [working from home attestation](#) in RBEvolve.

The manager should review the photo to confirm the workspace is broadly consistent with the guidance provided. This photo does not need to be kept, but the employee can choose to save it as a record in TRIM.

Manager checklist

The checklist supports semi-permanent and permanent flexible work requests.

Goals

- Balance the needs of the Bank, the team and individuals.
- Positively manage team dynamics and expectations.
- Ensure regular and effective communication between employees irrespective of their location or hours of work.

What are the steps when progressing a flexible work request?

[Collapse All](#)

Preparation

- Review the [Working Flexibly Guide](#) to understand what is considered a safe work environment.
- Understand the nature of the flexible work request e.g. temporary, ad-hoc, permanent, semi-permanent.
- Consider the term of arrangement.
- Consider any legal obligations e.g. Fair Work Act.
- Discuss with your [HR-Business Partner](#) if unsure how to proceed.

Employee consultation

- Discuss employee proposal.
- Discuss team/department impact.
- Discuss concerns or inhibitors. Can they be overcome?

- Establish objectives.
- Establish review periods.
- Establish availability (if required).

Stakeholder consultation

- Consider having a team discussion where appropriate.
- Develop solutions where appropriate.
- Have other discussions or consultations undertaken by senior management where necessary.
- Engage with HR-Business Partner where appropriate.
- Engage other departments if the employee is involved in a project.
- Take budgetary considerations such as job sharing and technology purchases.

Approval process

If the request is for a semi-permanent arrangement:

- The employee sends the request by email to the Head of Department.
- Head of Department should respond in writing within 21 days.
- If the request is not approved, the Head of Department should provide the reasons for the decision in writing, and the manager or Head of Department should explore alternative options with the employee.
- Save the request and any subsequent correspondence in TRIM:
 - Step 1. Select the email and click on the 'Content Manager' tab
 - Step 2. Select 'Check In'
 - Step 3. Select 'Employee Record' and press 'OK'
 - Step 4. Click on the blue folder icon, select 'Employee', 'Employment Conditions', 'Flexible Work Request' and then your department (please note that this should only need to be done once as it will then be identifiable as a favourite in the future)
 - Step 5. Assign the employee's name in 'Employee Name' and press OK

If the request is for a permanent arrangement and has contractual implications:

- Submit the [Flexible Work Request Form](#) to the Head of Department.
- Head of Department should respond in writing within 21 days.
- Discuss decision with the employee.

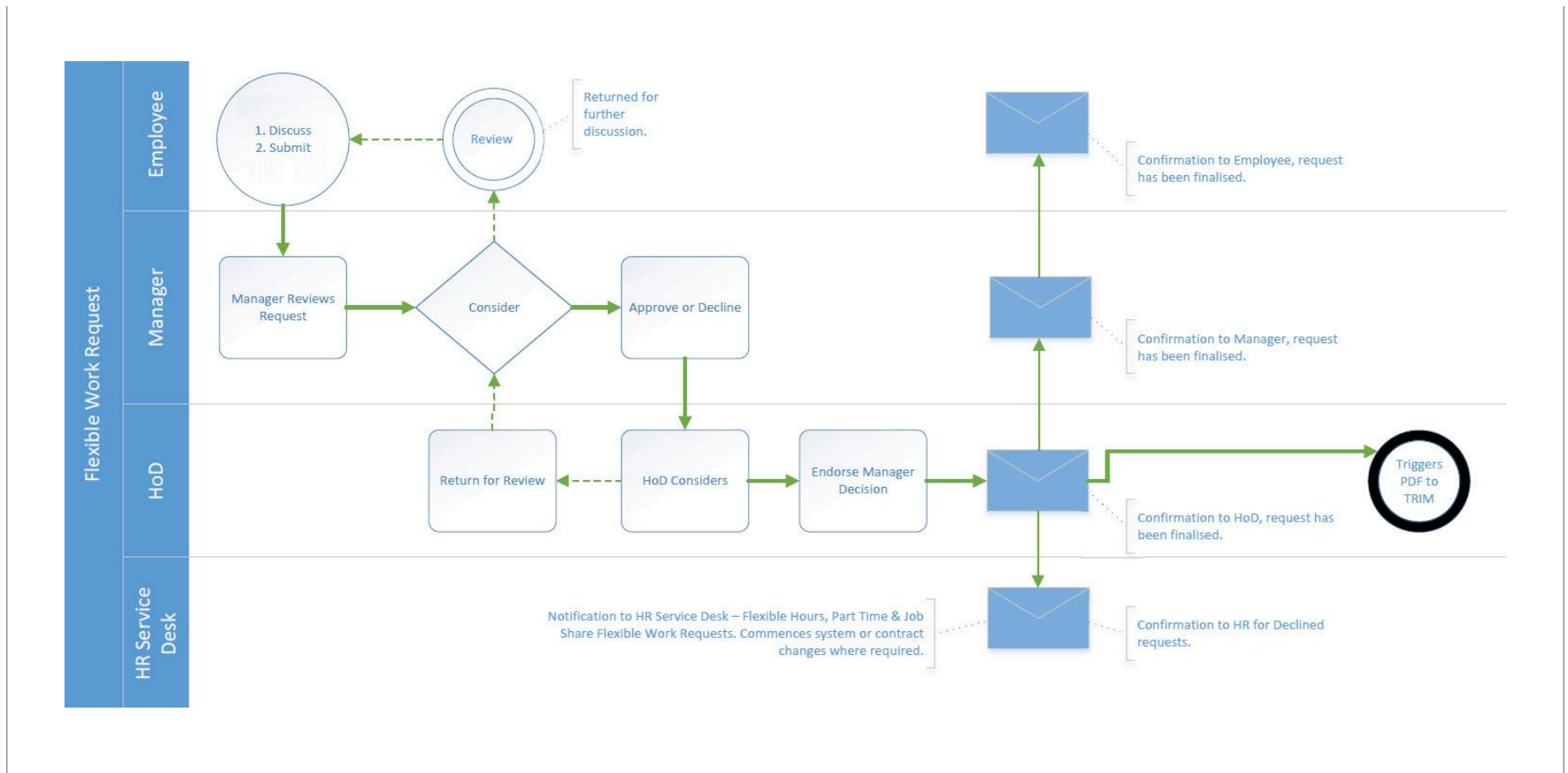
Implementation —

- Establish communication strategies.
- Ensure team meeting are inclusive (Refer to the [Hybrid Meeting Etiquette Guide](#)).
- Handover procedures (job share situation).
- Acknowledge out-of-office notifications.
- Set up [Phone diversion](#).
- Consider technology support.

Ongoing management —

- Review performance.
- Review objectives.
- Review team dynamic and workload.

Process —



RBA Page Owner



Flexible work arrangements

1 min read

As we settle into longer-term hybrid working arrangements, it is important that your safety and wellbeing are properly supported regardless of your work location.

With most people now likely to work from home some of the time, the process for requesting flexible work arrangements and the requirements to ensure your safety is properly managed at home have been simplified. You may work up to 2 days a week from non-office locations without needing to establish a formal flexible arrangement.

If you wish to work from home you will need to:

- Review the advice in the [Working Flexibly Guide](#) on how to set up your home workspace.
- Confirm your arrangements with your manager.
- Provide a photo of your home work environment to your manager to demonstrate that it is safe. The manager should review the photo to confirm the workspace is broadly consistent with the guidance provided.

- Complete the [working from home attestation](#) in RBEvolve.
-

Other flexible arrangements can be approved by your Head of Department.

Further details can be found on the Flexible Work pages in the [Employee Toolkit](#) and [Manager Toolkit](#) on the intranet.

Useful links

- Employee Toolkit > [Flexible Work](#)
- Manager Toolkit > [Flexible Work](#)



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Diversity, inclusion and flexibility



Information about the Bank's commitment to building a culture of diversity and inclusion.

Flexible Work Guideline

This Guideline provides information to managers and employees on the nature of the flexible work arrangements, the application process, considerations to be taken into account and the process for implementing and reviewing a flexible work arrangement.



RESERVE BANK OF AUSTRALIA

Flexible Work Guideline

March 2025

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1. Position Statement

A key element of the Bank's strategy is to attract, develop and retain high quality employees and to provide an environment that enables them to maximise their contribution to the Bank. Flexible work arrangements that accommodate a hybrid of working environments is an integral part of this.

This guideline provides information to people leaders and employees on the nature of the flexible work arrangements, the application process, considerations to be taken into account and the process for implementing and reviewing a flexible work arrangement.

2. Key Principles

The Bank is committed to flexible work arrangements wherever practicable. The following principles provide a framework for decision making when requesting, designing, implementing, and reviewing a flexible work arrangement:

- **Consideration** – Consideration will be given to the requirements of the role and the operational requirements of the team, department, and Bank. Where practicable, requests will be approved.
- **Performance** - Job effectiveness is assessed by performance (output), and not by the number of hours worked or the location that the work is undertaken.
- **Mutual Arrangement** - The Bank seeks to establish a flexible culture that is mutually beneficial. This means that employees accept that from time to time, the needs of a team or a department may require compromise arrangements to be made, especially during periods of peak activity. Conversely, people leaders should endeavour to accommodate the needs of employees who work flexibly (for example, by ensuring meetings are scheduled at times that enable all employees working flexibly to participate and utilising inclusive technologies).

3. Hybrid Workplaces

A hybrid workplace describes a work environment that provides for working in an office and working remotely from a non-Bank location. The Bank offers most of its employees a hybrid workplace environment enabling its employees to work from home (**WFH**) (or, where approved, other non-Bank locations).

Working from an office facilitates effective team collaboration, knowledge sharing and reinforces a good enterprise culture, while working from a residential location provides employees with an opportunity to flexibly balance work and other personal commitments.

WFH is not a replacement for childcare or other care arrangements. Appropriate childcare or other care arrangements should be established when an employee is WFH.

4. Other types of Flexible Work

A flexible work arrangement refers to situations where changes to working patterns, either short-term or long-term, have been agreed to, by an employee and their people leader in order to balance their personal needs and workplace commitments. These changes may relate to when, how and where an employee's duties are performed.

Types of flexible work arrangements which may be considered include:

- Flexible hours (including staggered hours, which may fall outside the 7am to 7pm timeframe)
- Compressed work week (4 days)
- Part-time work
- Job sharing

4.1 Flexible hours

Flexible hours means working the same hours each week but with varied start and finish times outside of the ordinary hours of work (7am to 7pm, Monday to Friday).

4.2 Compressed work week

A compressed work week allows the employee to work full-time hours and workload over less than five working days. The most common type of a compressed work week is a four-day work week.

4.3 Part-time work

Part-time work is when an employee's agreed regular working hours, and work responsibilities, are less than the standard full-time hours per week. Salary and other entitlements are calculated on a pro-rata basis according to the percentage of a full-time working week that is worked. In part-time employment, the hours and days of work, and work responsibilities, must be agreed between the employee and people leader.

4.4 Job sharing

Job sharing is where two or more people share the responsibility for performing one position. There is no single model for job sharing and it may involve working alternate days or weeks. As with part-time work arrangements, the hours and days of work must be agreed between the employee/s and people leader.

Job sharing arrangements may overlap so that, in aggregate, both parties work more than a standard full-time week. Should one party to a job-share arrangement wish to terminate the arrangement, it will terminate for both parties at which point, alternate flexible work arrangements will need to be arranged.

5. Classification of Flexible Work Requests

Flexible work arrangements fall into two broad categories:

- Temporary / Ad hoc
- Longer term Flexible Work Arrangements

There are also work arrangements such as part time or job-share that an employee is appointed to on a permanent basis. These arrangements are permanent and fixed and do not form part of this Guideline.

5.1 Temporary / Ad hoc Flexible Work

Temporary or ad hoc flexible working arrangements are for situations where an employee may need to make adjustments to their work on a short-term basis. These requests are generally informal in nature and, if approved, may not require any contractual changes.

This may include, but will not be limited to:

- Working from a non-office location to assist with health and wellbeing, study commitments, or family commitments (note this is outside of the WFH arrangements which apply under the Bank's hybrid work arrangements)
- Emergency care of a dependent (it may be more appropriate to take carers' leave)
- Temporary transportation difficulties (a car breakdown or transportation stoppage)
- Disruption to the usual workplace (building works, power failures)
- Attendance at home to accommodate a tradesperson or delivery of goods

5.2 Flexible Work

Flexible work arrangements may also be requested by an employee to formalise longer term changes to their working arrangements. These requests generally require written terms and conditions and/or contractual changes, particularly if the core hours of work are affected.

6. Review of Flexible Work Arrangements

To ensure that flexible work arrangements are suitable for both an employee and the Bank, any arrangement will be reviewed on a regular basis. It is recommended that reviews occur **at least every twelve months** and more frequently if the people leader or employee wish to do so, or the circumstances require.

If a flexible work arrangement does not continue to meet the genuine needs of the employee or the Bank's business requirements, the arrangement should be reviewed and either modified or potentially terminated.

7. Bank Obligations

7.1 Provision of Bank-owned office equipment and technology

To support employees who WFH, the Bank will provide employees the following:

- A laptop device or VPN token
- A technology pack (monitor(s), mouse, keyboard, and associated cabling) for roles designated as Critical by the Bank
- Headphones

7.2 Work Health and Safety

The Bank's commitment to Work Health and Safety (**WHS**) and obligations under WHS laws extends to employees who work remotely.

Employees who WFH (or, where approved, other non-Bank locations) must comply with the Bank's WHS policies and procedures. This includes taking reasonable care for their own health and safety.

Upon agreeing on the days they will WFH with their people leader, employees are required to set up their home office based on the advice in the *Working Flexibly Guide*, provide a photo of their home work environment and attest that their home work environment is set up appropriately.

If an employee has any concerns regarding their work health and safety in their remote workspace, they should discuss these with their people leader or seek advice from the WHS team.

Employees who are unable or unwilling to make these adjustments and attestation will be required to work from the office.

8. Employee Obligations

8.1 Preliminary Assessment

An employee should identify the specific flexible work arrangement that meets their needs. This will require a proposal for a flexible work arrangement and discussion with their people leader. Considerations may include hours of work, location, meeting options, communication options and a work plan.

Employees are encouraged to be receptive to management concerns. Where the people leader identifies potential barriers or considerations that may affect successfully implementing the preferred work arrangement, the employee may be asked to consider alternative arrangements.

8.2 Provision of employee-owned equipment and services

As a condition of WFH, employees will be required to provide the following equipment:

- Suitable technology (e.g. monitor, mouse, keyboard)
- Suitable desk and chair
- Ergonomic aids or accessories to suit their preferences (e.g. document holder, foot rest, sit/stand capability)
- First aid supplies
- Smoke detectors
- Mobile phone
- Internet access

8.3 How to apply for a Flexible Work Arrangement

Requests for Temporary / Ad hoc flexible work arrangements can be made verbally, or by email to the people leader. The people leader will consider the request and any operational requirements of the work area when making a decision.

For all other Flexible Work Arrangements, the proposal should be discussed with the people leader before a written request is made using the [Flexible Work Request Form](#).

The form may include additional information the employee believes may be relevant to the request, such as an assessment of the impact that the proposed flexible work arrangement might have on the employee's work as well as that of their colleagues, and how those impacts might be managed.

8.4 Execution

When a flexible work arrangement has been approved, the employee should ensure that:

- there is communication with both the team and people leader to ensure that there is visibility of the work patterns - this is a vital element of a successful flexible work arrangement
- they ensure relationships are maintained and developed regardless of the location or method of working
- there is a collaborative and proactive approach to communication with the team and people leader, assisting everyone in the change of working patterns
- they are open to adjustments to the arrangement in the event of changing workplace requirements e.g., leave, milestone events.

8.5 Considerations

Employees who are considering varying their hours, should also take into account how this may affect their leave accruals and insurance cover. Please also note that certain pay deductions (e.g. health society, and novated lease) are fixed dollar amounts that are applied independent of hours worked.

9. People Leader Obligations

9.1 Principle

The Bank expects people leaders to support flexible work arrangements and approve requests where practicable having regard to the operational requirements of the business.

People leaders will, together with the employee, develop mutually convenient flexibility arrangements that meet the needs of the business, the employee and the team. Where an employee has requested an arrangement that the business is unable to accommodate, the

people leader should seek assistance and advice from their HRBP to develop an arrangement which the employee could consider as an alternative to their original request.

9.2 Evaluating a Request

The Bank embraces a flexible work culture and understands that each employee is different and each request for a flexible work arrangement may be different. It is important to give consideration to how the individual employee works, including their performance, work styles and the type of arrangement being requested, and give consideration to:

- employee role and responsibilities
- communication options, team relationships and collaboration
- stakeholders such as colleagues, internal and external stakeholders, and project requirements as applicable
- recognising that 'one size does not fit all'
- evaluating requests fairly and without bias
- the importance of supporting carers.

9.3 Considerations

When assessing any request, people leaders can utilise the purpose built [Manager Checklist](#). Further assistance for managers is available through [Flexible Work Manager Toolkit](#).

People leaders must obtain endorsement from the Head of Department in relation to all flexible work arrangements.

Some employees have a legal right to request a flexible work arrangement and there are specific steps that people leaders must take within a specific timeframe to comply with legal obligations.

Employees who have a legal right to make a flexible work request are those who:

- are pregnant
- are a parent, or have responsibility for the care of a child who is of school age or younger
- have a disability
- have reached 55 years of age or older
- are experiencing family and domestic violence
- provide care or support to a member of the employee's immediate family, or a member of the employee's household, who requires care or support because the member is experiencing family and domestic violence
- are a carer within the meaning of the Carer Recognition Act 2010, that being an individual who provides personal care, support and assistance to another individual who needs it because that other individual:
 - (a) has a disability; or
 - (b) has a medical condition (including a terminal or chronic illness); or
 - (c) has a mental illness; or
 - (d) is frail and aged.

An individual *is not* a carer within the meaning of the Carer Recognition Act 2010 merely because he or she:

- (a) is the spouse, de facto partner, parent, child or other relative of an individual, or is the guardian of an individual; or
- (b) lives with an individual who requires care.

If an employee is the parent of a child or has responsibility for the care of a child and is returning to work after taking parental or adoption leave, the employee may request to return to work on a part-time basis to help them care for the child.

Employees or people leaders with questions about eligibility for flexible work requests should seek guidance from their HRBP.

9.4 Request Timeframes

People leaders should consider and respond to a flexible work request as soon as practicable.

Where an employee makes a flexible work request in writing because they fall into one of the categories in Section 10.3 above, the Bank must give the employee a written response to the request **within 21 days**, stating whether they grant or refuse the request. The Bank may refuse the request only on reasonable business grounds, and after it has first discussed the request with the employee and genuinely tried to reach agreement with the employee about changing the employee's working arrangements to suit their circumstances. In this case, the written response must include:

- the reasons for the refusal
- detail of the reasonable business grounds for the refusal and how those grounds apply to the flexible working request
- either:
 - the changes (other than the requested change) that can be accommodated or
 - a statement that there are no changes that can be accommodated to the employee's working arrangements in relation to their request, and
- information about how the employee may dispute the refusal in accordance with the *Fair Work Act 2009* (Cth)

People leaders should speak to their HRBP who can support in responding to these types of flexible work requests.

Due to the consultation process, there may be a short delay in order for people leaders to reach a decision and for the contractual arrangements to be finalised. Additionally, it may take time to make the necessary workplace adjustments before an employee's flexible work arrangement can be implemented. As such, employees should ensure that they submit their request to their people leaders well in advance of the date they wish the arrangement to take effect.

9.5 Communicating a Decision

People leaders should discuss the decision with the employee and confirm this decision in the [Flexible Work Request Form](#).

Temporary/Ad hoc requests can be approved verbally or in writing by the people leader.

9.6 Changes to Contract and Payments

If a flexible request is approved and requires a change to the employee's hours or work then this change must be reflected in the [Flexible Work Request Form](#). Once approved, the HR Service Desk will be notified to ensure the necessary terms and conditions are documented and the changes are recorded.

10. Guideline Management

10.1 Administration

This Guideline is administered by the People Department.

10.2 Implementation

The Heads of ER is responsible for the implementation of this Guideline.

10.3 Review

This Guideline is reviewed by the People Department at least every two years. All changes to the Guideline must be approved by the Chief People Officer.

10.4 Enquiries

Enquiries should be made to the People Support team or your People Partner.

11. Resources

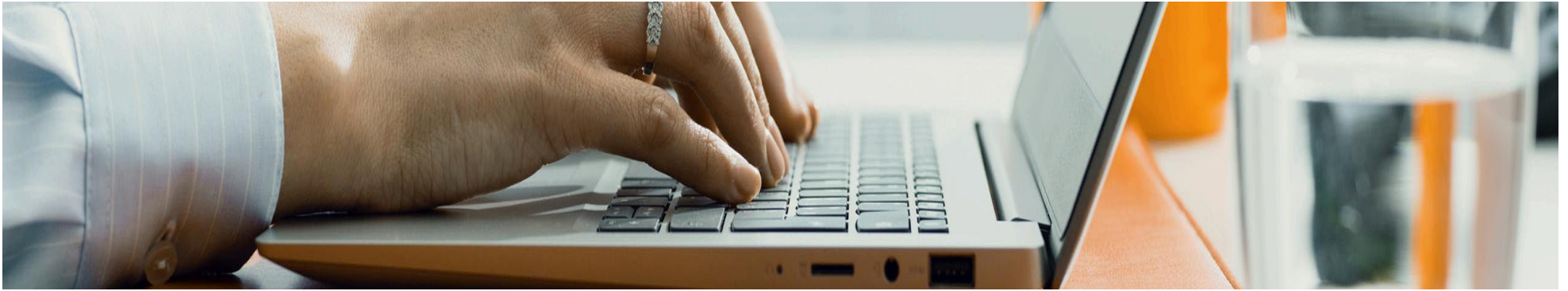
All related documents can be found in the [Human Resources Policy Governance Register](#).

Forms

- Flexible Work Request Form
- WHS Checklist
- Ergonomic Self-Assessment

Guides

- Working Flexibly Guide



Updates to Flexible Work Request Form

2 min read

On **Tuesday, 14 June 2022** an updated [Flexible Work Request Form](#) will be available for staff to submit a request for a flexible work arrangement. The new form improves the design, as well as the capture and processing of information for a better user experience. There are no changes to the current approval process

NB: Flexible working is different to hybrid working

Flexible working, or any arrangement outside standard working patterns, is available to you as long as our business needs are met. In our hybrid working environment, people can work from non-office locations up to 2 days a week *without a specific arrangement*.

New features

The new features of the flexible work request form allows you to:

- Select different **Flex work types**: Flexible hours, Full-time/ part-time, Job share, Working from Home, Working from another location, and Weekend work as normal hours
- Select a **primary work location** for payroll purposes with a reminder to update home address and emergency contact details in ESS
- Simply click if the request is an **ongoing arrangement**, when the relevant check boxes such as 'end date' will be hidden
- Select a **reminder notification** prompting either an extension or the creation of a new request before existing arrangements expire.

There will also be an **updated work schedule** table to capture fortnightly cycle as well as weekend work as normal hours if required.
