

Flexible working case study

Offering a flexibility of choice drives uptake across BHP's workforce

Key points

- Embedding flexible working was prioritised as a way to achieve BHP's inclusion and diversity goals, including gender balance by 2025.
- Because BHP is a global, 24/7 business, the approach to flexible working needed to be adaptable for different businesses and operational environments. It needed to work as well for fly-in-fly-out employees in remote and regional locations, as it did for those in the office. The emphasis was on 'how' it can work, not 'why'.
- Buy-in and enduring support from BHP leadership, starting with the CEO, was identified as the most important factor contributing to successful up take from managers and employees.

Works for me.

Works for NSW.

FLEXIBLE WORKING

Introduction

BHP is a world-leading resources company with global headquarters in Melbourne. It extracts and processes minerals, oil and gas, and has more than 60,000 employees and contractors.

In 2016, CEO Andrew Mackenzie announced the global goal of achieving gender balance by 2025, an aspirational goal in a male-dominated industry. Flexible working was identified by the company's global Inclusion and Diversity Council as a key strategy to help achieve this, and a set of global flexible working principles were developed and adopted. The challenge lay in finding the type of flexible working arrangements that worked for different businesses and roster requirements, and with 24/7 operational needs; for example, it had to be as effective for employees in its Brisbane-based Integrated Remote Operations Centre (IROC) or for fly-in-fly-out employees in remote Australia.

To get them started, a 'flexibility of choice' approach was piloted in some sites in Australia, which allowed employees to choose their rostering combinations. In the company's 2018 employee perception survey 45% say they have some kind of flexible arrangement.

Drivers of flexible working

BHP introduced flexible working as a priority to address three business challenges:

- **Achieving gender balance.** To better reflect the communities in which it works, BHP aims to achieve gender balance by 2025. There are four priorities to accelerate the delivery of a more inclusive work environment and enhanced overall workplace diversity. These include embedding flexible work, as well as working with supply chain partners, mitigating bias in systems and processes, and ensuring the brand is attractive to a diversity of people. Flexible working is seen as critical for attracting and retaining the talent for today and the future.
- **Adapting to the changing nature of work.** Automation and data analytics are changing the way that work in the mining industry is planned and undertaken. For example, drone technology provides real-time aerial footage and 3D maps of mining sites, reducing the need for on-site surveillance, and automation means some activities can now be undertaken off-site. These changes are allowing BHP to rethink its approach to work and the skill sets needed to do it, but also how to make that work attractive to different types of employees. For BHP, this makes human-centred management even more critical.
- **Retaining talent.** In one example a number of roles were centralised into the Integrated Remote Operations Centre (IROC) in Brisbane. Flexible rostering, through job sharing roles or shorter shifts, was integral in retaining these valued employees through this transition. It then became a way of attracting new employees, as BHP sought a workforce with different skills sets and a diversity of perspectives.

The challenge to address

Embedding flexible work across BHP, given it operates across multiple employment jurisdictions and operational environments, is a major undertaking. Within BHP, flexible working was treated with scepticism by some employees who might have initially thought it was only for working mothers, and some managers questioning how they could ensure work was being completed if they could not see their team. Communicating clearly that flexible working was 'for anyone, for any reason' is key.

The scale of the organisation and the number of different businesses and operational roles means that the approach needs to adapt to different circumstances and also provide employees with real choices.

Enabling flexibility for fly-in-fly-out employees

It is not typically possible, for example, for a mining machine operator to leave the site early and finish the day working from home – home is often 1,200km away, and the truck they operate may be larger than their house. Further, on site operations require 24/7 coverage with a specified spread of skills at any one time, and roster times can be of fixed duration.

At some sites in Australia, through consultation with employees, BHP instead developed rosters based on offering a 'flexibility of choice'. To create the roster combinations, BHP considered the work requirements that are non-negotiable, including an even coverage of employees across 7 days, the need for one supervisor per team, and certain restrictions brought about by airline timetables and the need for employees to travel to the site.

At the pilot sites, rather than being locked into the 2 weeks on, 1 week off standard roster, employees can choose between 13 different rostering combinations, e.g. 1 week on, 2 weeks off, or 2 weeks on, 4 weeks off. Wages are adjusted according to the roster option chosen.

Some roster combinations operate essentially as a job share, at 50% of the total salary. While this combination can be ideal for some workers; for example, a worker transitioning into retirement or a mother returning to work, it wasn't attractive for employees with different life circumstances; for example, a sole income provider with a family to support.

Additional roster combinations were developed that paid 66% or 75% of a salary to provide more options for employees wanting to use flexible working. They can now adapt their roster choices over time to suit their changing life circumstances. At these sites, employees are now free to choose their preferred roster – for any reason.

BHP has been overt about flexible working becoming an option open to everyone, and not just women. However, it has also been clear that what it might look like in one business might be very different to the way it works in another, because of underlying business requirements, and the needs of its employees.



Success factors for BHP's flexible work practices

■ **There is enduring support from BHP leadership.** BHP identified that the most important factor in its successful implementation of flexible working was the buy-in and enduring support from the top – starting with the CEO, Andrew Mackenzie. The global gender balance goal was publicly announced by Mackenzie at the 2016 Annual General Meeting. Mackenzie chairs BHP's global Inclusion and Diversity Council which endorsed the inclusion of questions about flexible working and whether employees felt comfortable asking for it in the annual employee perception survey. Mackenzie continues to share his own flexible working story through the BHP internal communication channels. Other senior leaders also contribute their stories, posting pictures of them working at home, with their global teams using WebEx and commenting on posts from team members working flexibly. Visible support from BHP leadership puts flexible working on the company's global agenda and helps address the fears that many have that their career progression could be hindered by using it. BHP believes that where leaders were more supportive of flexible working, uptake by employees increases.

■ **Take a principles-based approach, and apply it globally.** The scale of BHP and the varied nature of roles available meant that an overly prescriptive approach would be impossible to make work. Instead, BHP adopted a set of global flexible working principles, developed through consultation with employees, that business units can adapt locally. These principles include:

Start from a position of trust

Start from a position that every role is flexible

Flexible work is available to anyone, for any reason

■ **Make clear that flexible working is for everyone.** To overcome the strongly held perception at BHP that flexible working was only for people with a 'good reason' to justify using it (e.g. working mothers), BHP continues to implement a considerable program of communications to spread the message that anyone can work flexibly. Employees and leaders are encouraged to share why they engaged in flexible working on company-wide messaging systems, with a number of the stories being shared on the public microsite (<https://www.bhp.com/our-stories>). Many employees have now shared their stories, generating wide-reaching conversations across the organisation. These stories include: "I work flexibly so I can..."

Walk my dog

Work on my dad's trawler on the Great Barrier Reef

Help at cane harvest time

Look after my partner who is unwell with MS

Stay working in a job I love, yet wind down as I head towards retirement, by sharing my on-site job.

- **Designing in flexible working to systems and processes.** A key step to embedding flexible work across the organisation involves setting up HR, health and safety systems and processes to make it seamless to approve and manage flexible work arrangements. For example, in one part of the business, a standard approach was required to change people's pay for a scheduled or predictable flexible work arrangement. Rostering arrangements are being built into the people management system to support workforce planning. In another, the timing of organisational communications (e.g. employee surveys, department updates, safety investigations) are adjusted to ensure everyone is receiving the same information, even for rostered fly-in-fly-out workers who had been 'off' for 4 weeks. These steps have been challenging and occasionally time consuming to implement, but have meant that flexible work is becoming normalised and more consistent across the organisation, requiring less reliance on manager discretion to make it work. BHP recommends starting early with these changes as they will take time, but finding workarounds in the meantime.
- **Use data to monitor hot spots and guide 'intervention'.** In some parts of the business internal dashboards track KPIs for the number of roles advertised with flexibility, the number of people working part time, the number of people on formal flex arrangements and the number of men taking parental leave. The annual engagement survey also asks employees whether they felt they could ask for flexible work arrangements. This data is then used to identify hot spots where coaching and direction may help to support managers who may be unsure (or resistant) to flexible teams. Training programs on leading flexibility and leading inclusion are also being provided across the organisation.

Flexible work is becoming the norm and BHP is realising the benefits

BHP believes that the broader business case in support of inclusion and diversity is clear; that is, that more inclusive and diverse organisations are also more innovative, better able to mitigate risk, deliver stronger results and have higher employee engagement and increased productivity.

BHP's own experience supports this, with their most inclusive and diverse operations outperforming the company average on a range of dimensions, including safety, productivity and culture.

45% of employees now have some kind of flexible working arrangement at BHP. This has contributed in part to the increase in female gender balance progress up from 17.6% in July 2016 to 20.5% in June 2017 – a significant achievement in the mining industry. Flexible working has proven a valuable asset in improving the working lives of all employees, as well as contributed to achieving a more inclusive and diverse culture, as shown in the stories contributed by its employees. BHP continues its efforts to make flexible working the norm and embed it into its systems and processes.

Flexible working case study

Using workspaces to drive flexible working at Premier and Cabinet

Key points

- In 2014, the NSW Department of Premier and Cabinet moved offices to 52 Martin Place and used the design of new workspaces and an update of systems as a way to refresh their culture and work practices.
- A comprehensive change management program, underpinned by investment in communications, technology and leadership support ensured a successful transition. Adjustments made along the way were in response to experience on the ground.
- Activity-based working has also provided a springboard to consider what other forms of flexible working arrangements employees can use as the required culture and technology are now in place to support it.

Works for me.

Works for NSW.

FLEXIBLE WORKING

In mid-2014, all employees within the central Sydney offices of Premier and Cabinet (DPC) moved to 52 Martin Place. Moving everyone from two buildings to one, but with a smaller floor space ratio, required re-thinking how office space could be used effectively, while also contributing to further innovation, productivity and fresh ways of thinking.

Activity-based working (ABW) was identified as a way to manage the smaller space, and refresh the department's culture and work practices by designing spaces that encouraged collaboration or allowed for quiet concentration. However, moving to this format would require a significant shift in the way DPC employees had traditionally undertaken their work.

The change management strategy developed for the move therefore emphasised leadership advocacy, technology investments that were recognised as integral to the move's success, and a focus on developing managers' ability to drive performance outcomes, and the result was immensely successful. Employees adapted readily to the new way of working. This later supported a rapid uptake of flexible working after an 'if not, why not' approach was implemented.

What is activity-based working?

ABW means an environment where you have the choice to work in a space that best suits the task you are doing, the people you're doing it with and your personal working preference. Generally, no one is bound to one desk.

ABW at DPC means people can:

- sit at any available workstation within the 'home zones' identified for each team.
- clear their desk at the end of the day, unless they have an assigned desk for a core business reason.
- have their own locker space for storage, including their laptop and work materials.
- have access to break-out spaces to encourage collaboration and minimise disruption in open-plan areas.

Meeting the cultural challenge of change

DPC's work includes responding to the often time-critical needs of the Premier and Cabinet. Over time, this had led to the assumption that people had to be present at their desks for the full working week. Many processes were heavily paper-based, and new technologies were not used to their full potential.

Initially, there were mixed views from both employees and managers about adopting ABW, ranging from enthusiasm to resistance and scepticism. Some managers were concerned they would be unable to find their team, or not know whether their employees were working effectively. Others were concerned about the practical changes to their working environments, such as having enough space to store their items and the cleanliness of the desk space available, or confidentiality.

How ABW was successfully implemented

The move to 52 Martin Place and the adoption of ABW was an extensive undertaking. Success was achieved through five key factors:

■ LEADERS ENDORSED ABW AND FLEXIBLE WORKING



DPC leaders understood and acknowledged the benefits of ABW and consistently reinforced the core principles of the new way of working - not just to employees, but to key external stakeholders used to the old approaches.

Leaders role modelled the approach, with dedicated spaces allocated only on the basis of job design, not seniority.

Leaders also consistently emphasised that being present was not an effective way to measure performance, and that employees had their support to embrace ABW and, later on, flexible working. For example, a competition was introduced to encourage the use of flexible working, such as earning extra points for working part-time or taking leave, or recording non-standard entry and exit times to the building. Even after the competition ended, flexible working usage remained significantly higher than before the initiative.

■ INVESTMENT WAS MADE INTO TECHNOLOGY AND SYSTEMS



A significant investment of effort and resourcing was made into ensuring the technology and systems needed for ABW were in place for absolutely everyone, and with everyone receiving access to the same technology. This acknowledged the critical role that technology plays in ABW. The costs associated with it were wired into the business case for the new premises, and approved by government.

Everyone had their own laptop and all work environments became technology enabled; for example, reliable wifi access, projection and screen sharing and hearing loops in all rooms with video conferencing facilities.

Employees could therefore work from anywhere in the building or remotely, and use software to find each other.

■ A COMPREHENSIVE CHANGE MANAGEMENT PROGRAM WAS IMPLEMENTED



A comprehensive change management program was implemented 12 months before the move to bring people on the journey and build the mindset needed to work differently.

The emphasis was on helping people to imagine how the new workspace might look and feel, with workshops, posters, videos (including 'A day in the life of a DPC employee' in the new workspace), FAQs in the e-bulletin and regular internal communications.

Training for managers was critical. This included a 'Flexagility' training program that focused on challenging beliefs around needing to see employees to know they're working, and developing managers' capacity to supervise teams and individual performance on an outcomes basis.



■ THE FIT-OUT WAS WELL CONSIDERED

DPC had the opportunity to create a work space from the drawing board, drawing on evolving best practice and their unique departmental considerations.

Early engagement was sought from staff to ensure buy-in to the final design. For example, employees had input into the colour schemes and a competition was run to pick the names of the meeting rooms.

The final fit-out was a success - technology in meeting facilities worked well, the floor was well lit, end of trip facilities were convenient, and the furniture was modern.



■ THE APPROACH TO ABW WAS ADJUSTED TO SUIT DPC

The full extent of ABW was adopted at first, meaning employees were encouraged to work anywhere across the six floors and not be co-located with their immediate team.

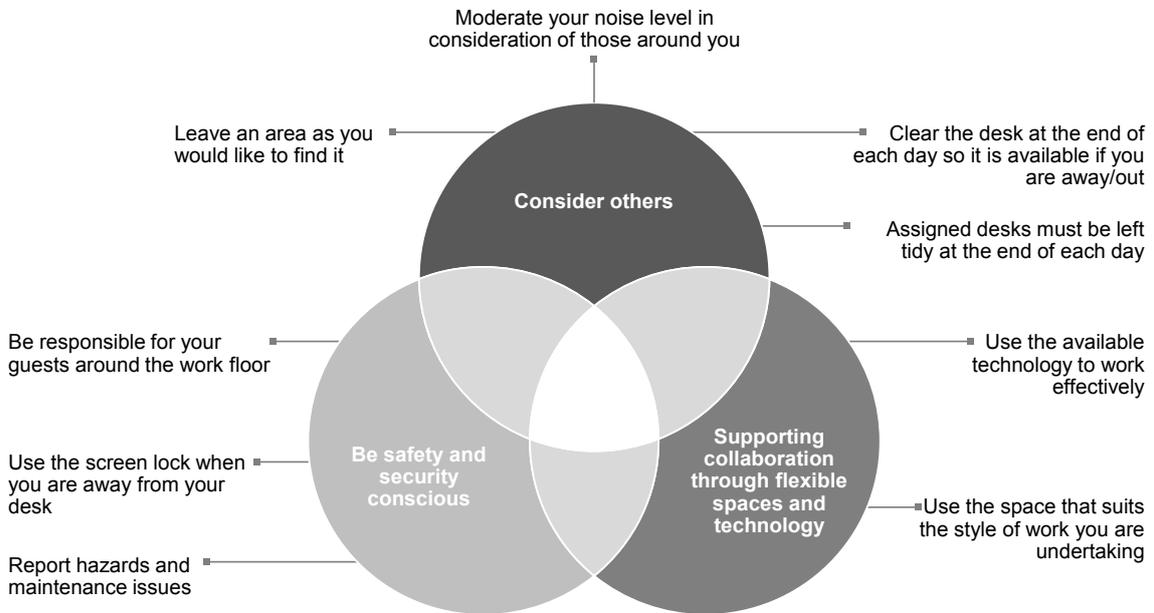
However, employee feedback after the move indicated people wanted the bonding experience from being physically located near their teams and were frustrated trying to find colleagues when everyone was dispersed. DPC's approach to ABW was subsequently amended to allow 'home zones', with teams given allocated areas to locate in.

DPC leaders indicated that the initial adoption of the full form of ABW was critical to transform the way employees approached their work. It was then appropriate to adjust it once the impacts of the new ways of working were better understood.

Dealing with the unexpected “small stuff”

Along the journey, DPC encountered an number of unexpected, relatively minor issues that had the potential to cause major headaches. DPC needed to be agile and promptly deal with these issues to ensure they didn't derail the success of the move; it was necessary to “sweat the small stuff”. For example, kitchen cleaning was upgraded to remove the overflow of dirty crockery that often caused tension, and the fit-out was adjusted to guarantee enough power plugs for phone and laptop chargers in all spaces. Items such as yoga mats didn't fit in the allocated lockers, other spaces were made available, and sufficient cleaning wipes and hand lotions for those concerned about clean desks were provided. Noise levels, cleanliness and being safety conscious were critical to making it all work. Social norms were defined and communicated through workplace protocols (see Figure 1).

Figure 1: DPC workplace protocols for 52 Martin Place



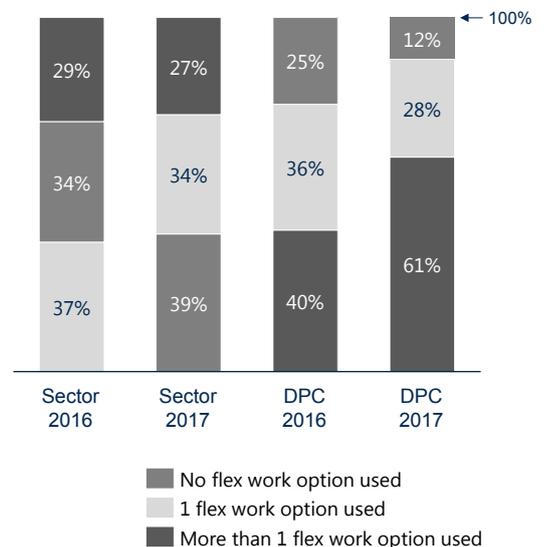
ABW removed common barriers to flexible working

DPC noted that a significant benefit of moving to 52 Martin Place (and ABW) was the way it contributed to the later roll out of flexible working arrangements on an ‘if not, why not’ basis, as some of the typical barriers to flexible working adoption had already been removed. Through the process of shifting to an ABW environment, managers had grown more confident about managing teams and individual performance via outcomes rather than ‘time at desk’, and employees felt supported to take ownership of the way they planned and arranged their work. These changes, along with the new technology and systems in place, meant that DPC employees now had the ability to do work anywhere at a time that suited them, their teams and their outputs, enabling factors further enhanced by a series of additional focused initiatives in communications and training.

The success of the entire flexible working implementation strategy is reflected in DPC’s 2017 employee survey scores, compared with the rest of the sector’s average (Figure 2). DPC employees reporting they used one or more flex work option at DPC increased by 20.6 percentage points, and the number of employees reporting they did not work flexibly decreased by 12.9 percentage points; while the sector trended in the opposite direction. As a cluster, DPC now has the highest uptake across the sector, and the highest satisfaction with flexible arrangements.

Figure 2: Percentage of employees using flex work options

Source: People Matter Employee Survey



Other benefits were realised

Other benefits of the move included:

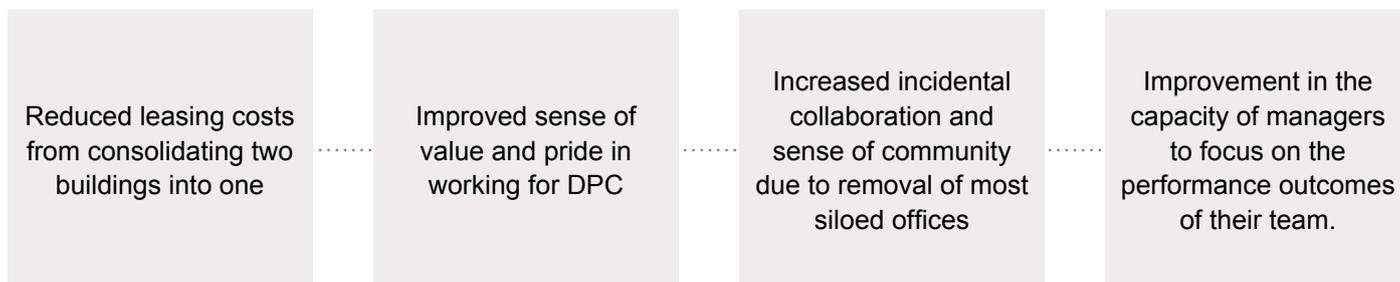


Figure 3: Anecdotal quotes from DPC employees



There is still further work to be done

Time and the turnover of staff means that there is ongoing work to maintain overall awareness of the benefits brought by flexible workspaces and flexible working. For example, over time, employees can settle into old patterns again, and become territorial about their neighbourhood. Everyone is therefore encouraged to keep moving around their allocated home zones as much as it makes sense. Managers new to the organisation are on-boarded with clear expectations of how the office works, and leaders continue to emphasise its importance through role-modelling the protocols themselves.



Flexible working case study

Mirvac used a team-based idea to drive flexible working in a male-dominated industry

Key points

- Mirvac encouraged employees to discuss as a team the one change they could each incorporate into their work lives to improve their work-life integration yet continue to deliver.
- Flexible working use by construction workers is now 76% in 2017 (up from 27% in 2015).
- This approach shows that implementing flexible working does not have to be complex or highly engineered.

Works for me.

Works for NSW.

FLEXIBLE WORKING

Mirvac is a leading Australian property group. Its stated purpose — ‘Reimagine Urban Life’ — is about creating more sustainable, connected and vibrant urban environments. Mirvac seeks to achieve this through its work and its engagement with its workforce, with its CEO championing flexible working as an enabler of improving diversity. A challenge to its implementation, however, has been to extend flexible working beyond the 60% of employees who work mostly in offices to the remaining 40%, who work on construction sites. As a male-dominated industry with traditional views on how work should be done, construction employees did not use flexible working much, and expressed little confidence in successfully asking for it. So Mirvac introduced a team-based approach called ‘My Simple Thing’, encouraging employees to share how they’d like to improve their work-life integration — and it has been a huge success in normalising the use of flexible working.

The drivers of flexible working

Mirvac was responding to three business challenges:

- **Improving employee engagement.** Results from Mirvac’s engagement survey highlighted that employees, particularly younger workers, wanted greater flexibility in order to balance their work and personal life, without feeling their career aspirations would be hindered.
- **Improving diversity and inclusion.** Mirvac CEO and Managing Director, Susan Lloyd-Hurwitz, champions the notion that diverse teams make better business decisions, with flexible workplaces one of the most important enablers of improving diversity. Improving the uptake of flexibility for both men and women was seen as an enabler of greater gender diversity overall.
- **Leading in agile workplaces.** As a leader in creating contemporary agile workplaces, it was a business imperative to transform the way Mirvac worked internally. This included moving into a new flexible and connected workplace at 200 George St, along with refurbishments in other state offices. In preparation for this move, Mirvac needed to transition its employees to a more agile and flexible way of working.



Flexible working at Mirvac: the approach

PILOT THE MOVE TO 200 GEORGE ST

In preparation for the office move in July 2016, Mirvac remodelled one floor in its old office to act as a prototype flexible workspace. All of Mirvac's Sydney office employees were able to experience this space before the move. Employees also received training on how the technology and their habits would need to adapt to work successfully in a flexible environment, to support them in the transition to new ways of working.

TRANSFORMING THE WAY WE WORK

To support the business through the move, a national program called 'Transforming the Way We Work' was introduced, designed to support flexible working and exemplify world-class workplace thinking. An intranet-based employee resource hub was developed that included guides on how to use the new technology and productivity tools.

TECHNOLOGY

Mirvac has provided employees with a number of hardware and software options and other productivity tools to support employees to work wherever they need. This included deploying over 1200 laptops to support working from different locations.

FLEXIBILITY POLICY

Mirvac introduced a new flexibility policy in 2015, and it encourages employees and managers to think creatively about flexibility, especially for roles where it was not traditionally thought of as possible.

FLEXIBILITY CHARTER

Mirvac introduced a principles-based Flexibility Charter, to support the change in habits and perceptions required as employees transform the way they do their work. The Charter emphasises that performance is about output and not time spent; there is a choice in how to deliver outputs; that everyone needs to be respectful of others; and that flexible working needs to work for the business, and it is okay to say no if it does not.

TRAINING

To embed the Flexibility Charter, Mirvac invested in an innovative training program, hiring actors to play out typical scenarios where employees request flexible working arrangements. The aim was to help managers consider how they could constructively engage in conversations that ensured both individual and business needs were being achieved.





“We didn’t want site employees to think flexible working was another corporate white-collar initiative that doesn’t apply to them”

The challenge for construction employees

The greatest challenge for Mirvac was how to implement flexible working for its 500 construction workers, 85% of which are male. This was challenging because of the traditional culture of the industry, the high-risk nature of the work performed, and the prevailing workplace perception that flexible working was only for ‘working mums’. Further, some flexible work practices, such as working from home, weren’t always relevant for construction workers, as their work requires them to be onsite. Consequently, construction workers felt flexible working was for a privileged minority and did not feel they had permission to request it.

‘My Simple Thing’: An informal, team-based approach to flexibility

Mirvac launched its Building Balance program in 2016, aiming to challenge the attitudes and behaviours embedded in the construction industry and re-think the way processes and procedures are undertaken. The program included various initiatives around improving flexibility, communications, productivity and streamlining processes.

An unexpected success from Building Balance was ‘My Simple Thing’. This initiative asked construction employees to think of one simple change they could incorporate into their work lives to improve their work-life quality, such as starting later to drop off the kids from school or finishing earlier one day per week for sports training. This simple idea, without significant infrastructure to support it, snowballed and drove significant change.

What made ‘My Simple Thing’ successful

- **Leaders were early role models.** Support and role modelling from the top was critical for the traditional construction industry. From the start, employees had unwavering support from their CEO. When the concept was introduced, she asked the entire executive to report back in two weeks with their ‘My Simple Thing’, and how they were making it work. The Head of Construction, Jason Vieusseux, also undertook a roadshow after the implementation, sharing his ‘My Simple Thing’ with employees – to share his own ‘Simple Thing’ and provide visible support for the initiative.
- **Peers became role models too.** Historically, the construction industry culture has been described as “macho” and “blokey”, where long hours are expected and days off or leaving early seen as a sign of weakness. Making flexible working acceptable among peers was an important step in engaging construction teams. The catalyst for this step was Mirvac participating in the Equilibrium Challenge, a series of micro-documentaries produced by the Workplace Gender Equality Agency that follow the lives of five professional men as they negotiate and move towards flexible working arrangements. The documentary included construction foreman Adrian as he pursued greater flexibility in his role in order to spend more time with his children (see following). This began the conversation of “If Adrian can do it, I guess I can too”. As more peers started to consider flexible working, the effect was exponential.
- **Team-based approach using site plans.** Without many systems and policies in place, teams began making informal arrangements to allow ‘My Simple Thing’ to work for them. Sites began developing site plans that detailed each team member’s ‘My Simple Thing’ and how teams could work together to make it happen (e.g. “You’re leaving early Wednesday afternoon to go soccer training so I’ll cover your jobs and you can cover for me on Friday morning, when I start later after dropping off my kids”).

Equilibrium Challenge: Adrian's Story

Adrian, a 31 year old construction foreman at Mirvac, participated in the Equilibrium Challenge on workplace equality. In the videos, he shared his desire to challenge old industry stereotypes and achieve greater work flexibility so he wouldn't miss out on his daughter's childhood.

Before working flexibly, Adrian worked between 50 and 58 hours per week, managing Mirvac employees and contractors on site, and ensuring the health and safety of all workers and visitors. Traditionally, this meant he had to be on site all the time. Adrian's father had also worked at Mirvac in construction, and regretted missing out on much of Adrian's childhood because of the long hours he worked. Adrian didn't want to repeat the cycle. This required him to challenge long-held stereotypes within the industry around presenteeism and a "macho" culture of putting in long hours. Adrian sought an alternative approach that would still get the work done, but also spend more time with his family. He sought approval to work 8 hours a day 3 days a week, leaving at 4pm each day to pick up his daughter Jasmine from day care. Adrian was surprised at how supportive his team was, because they realised that if he could make it work, it gave them the permission to work flexibly if they needed in the future: "They want to do it as well – they are happy for me to do it so it gets out there and gets more exposure."

Source: <http://equilibriumchallenge.com.au/site/?challengers=adrian-cory>



Mirvac has achieved success

Mirvac was amazed at how quickly 'My Simple Thing' was embraced by its construction teams, with the majority of sites developing a site plan for 'My Simple Thing', and 76% of construction employees now reporting they had some form of flexible working arrangement, facilitating better balance between their work and life. There was also the unexpected benefit of men opening up more about their carer's responsibilities, something that was previously perceived as only for women.

While Mirvac has not measured productivity improvements, it does measure what it terms 'the quiet'; the extent to which the My Simple Thing initiative across the Group did not create 'noise' and the level of output remained constant. More formal measurements include employee engagement, which had increased to 90% by 2018 — sitting above the top global norm for their survey provider. The percentage of employees using formal flexible working agreements (i.e. agreements that require documentation) has now increased from 14% to 20%, and Mirvac's flexible working policy is now one of the top four reasons that new recruits provide when asked "Why did you join Mirvac?", demonstrating it is an effective tool in attracting talented employees.



Flexible working case study

Flex@Q: A structured approach to adopting flexible working at Qantas

Key points

- Flexible working was identified as a key strategy for Qantas to keep pace with the future of work, attract future talent and support a diverse workforce.
- Qantas set itself a challenge to implement flexible working in selected business support areas by June 2018.
- Flex@Q is a structured adoption approach, with prescribed implementation steps and communication tools, that has enabled business support areas to adopt flexible working at a time that makes sense to them.

Works for me.

Works for NSW.

FLEXIBLE WORKING



Qantas is Australia's largest airline and one of the strongest brands in Australia. Adopting flexible work was identified as an imperative for Qantas to keep pace with the changing future of work, and to attract and retain a diverse workforce of great people.

At the end of 2015, Qantas committed to introducing flexible working in selected business support areas through a program called Flex@Q by June 2018. The size of the organisation, and the unique nature of each business segment, required a structured and supported approach that could be adapted for different contexts.

The successful implementation of Flex@Q has been enabled by early endorsement from the CEO and top 100 leaders, and a focus on equipping managers with the tools and capability to manage teams working flexibly.

The drivers of flexible working

Flexible working is a key strategy to address three business challenges facing Qantas:

- **Keeping up with the future of work.** As a complex global business, Qantas operates 24/7, incorporating unpredictable workflows and agile methodologies. This means there's no single standardised way of doing things, requiring flexibility in the way Qantas and its people conduct work. Advances in technology have increased expectations and the speed of work, but they can also play a key role in unlocking flexibility.
- **Attracting future talent.** Qantas needed to respond to growing evidence that millennials expect flexibility from their employers to create a strong employee value proposition and remain attractive to future talent, particularly in regions where competition is tough.
- **Improving diversity and inclusion.** Qantas sees flexible working as a significant enabler of increasing diversity and inclusion of its workforce, particularly in relation to women, people with a disability, and the ageing Australian population. Flexible working is an important step towards reaching Qantas' target of 35 per cent women in senior leadership by 2018. This includes offering men flexibility, to allow them to play a more active role as caregiver.

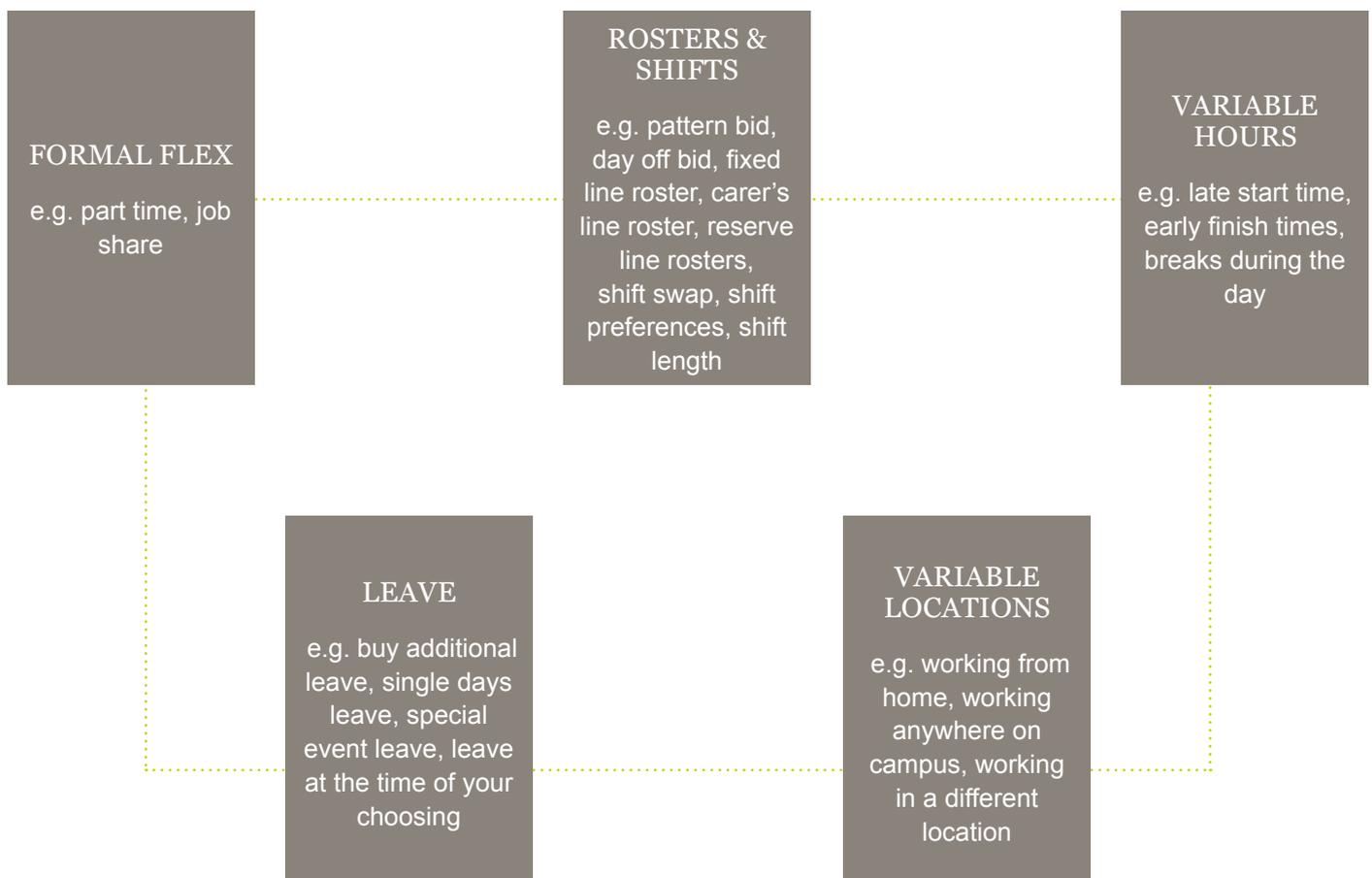
The approach to flexible working

Prior to developing Qantas' organisation-wide focus, flexible working practices at the company existed, but were often formal arrangements centred on mothers and carers. Flex@Q is Qantas' approach to recognising that its people have different lifestyles and commitments, and creating a culture and workplace where employees are encouraged to think about how they can incorporate flexibility in to their role. The approach also encourages managers to proactively talk to their team members about how flexibility could work for them. This doesn't mean that all roles can access flexible working all the time. Flexibility is available to employees in different ways, depending on their role and business need.

Key messages used for flexible working

- **RECOGNISE** it means different things to different people
- **TALK** have the conversation
- **KEEP TALKING** keep the dialogue open
- **BE OPEN** be open to new ways of working
- **SEEK SUPPORT** resources are available to support you
- **NORMALISE** make it the new norm

How employees can work flexibly depending on their role



Successful implementation of Flex@Q

There were key factors that have enabled the successful implementation of Flex@Q.

- **Embedded in other initiatives.** Rather than approaching flexible working as a stand-alone program, Qantas identified where it could complement other organisational initiatives, including Male Champions of Change, unconscious bias training and the roll-out of new IT programs (e.g. Office 365). This meant Flex@Q implementation was not seen as an independent change initiative, but as a key enabler of broader, multifaceted organisational change.
- **Structured and supported approach.** Based on what worked in trials conducted in two different business areas, a structured approach was developed to enable Flex@Q to be introduced in other business areas. As business areas can be at different levels of understanding, it was important to give each the power to conduct the roll-out at a time that made sense for them. The structured approach set out 26 suggested actions for implementation, and six compulsory steps essential for success that were identified by the trials. Required implementation steps included leadership briefings, establishing a segment working group and a pre and post implementation survey. Resources were provided to support implementation, including email communication templates, key messages, external case studies (see *Table 1*) and drop-in kiosks where employees could clarify their understanding. The right balance was found between providing the structure to make implementation clear and streamlined, while not being too prescriptive. Business segments retained flexibility to determine the timing of the roll-out and the adaptation of key messages.
- **Build the capability of managers.** Education and training has proven critical to build the skills to manage teams that work flexibly, and enable managers to move away from needing to see employees to know they are working, to evaluating their performance based on the outcomes achieved. The roll-out also included training and conversation guides to help managers talk to their employees about working flexibly, including how to check for biases and reach an agreement. Results from surveys done after each trial showed that employees feel less guilty about using flexible working over time. Qantas will continue to develop manager capability to support the ongoing implementation of Flex@Q across the organisation.
- **Buy-in from the top.** At the beginning of the journey, Qantas Group CEO Alan Joyce and his executive team unanimously agreed that it was important to implement flexibility at Qantas. The team worked through the best approach for different business units. In a recent survey of Qantas' top 100 leaders, 98 per cent stated they worked flexibly, with the remaining 2 per cent indicating they couldn't due to the nature of their work – but their teams could. Enhancing flexibility and team performance is now a key topic in leadership conversations.



Table 1: How key employee segments were supported

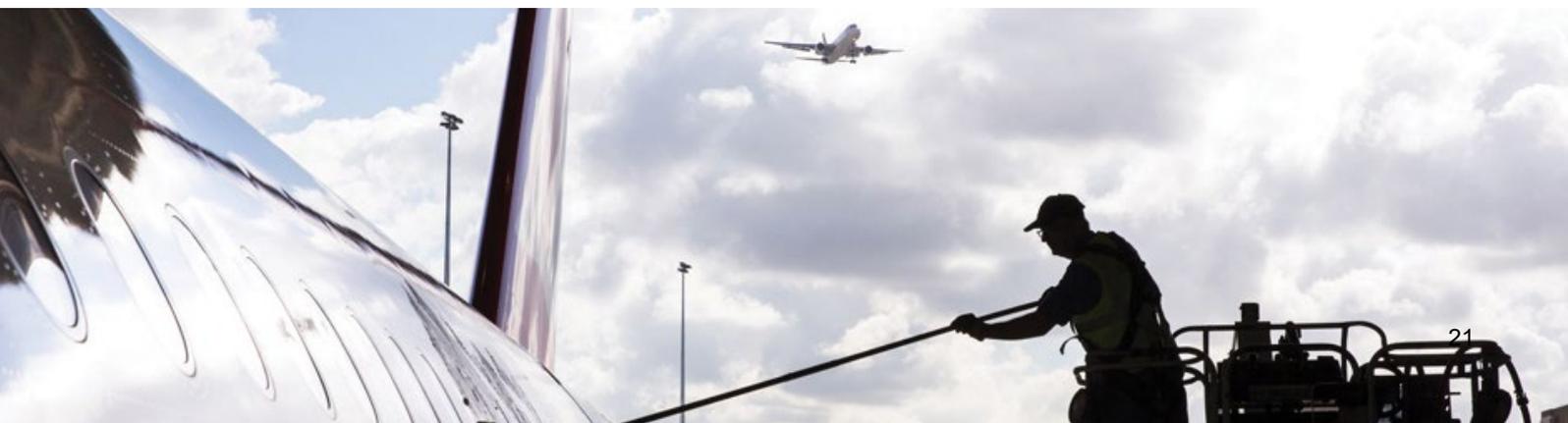
Stage	Resources	Leader	Manager	Employee	Working Group
Plan	Executive leaders briefing pack	✓			
	Working group adoption plan			✓	✓
Get ready	Email and calendar templates		✓		
	Managers briefing pack		✓		
	Managers activity		✓		
	Manager conversation guide		✓		
	Flex@Q survey	✓	✓	✓	✓
Launch	Employee briefing pack			✓	
	Employee agreement			✓	
	Email templates		✓	✓	✓
Other	Key messages	✓	✓	✓	✓
	Using technology	✓	✓	✓	✓
	Mindset shifts	✓	✓	✓	✓
	External case studies	✓	✓	✓	✓

Not all leaders or employees believed that flexible working was possible at Qantas, nor that there were benefits associated. Ongoing communication and sharing stories was important. One of the first steps was to invite employees to a briefing to explain flexible working, and how Flex@Q would benefit them, their team and the organisation. Regular and transparent communication was important throughout the roll-out. It also required regular check-ins and conversations once the official roll-out in that area was completed.

Support and education for managers and employees during the trials was required to demonstrate the motivations of flexible working and open their minds to how flexible working could benefit them. Pilots were important to overcome the fear of change and confront the mindset that ‘we won’t believe it works until we see it’.

Further work to be done

There is still work to be done to support the ongoing roll-out of Flex@Q. Flex@Q represents a significant achievement for Qantas, and presents the opportunity to re-define how their employees think about the way they work today and in the future.





RESERVE BANK
OF AUSTRALIA

Flexible working case study

The Reserve Bank of Australia builds manager confidence and capability to approve flexible working requests

Key points

- While a flexible working policy had been present for some time at the RBA, there was a renewed focus to encourage flexible arrangements in 2016, in part in response to demand from talented staff.
- Visible support from the Governor and the leadership team encouraged employees to ask for, and empowered managers to approve, flexible working requests. The newly established Employee Resource Group drove the cultural change required.
- Training for managers focused on preparing for flexible working conversations and managing with uncertainty.

Works for me.

Works for NSW.

FLEXIBLE WORKING



Introduction

The Reserve Bank of Australia (RBA) is Australia's central bank. It determines monetary policy, works to maintain a strong financial system and issues the nation's banknotes. While the RBA has had a flexible working policy in place since the early 2000s that offered employees a range of flexible working arrangements (including working from home, job share, part-time and flexible hours), its use was low. It was felt by leadership that this was the result of limited support and awareness, and its dependency on individual manager discretion to approve arrangements.

In September 2016, in his first town hall address as Governor, Philip Lowe announced a renewed focus on flexible working, giving his personal commitment to using it and supporting it. Visible endorsement from senior leadership; on the ground support from a strong Employee Resource Group, and having the technology in place meant that managers were now better placed to support flexible working requests.

Over the past 18 months, flexible working use has increased substantially across the organisation for both men and women. Employees see it as having transformed the work practices and culture of the RBA, making it a better place to work.

The drivers of flexible working

The RBA renewed its focus on flexible working for two key reasons:

- **Demand from employees.** Talented employees returning from parental leave initially drove demand. Flexible work arrangements were at this stage still the exception rather than the norm. This left many women in particular feeling that it was not okay to ask, instead returning to full-time work and struggling to integrate work and personal commitments. Providing greater flexibility better supported these valued, experienced employees returning to work and maintaining their engagement and wellbeing, in turn improving retention for the RBA.
- **Improving overall diversity and attract talent staff.** The RBA also recognised that flexible work arrangements would become a key enabler of improving diversity and inclusion more broadly, as well as a strategy for attracting talented employees. Flexible working arrangements would help the RBA recruit and retain the right mix of skills and people.



Steps that enabled success

Given that a flexible working policy had been in place for over a decade, a different kind of strategy was required to promote support, awareness and use.

■ Endorse its use from the top

In September 2016, Governor Philip Lowe delivered his first Town Hall speech to the entire organisation, announcing a renewed focus on flexible work for RBA:



Flexible work arrangements are an important aspect of supporting employees to meet their personal responsibilities outside of work at the same time as enhancing their contribution to the Bank. The Flexible Work Policy aims to promote an environment where flexible arrangements can become part of our routine way of working and where employees and their managers feel comfortable and supported in engaging in these practices.

This support from the Governor was a key step in signalling to the organisation that employees had permission to request flexible work arrangements and managers had permission to approve them. The RBA leadership team has also provided ongoing visible support through their own, high-profile use of flexible work arrangements, and overt support for their teams to use it too. As Deputy Governor Guy Debelle noted, “I work from home occasionally, and travel means I need to be able to work and call people from anywhere.”

■ Establish an Employee Resource Group to create the momentum for change

Shortly after the Governor’s Town Hall, the RBA launched a range of Employee Resource Groups (ERGs) bringing together over 130 employees to address accessibility, flexibility, gender equity, Indigenous participation, LGBTIQ, and race and cultural identity issues. The Flexibility ERG has worked with HR, IT and other key areas to develop a suite of flexible working initiatives and resources, focused on supporting key employee and manager questions such as “I want to know about the process and the form” or “I want to know what to do as a manager”. New resources include checklists, case studies, videos and FAQs, highlighting the principles to apply when deciding whether to accept or discuss a flexible work proposal, and profiles of employees working flexibly in a diversity of roles, articulating what made those arrangements successful. Leading the work of the Flexibility ERG is Deborah Harvey, Senior Analyst at RBA, who maintains that making the process easy to understand and access has been critical to its current success.

■ Early adopters demonstrated that it could be done, and pressed for progress

Like many organisations, there were a number of employees who already had flexible work arrangements, but until flexible work arrangements were normalised across the organisation, these employees felt that they were pioneers. They had to be tenacious, consistently demonstrating to their peers and other managers how they made it work. These early adopters (such as Bernadette Donovan, see following) became advocates for what was possible, and their success triggered a ‘demonstration effect’ that encouraged others.

■ Improved technology meant employees could work from anywhere

A review of business recovery planning resulted in an upgrade and triggered improved remote accessibility – with employees provided with laptops and remote access where relevant. This freed up employees to work from anywhere, adding to their flexible working options. Barriers to remote access, for example, a historic policy requiring teams to spend \$500 per person to establish a remote access log-in key, were removed as a departmental cost.

How flexible working pioneers demonstrate its success

Bernadette Donovan is a Senior Manager in the Financial Stability department, and a member of the Flexibility ERG at the RBA. In 2013, Bernadette returned to the RBA after her first child, becoming part of the first part-time job-share arrangement at manager level at the RBA. Bernadette agreed to share how she made it work, and how that has shaped her advice to other managers.



How was it possible?

When I was looking to return to work part-time, support was growing from leaders, and training on unconscious bias was challenging people's assumptions on working part time and progression. I was lucky that there happened to be other managers in my area who were also returning to work after having a child and wanting to work part-time – we had a critical mass. My line leader contacted me directly asking if I was open to returning to work in a job-share arrangement.

What challenges did you face?

When we first started, there were simple things that provided a challenge; for example where would we sit on our first day back? Would we share the same office? Would we share a computer? These things are straightforward to solve but no one had thought through them. There were harder challenges, such as the IT and HR systems; for example, our performance management system was not configured for job sharing, and we had to establish and communicate how the work would be split, and then measured. As no one had done a job-share arrangement at RBA before, there was little organisational knowledge on how it could be done. This meant that we had to remain adaptable, and be prepared to work it out as we went along.

How did you make it work?

We decided that day-to-day decisions would be made by the manager present on the day. We then had a one-day overlap where we could work through bigger strategic conversations that required both of us to make a decision. We also divided long-term projects between us. More recently, we created a joint section manager email address that both managers could see, to ensure nothing slipped through the cracks.

What impact has this experience had?

The organisation is now more equipped for job-share arrangements and the informal advice we provided to others has meant they haven't had to face all of the same challenges we did. There are now other job-share arrangements at the RBA. Personally, working in a job-share arrangement has taught me a lot about my own managerial style, which I have found rewarding.

What advice would you give to other managers concerned about arrangements like this?

Leaders often don't realise that staff feel reluctant to ask for flexibility because they might be judged as taking their career less seriously, so it's important to be open about your support. I encourage other managers to start with a perspective of 'can I accommodate this?' Set up some ground rules, give it a try, and always know that if you have doubts, there are ways to explore those.

Many managers like certainty and making informed decisions – it is what we do here at the RBA. But when someone first tries working flexibly, there are a lot of unknowns and it can seem like an uncomfortable or unfamiliar grey area. If it works well, then that's great, and if it does not, then it is okay to review it, and you will end up a wiser manager for the experience.

The challenge for managers

Flexible working arrangements were utilised across the RBA to various degrees, depending on the team. It became clear that the critical factor in uptake was manager support. Sometimes this was driven by manager scepticism, but in other instances, it was because their support had not been visible enough, so employees assumed it would not be possible.

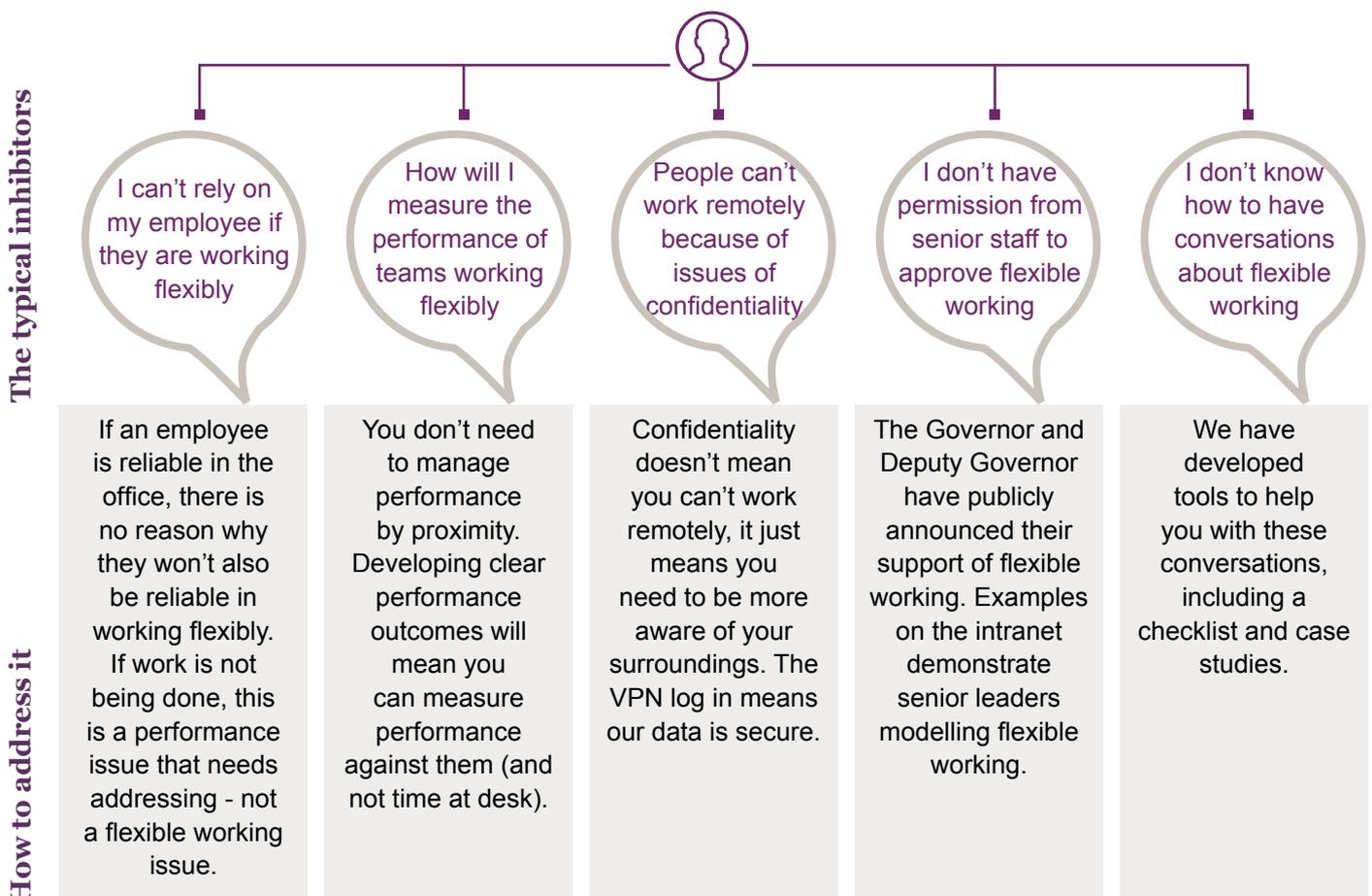
Significant support was then given to line managers to equip them with the confidence and capability to have conversations with their employees.

How the RBA supported its managers

Manager training was provided with a focus on directly addressing the perceived inhibitors to working flexibly (see Figure 1 below), preparing for and having flexible work conversations with employees, and managing teams that work flexibly.

The training also helped managers become comfortable with uncertainty – a necessary aspect of flexible work. It was not possible to provide the level of certainty some managers wanted due to the individualised nature of flexible working arrangements. Instead, the messaging focused on encouraging managers to have the confidence to say yes, even without fully understanding the mechanisms of how it might work, but knowing that the arrangement could be periodically reviewed. The ERG developed case studies, which gave managers examples of how they might re-negotiate or accept a flexible work proposal.

Figure 1: Addressing the typical inhibitors to flexible working



Adding a point of review for manager decisions

Previously, flexible working proposals were only reviewed by line managers, providing a single point of refusal. It was felt that sometimes managers refused because they anticipated their Head of Department might not support a proposal. So the process was amended, and any refusals now go to the Head of Department for validation. The emphasis in this process remains on having the manager drive the decision and the negotiation (if needed), but there is now an extra line of review, and when necessary, support for the decision made. This means that managers now make more thorough assessments of flexible working requests, knowing that their refusal must be substantiated. Involving the Head of Department in the process means other options may also be considered.

Employees believe flexible working has transformed RBA

There has been a rapid uptake in flexible working arrangements at RBA in the last 18 months, with 123 employees (of 1400) commencing a formal flexible work arrangement between 2016 and 2018, and many more staff utilising ad hoc or informal arrangements. Most of the flexible working arrangements are by women, but there is an increasing number of men taking up flexible work.

Anecdotal evidence across the organisation and from head of human resources Michael Anderson, indicates employees are experiencing greater wellbeing and are more comfortable with their work-life integration, because of the availability and support for flexible working arrangements.

An unexpected benefit of introducing flexible working at RBA has been its ability to examine broader challenges around manager capability, providing targeted support where required.

Next steps for RBA

The RBA considers its journey of flexible working in the context of the four stages of learning. Before flexible working was visibly endorsed by the Governor, employees did not always feel comfortable requesting flexibility. As a result of the program, the RBA has raised consciousness and is moving towards making it simply another accepted aspect of the way work can be done. Areas of future focus include:

FLEXIBLE WORKING IS AVAILABLE TO EVERYONE – FOR ANY REASON

Further work is required to increase awareness that flexible working is available to everyone in the organisation, and not just working mothers. At the moment, working from home is used significantly across the organisation by both men and women, but part-time and job share arrangements are mostly used by women. The RBA would like to make this profile more diverse.

IMPROVING THE VISIBILITY OF AD HOC ARRANGEMENTS

Like many organisations, the RBA currently only measures its number of formal arrangements. Improving data about ad hoc and informal arrangements will enable the RBA to better monitor its overall use of flexible working arrangements, and consult with business areas where uptake is low. The current review of position descriptions will highlight the small number of roles that have limited flexibility, further assisting visibility.

BUILD CAPABILITY TO CONDUCT VIRTUAL MEETINGS

The RBA is working to ensure that teleconferencing options are the default for all meetings, and build capability in chairing effective and inclusive virtual meetings. Upgrades in teleconference technology may also be required.

CONTINUOUS IMPROVEMENT OF REMOTE ACCESS TOOLS

The RBA is working towards streamlining and improving the user experience when establishing and maintaining remote working tools.



the women's
the royal women's hospital
victoria australia

Flexible working case study

Changing rostering to improve employee health and wellbeing at the Women's Hospital

Key points

- The Royal Women's hospital (the Women's) in Melbourne is Australia's first and largest specialist public hospital dedicated to improving the health and wellbeing of women.
- To improve the health and wellbeing of their 24 /7 rotating employees, the Women's is rolling out a more formalised, systematic approach to flexible working, including for its rostered clinical staff.
- Employees can now express their preferred rosters, and the Women's is committed to ensuring at least 50% of each request is met for their 24 /7 rotating staff. Combined with education on wellbeing, the Women's is already seeing a reduction in unplanned absences.

Works for me.

Works for NSW.

FLEXIBLE WORKING



Introduction

The Royal Women's hospital (the Women's), founded in Melbourne in 1856, is Australia's first and largest specialist public hospital dedicated to improving the health and wellbeing of women and newborn babies. The Women's provides high-quality clinical care to women and babies, and acts an advocate for women's health and wellbeing.

The Women's has 430 corporate and support staff, and 1900 clinical staff, working across maternity, neonatal, gynaecology and cancer wards. Flexible working opportunities, including the ability to submit roster preferences, have been informally available at the Women's since the early 2000s. However, in 2017 the Women's identified a need to improve the health and wellbeing of its staff; as a workplace devoted to women's health, it made sense to care for its employees' health as well. This prompted a drive to implement a more formalised and systematic approach to flexible working.

A particular focus has been flexible rostering practices, including the introduction of a 50% target to approve staff rostering preferences, and providing support and training to staff on how to roster in a way that is conducive to their health and wellbeing. This coordinated approach has increased fairness, with flexible working being more consistently implemented across the organisation, and less reliance on individual manager discretion.

Drivers of flexible working

The Women's had three key business challenges to address:

- **Reduce burn out and improve employee health and wellbeing.** Analysis of workforce data and climate surveys of the nursing and midwifery staff found that burn out and unscheduled absence, linked to the demanding nature of the work, was a real concern. The Women's saw increased flexibility, particularly for its clinical staff, as an opportunity to re-dress this. Genuine care for its employees is core to the Women's strategy for delivering exceptional patient care.
- **Retain talented employees.** Flexible working was identified as a way to improve the retention of talented staff, particularly women returning from parental leave. The specialist nature of the work at the Women's means it is critical that there is an adequate supply of appropriately skilled professionals in all disciplines, making a successful return to work key. Increasing competition across the state of Victoria offering similar services to the Women's will strengthen the focus on the retention of talented and experienced staff.
- **Live up to the organisation's values.** Part of the core value of the Women's is advocating for women's health and wellbeing more broadly and recognising the unique challenges that women face throughout their lives. While requests for flexibility are available to all employees for any reason, the Women's recognises the particular benefit that normalising flexible working provides for its female employees.

The challenge to address

Flexible working has been available for employees at the Women's since the early 2000s. However, requests were handled on a case-by-case basis and relied heavily on individual manager preferences and decision making. There was no organisation-wide, consistent approach articulated.

This resulted in variations between teams on how much flexibility was supported and how many request preferences were fulfilled. Furthermore, changing workforce demographics meant a decreasing proportion of full time staff and increasing total head count. Managers are now responsible for teams of up to 70 to 250 people, making it difficult to keep track of individual conversations on flexible working arrangements and ensuring consistent, equitable decision-making principles were applied to all requests.

A more systemised, formal approach to flexible working

In response, the Women's adopted a goal of ensuring that all 24 /7 rotating employees were able to receive at least 50% of their rostering preferences. Systems and processes were updated to standardise how rostering preferences were made and approved, and to accommodate a greater number of flexible working requests. This approach needed to treat people as individuals and consider their unique needs, rather than taking a 'one-size-fits-all' approach, and ensuring organisational needs are met.

Steps that enabled success

Focusing on health and wellbeing.

As hospital dedicated to women and their wellbeing, it made sense to ensure its approach to arranging work similarly supported its employees. This was handled a number of different ways:

Adjusting afternoon shift times. Employee feedback indicated that there was not enough recovery time between an afternoon shift and the morning shift the day after. In response, the Women's adjusted the afternoon shift time from 1.30-10pm to 1.00-9.30pm. This 30-minute difference meant employees were able to go home earlier and have adequate rest before returning to work the following morning. Improved roster practices allowed 'back-to-back' shift frequency to be monitored, as these shifts are not optimal for wellbeing.

Increasing the use of career breaks. To address burnout, the Women's will implement a pilot in 2018 to support nurses and midwives to take six months leave without pay to re-energise, yet know that there is a job on their return. Leave without pay was always a possibility, but like other flexible working arrangements, inconsistency in how it was communicated and implemented resulted in low uptake.

Improving awareness on healthy rostering behaviours. The Women's rolled out a 'Life Skills Program' that provided education for employees on how to request rosters for the benefit of their own wellbeing, e.g. the need to request an afternoon shift before a night shift. This was of particular concern for younger workers, who may have been requesting shifts that they believed worked better with their lifestyle, but were in fact risking a negative impact on their health and wellbeing.

Communicating transparently with employees.

The Women's made a concerted effort to ensure that it was being transparent with employees about the changes made to flexible working and how it would affect them. For rostering, this included transparent and prompt communication if the goal of satisfying 50% of rostering requests could not be met (e.g. due to capability requirements in specialist areas). It was also widely communicated that flexible working was available to all nurses and midwives, for any reason. This helped to address perceptions that flexible working was only for specific cases such as for working mums, or that it should be terminated when a caring need ended.

Providing guidance, not prescriptive rules.

Managers needed support to implement a more consistent approach to flexible working, however, the Women's didn't want to be so prescriptive that it became too hard to apply. Information is provided in the format of frequently asked questions, rather than policy with prescribed steps. Control over the flexible working decisions made, and accountability for how the conversations were handled remained with managers who know their team best, with the People, Culture and Wellbeing team on hand for expert advice and support if needed.

Using the data to drive behaviour.

Unplanned leave data is analysed, and is used to prompt conversations with teams and employees with high frequency or unusual patterns. Managers are then supported to discuss with their employees any issues that could be contributing to that unplanned leave (e.g. illness, family issues, outside commitments, work-related drivers) and how the employee could be better supported to improve their attendance. In some instances, trends are identified between an employee's rostering patterns and their unscheduled absence. This allows managers to work with employees to develop rosters that better suit their needs. For other employees, the data prompts conversations about whether a more permanent flexible work arrangement is required.

Making it easy.

The Women's has an online rostering tool that enables employees to submit their preferences from anywhere, at any time. This tool has been well received and is currently being rolled out across the organisation. The Women's is also formalising a shift messenger app for nursing and midwifery teams, which allows clinical employees to take up shifts, or swap if they can no longer undertake the shift. This reduces the administrative burden of shift swapping, and may also reduce incidence unplanned leave.



Demonstrating commitment to flexible working through improved parental leave and return to work arrangements

In line with its core value of advocating for women's health and wellbeing more broadly, the Women's has made additional specific commitments, including:

Improving return to work after parental leave. The Women's has reviewed its return to work practices and made adjustments that better assist employees returning to work after parental leave, particularly those on a rotating roster. This has involved allowing permanent shift arrangements – a rare practice for the healthcare sector.

The Women's is rolling out this new approach across the organisation

Though early in their journey, the Women's is beginning to notice how increased flexibility has meant employees are better able to balance work and home life. There are early signs of an improvement in staff health and wellbeing. Further study will quantify the impact these initiatives have had on reducing burnout and improving health and wellbeing.

Flexibility means people feel more supported and valued, with the goodwill generated being repaid in greater team stability and more reliable attendance. The Women's reports savings of approximately 7,000 hours of unplanned leave since 2017, equivalent to about \$420,000.

