

Example flexibility policy A

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Company A's Approach

At Company A we are committed to developing better business leaders within a diverse, agile and adaptive workforce. We aim to provide an environment of wellbeing that supports all our people in achieving their professional and personal goals and we respect the many different demands on all of us from within and outside of Company A. Our approach to flexible working goes beyond legislative requirements to embrace a wide variety of individual circumstances and business needs. We believe that this approach equally benefits our people and the business through attraction and retention of great talent, individual and team effectiveness, productivity, morale and engagement.

We fully support flexible working at Company A for a wide range of reasons, including, but not limited to:

- Parenting and caring responsibilities
- Other family responsibilities
- Efficiency and productivity gains
- Sporting interests
- Community/volunteer work
- Approaching retirement
- Study obligations
- Returning from work following extended leave

Company A's approach is to encourage flexible working wherever possible when our people demonstrate personal responsibility, common sense, reciprocity and a consistently high standard of delivery. We consider informal flexibility to be an integral part of the Company A culture and it is important for us to keep this alive. In some cases, however, there is a practical need to take a more formal approach to flexibility. There are a number of informal and formal flexible working options available. Most options are available to all eligible Company A people; however some options are better suited to certain types of roles and at times there will be exceptional circumstance to consider.

All options are summarised briefly below and outlined in more detail on the following pages:

Informal flexible working options	1	Working from home on an ad-hoc basis
	2	Flexible hours on an ad-hoc basis
	3	Working from another Company A office temporarily
Formal flexible working options	1	Working from home on a scheduled day
	2	Flexible hours on scheduled day/s
	3	Career break
	4	Purchasing additional leave
	5	Unpaid leave
	6	Part time work
	7	Job sharing

We believe that there are a number of critical cultural factors which enable the success of flexible working, including:

- A culture of trust and respect for others
- Common sense and personal responsibility for high standards of performance
- Mutual benefit to our people and the business
- Reciprocity – flexibility is a 'two-way street'
- Understanding that 'one size does not fit all' – there are different needs at times for different roles and business units
- Communication and transparency
- Appreciation that flexibility is a privilege for good performers

Responsibilities

Individuals on flexible working arrangements:

All Company A people who are working flexibly (whether informally or formally) are personally responsible for the success of their own flexible arrangements. Personal responsibility includes:

Communication

- Communicate your arrangement openly and transparently with your team members and clients
- Communicate clearly with your team members about open matters
- Raise any issues proactively with your Manager
- Communicate with your team members about your availability when you are out of the office, including:
 - Regularity of checking emails (note: it is a reasonable expectation that our people check their emails for urgent issues when they are away from the office)
- Availability for business as usual consultation (including the most convenient timing and method of communication)
- Availability for contact regarding urgent issues

Flexibility within flexibility

- Understand that there will be times when it's not possible for you or for Company A to be flexible. Sometimes urgent issues or personal, team or client pressures dictate a need for temporary adjustments to schedules. There is an expectation that both you and Company A will 'do what it takes' to address issues / alleviate pressures, within reason
- Be willing to work outside of 'office hours' within reason to meet deadlines etc.

Proactively manage others' expectations

- Ensure your goals and deliverables are clearly understood between yourself and your Manager
- Identify and raise any issues with your Manager and relevant team members
- Ensure a process is in place for managing urgent work requests and communication when you are out of the office (e.g. responsiveness to internal and external clients, phone calls, team meetings, etc.)
- Ensure team members are aware of your accessibility outside of the office, including any limitations
- Ensure team members are aware of key client issues so these can be picked up if needed
- If you expect urgent work to come in from a client when you are out of the office and not able to respond quickly, ensure the client knows to copy other members of your team and that the team knows the appropriate action to take
- Appoint an appropriate contact for client or internal queries if you are not available

Effective use of Outlook

- Always use 'out of office' notifications
- Enable calendar access for your team members
- Enter calendar 'block-outs' for the time you are out of the office and unavailable
- Include any non-working days in your email signature

Confidentiality

- If you have a working from home arrangement, ensure that all confidentiality requirements are met within the home working environment (e.g. use of client files, client phone calls)

Health and safety requirements

- Ensure you apply appropriate health and safety principles regardless of work hours or location
- Provide clarification for Company A that all health and safety requirements are met within your home working environment

Technology

- If you have a working from home arrangement (informal or formal) you must have home internet access (at your own cost)
- If you have a formal working from home arrangement you must have a Company A laptop, headset and Skype for Business technology

Protection of Company A's property

- If you have a working from home arrangement (formal or informal), you must ensure that Company A data, property and equipment is protected and stored safely at home.

Demonstration of success

- Ability to demonstrate that the arrangement is working successfully for the individual
- Ability to demonstrate that the arrangement is meeting the needs of the team and clients

All Company A people:

All Company A people are responsible for contributing to the development and maintenance of the type of culture that enables successful flexible working. This means that we all need to:

- Respect others' flexible working arrangements, regardless of whether or not you choose to work flexibly yourself
- Understand that we all make a contribution outside of our office hours/working days at times, and this is not always visible to others, so it is important to work within a culture of trust
- Appreciate that outputs (the work that is delivered) are often more important than how the work is delivered
- Consider the office hours of colleagues before arranging meetings or calls
- Limit contact with colleagues on non-work days if the matter can reasonably wait
- Where appropriate, acknowledge emails from clients directed to a colleague who is out of the office
- Ensure that you know how to escalate issues in the absence of a colleague

Managers:

Managers are responsible for fostering a culture of flexibility within their teams. This means that they need to:

- Instill an environment of trust and respect
- Discuss and approve reasonable ad-hoc requests for informal flexibility
- Review and provide input to the approval of formal flexibility requests in conjunction with Leadership (note: local divisional Leadership has final approval of all formal requests)
- Manage team schedules to ensure appropriate coverage within the team at all times
- Ensure open communication and transparency about flexible working within the team
- Take a fair, consistent and 'two way' approach to the approval of all flexibility requests
- Work proactively with individuals to identify a compromise / alternative flexible working arrangement if necessary
- Clarify with individuals working from home that health, safety and confidentiality requirements are met within the home environment
- Hold team members accountable for performance and behaviour

Leadership:

All Leaders are responsible for driving the type of culture that enables successful flexible working across the firm. This means that they need to:

- Support all Company A people on flexible working arrangements
- Clearly communicate and promote the benefits of flexible working
- Role model flexible working
- Ensure effective implementation of flexible working in their divisions
- Hold people accountable for their responsibilities

In addition, local divisional leaders are required to:

- Ensure consistency, equity, appropriate coverage etc. across their business unit
- Approve formal requests for flexible working in conjunction with the relevant Manager (note: the local divisional Leadership has final approval of all formal flexible working requests)

Eligibility for Flexible Working

Company A's objective is to enable some form of flexible working for everyone who agrees to take personal responsibility for making their arrangement work.

In this policy we outline some of the key factors that will need to be considered when flexibility is requested.

This policy is a guide and there will be exceptional circumstances which mean arrangements may be entered into which were not envisaged in this policy.

There are some types of arrangements which are more suitable to some roles than they are to others (e.g. part time work, job share, working from home regularly).

Flexible working under legislation:

The Employment Relations Amendment Act 2014 gives all employees a statutory right to request flexible work.

Key points about Part 69AA of the Act include:

- An employee has the right to request temporary or permanent changes to hours.
- All employees have the right to request flexible working arrangements (not just those who have the care of a person as was the case with the 2007 legislation).
- The employer has certain duties in relation to response time and grounds for refusal
- An employee may make a request at any time
- A request must be in writing and contain specific information
- There is a process for resolving any disputes The Act is available on-line for further information:

<http://www.legislation.govt.nz/act/public/2000/0024/latest/DLM1398201.html>

Informal Flexible Working Options

Working from home on an ad-hoc basis:

The option to work from home on an ad-hoc basis is available to all Company A people in agreement with their Manager. Business reasons may include (but are not limited to) the completion of reports, projects or other designated responsibilities without office distractions. Personal reasons may include (but are not limited to) minor home repairs, home deliveries or inability to travel to work conveniently. Working from home may not be used for care giving purposes (Company A personal leave, annual leave and other flexible working options support our people in those circumstances).

Approval requirements are:

- Wherever possible, approval should be requested from your Manager at least 24 hours before the working from home period
- Home internet access (at your own cost)
- Access to Skype for Business technology and Company A laptop (use of a pool laptop is generally available if necessary)
- Compliance with health, safety, confidentiality and protection of Company A property responsibilities
- Advice to relevant team members
- The ability to effectively fulfil work responsibilities as per the normal office environment
- No cost to Company A

Working from another Company A office temporarily:

The option to work from another Company A office temporarily is available to all Company A people in agreement with their Manager. This is an option that would mostly be used in conjunction with personal travel (e.g. a HR member has a weekend away and would benefit from spending some time working in the Company A office in that location to help build relationships/Company A network).

Approval requirements are:

- Approval requested from Manager in advance
- Approval requested from local divisional leadership by Manager
- Advice to relevant team members

Flexible hours on an ad-hoc basis:

The option to adjust working hours on an ad-hoc basis is available to all Company A people in agreement with their Manager. There are many reasons (both business and personal) why we all need flexibility with our start and finish times occasionally. In return Company A requires us to be flexible with additional work requirements at times. Our philosophy is that this is a 'give and take' situation and this type of informal flexibility should be ingrained in our culture and the way we work. We trust our people to balance their work and personal commitments and 'get the job done.'

Approval requirements are:

- Approval requested from Manager at least 24 hours in advance (wherever possible)
- Advice to relevant team members

Formal Flexible Working Options

Working from home on scheduled days:

Upon approval by the relevant Manager and local divisional leadership approval to work from home on a scheduled day is available. Reasons for a regular working from home arrangement may include (but are not limited to) the autonomous nature of a role or specific tasks, efficiency and productivity gains or a need to balance personal commitments. Working from home may not be used for care giving purposes (Company A personal leave, annual leave and other flexible working options support our people in those circumstances).

Company A appreciates that there are valid business and personal reasons to work from home at times, while recognising that a regular working from home arrangement is more appropriate for some roles than it is for others. For example:

- At the Team Member level, a regular working from home arrangement requires careful consideration of the need for on-the-job development within the office environment
- Working from home is not a feasible option for front-line staff such as Receptionists; however there are other forms of flexible working available to people in those roles

Considerations about suitability for a regular working from home arrangement include:

- The type of work undertaken in the role
- Whether the work can realistically be effectively completed at home
- Whether the work can be completed without direct supervision or face to face input from others
- The ability to effectively fulfil work responsibilities in the office environment
- Impact on team members or direct reports
- Impact on client service
- Whether there is a distinct part of the individual's home that provides a safe, confidential and reasonable working environment
- Whether there would be a cost incurred to Company A

Obviously there is still a need for all our people to work from the Company A office or at client sites frequently in order to maximise collaboration and development. Therefore the frequency guideline for a regular working from home arrangement is a maximum of 1 day per week.

Refer to the Formal Flexible Working approval process and Flexible Working Request

Flexible hours on a scheduled day:

The option to work flexible hours on scheduled day/s is available to all eligible Company A people upon approval by the relevant Manager and local divisional leadership. This is an opportunity to maintain a standard 37.5 hour working week but to vary start and finish times on one or more days. This type of change to scheduled working hours may require an adjustment to the employment agreement and in IBS. Therefore HR must be made aware to process the appropriate changes if necessary.

There are many reasons (both business and personal) why regular flexibility may be needed with start and finish times. Our philosophy is that this type of flexibility works well as long as it is a 'give and take' situation. In return Company A requires us to be flexible with additional work requirements at times. We trust our people to balance their work and personal commitments and 'get the job done.'

Refer to the Formal Flexible Working approval process and Flexible Working Request

Purchasing additional leave:

The option to purchase additional leave is available to all Company A people upon approval by the relevant Manager and local divisional leadership. Under this flexible working option, employees can purchase up to 30 days (pro-rated for part-time employees) per financial year in addition to their existing holiday entitlement. This option allows people to take additional leave with pay rather than unpaid leave. Leave must be taken at a mutually convenient time.

The amount purchased is then deducted from the individual's salary. The repayment term for the amount of days purchased is calculated so that the leave has been purchased in full prior to the end of the current financial year (ending 31 December). Any additional leave purchased in a financial year must be used prior to the end of the same financial year that the leave was purchased within. Any unused purchased leave will be repaid by Company A as at 31 December of each year.

Refer to the Formal Flexible Working approval process and Flexible Working Request

Career break:

A career break is an opportunity to take an unpaid extended break from work of between 3 months and 1 year to pursue activities outside of work. This flexibility option is available to all eligible Company A people with more than 1 years' service, upon approval of the relevant Manager and local divisional leadership.

There must be a genuine intention by the requesting employee to return to Company A following their career break. Company A commits that the employee will return to a role that is broadly equivalent to their current role (note it will not always be possible to return to exactly the same role).

Refer to the Formal Flexible Working approval process and Flexible Working Request

Unpaid leave:

The option to take unpaid leave is available to all Company A people upon agreement by the relevant Manager and local divisional leadership. Up to 3 months unpaid leave may be taken once all outstanding holiday entitlement has been used. In normal circumstances, unpaid leave can only be granted once contractual holiday entitlement and any additional holiday purchases have been used.

Annual leave will continue to accrue and be payable during periods of unpaid leave unless employment is terminated.

Part time work:

Part-time employees have predictable hours of work each week, reduced from full-time hours of 37.5. Examples include:

- Working 3 or 4 days per week instead of 5 days
- Working reduced hours each day throughout the week
- Working a 9 day fortnight (i.e. working 5 days in one week and 4 days in the next week; paid for 9 working days in the fortnight instead of 10)

Part-time employees have the same entitlements as full-time employees but on a pro-rata basis.

Requests to work part-time must be approved by the relevant Manager and local divisional leadership. Part-time work is realistically better suited to some types of roles than it is to others. While it will always be considered as a flexible working option if an employee requests it, there are some circumstances in which it is not likely to meet business needs (e.g. due to the scope of a particular role). However, all requests for part-time working arrangements will be fully considered on a case-by-case basis; and the Manager and local divisional leadership will strive to accommodate requests for part-time work wherever possible.

All agreed part-time arrangements would ideally meet the following criteria to maximise continuity in meeting client needs:

- Minimum of 3 days per week working not less than 20 hours per week
- At least 2 working days to be consecutive

- Fixed days of work
- If an individual is requesting to move from full-time to part-time work, significant consideration is required between the individual and their Manager to ensure the role is 'right sized.' This includes identification of clients that need to be transferred to other team members to ensure service delivery is maintained seamlessly

Refer to the Formal Flexible Working approval process and Flexible Working Request.

Job sharing:

Job sharing is a form of part-time work where two employees share the responsibilities of one job (e.g. one works Monday to Wednesday and the other works Thursday and Friday).

Job sharing is realistically better suited to some types of roles than it is to others, and it is usually only appropriate at the Team Member level.

While job sharing will always be considered as a flexible working option if an employee requests it, there are limited circumstances in which it works well (e.g. due to the challenges of sourcing two employees with aligning flexibility needs; and also as the nature of many client-facing roles at Company A will often not be conducive to job-sharing).

In a job sharing arrangement, if one of the job-sharers should leave Company A, the remaining job-sharer will be offered the opportunity to take on the remaining portion of the role. If he or she wants to continue to work part-time, Company A will make every effort to source a replacement job-sharer. If this is not possible the job-sharing arrangement will cease.

Refer to the Approval of Flexible Working Arrangements section for the Formal Flexible Working approval process and Flexible Working Request.

Approval of Flexible Working Arrangements

Informal flexible working

There is no formal process required for the approval of informal flexible working (i.e. working from home on an ad-hoc basis, working from another Company A office temporarily and flexible hours on an ad-hoc basis).

Any Company A employee with an informal flexibility need must discuss this with their Manager. Company A's approach is to encourage informal flexibility wherever possible when our people demonstrate personal responsibility, common sense, reciprocity and a consistently high standard of delivery.

Formal flexible working

There is a formal process in place for the approval of formal flexible working requests (i.e. working from home on a scheduled day, flexible hours on scheduled day/s, purchasing additional leave, career break, unpaid leave, part-time work, job sharing).

Any Company A employee with a formal flexibility need must:

- Review the Flexible Working Policy in detail to ensure you understand Company A's approach, eligibility criteria etc.
- As a courtesy, discuss your Flexible Working request informally with your Manager before submitting it in writing.
- Complete the Checklist section of the relevant Flexible Working Request and submit the full document via email to your Manager and local divisional leadership so they have an opportunity to review it prior to a face-to-face discussion. Note: brief but considered responses to each question are sufficient.
- Schedule a 3-way meeting with your Manager and local divisional leadership to discuss your Flexible Working Request in detail.
- Meet with your Manager and local divisional leadership about your Flexible Working request. Note: you are responsible for initiating and leading this discussion, using the information in your Checklist as a guide.
- If there is a valid business reason why your Flexible Working Request cannot be approved in its current state, your Manager and local divisional leadership will work with you to identify an alternative solution that works well for all parties (wherever possible).
- If approved, your local divisional leadership will forward a copy of your Flexible Working Request to HR (and will retain the original).
- On receiving the approved Flexible Working Request, if applicable HR will provide you with a letter confirming any changes to your role, work hours, employment status, leave entitlements or benefits and the terms of your flexible working arrangement.
- If your request cannot be approved the reason for this will be communicated to you in writing on the flexible working request form.

Company A's commits to giving serious consideration to every eligible flexible working request, by both the Manager and local divisional HR leadership, to ensure equity and consistency across the business. Our approach is that most reasonable requests will be approved. It is only in situations where the proposed arrangement would seriously impact on our ability to meet client needs where it will not be possible to approve a flexible working request in its current form. If this situation should occur:

- The requesting employee will be consulted with the reasons clearly explained; and
- Every attempt will be made to identify an alternative solution that works well for Company A and the employee.

Monitoring and Review

There is a need for ongoing monitoring and review of all formal flexible working arrangements to ensure they continue to work well for Company A and the employee. Key points to be aware of are listed below.

- | | |
|--------------------------------------|---|
| Trial period | <ul style="list-style-type: none">• All formal flexible working arrangements are subject to a 3 month trial period to ensure that the arrangement is working well for both parties |
| Shared responsibility for monitoring | <ul style="list-style-type: none">• Both the individual and their Manager are responsible for monitoring the success of the formal arrangement and for proactively identifying, raising and resolving any issues that may arise in relation to communication, delivery, etc.• The local divisional leadership is responsible for ongoing monitoring of all formal flexible working arrangements to ensure equity and consistency across their business unit as well as delivery on client needs |
| Changes to the arrangement | <ul style="list-style-type: none">• Any changes to a formal flexible working arrangement (whether initiated by Company A or the employee) must be made in full consultation between the individual, Manager and local divisional leadership |
| Review discussion | <ul style="list-style-type: none">• In addition to ongoing monitoring, the success of the formal flexible working arrangement must be discussed at each performance review discussion (6 monthly)• This discussion must specifically include:<ul style="list-style-type: none">• Whether the arrangement is continuing to achieve the individual's objectives• How well the arrangement is working for the wider team• How client needs are being met• How well communication is being managed with clients and team members• Ongoing alignment of the arrangement with role requirements• For part-time arrangements, whether the role is appropriately 'right sized'• Any issues that may need to be addressed |