

30 March 2026

Julia Angrisano  
National Secretary  
Finance Sector Union  
Level 13, 380 La Trobe Street  
Melbourne VIC 3000

By email: [REDACTED]

Dear Julia,

**Your letter dated 23 March 2026**

Thank you for your letter and I note your request that Aware Super immediately suspend any office attendance requirements in light of ongoing cost of living pressures, largely driven by the current geopolitical global uncertainty. This topic is obviously one we are monitoring closely for the fund – for both our people and our members.

At this stage we do not propose to issue a working from home direction to our people and I provide some further details below on the rationale around this. I equally assure you that we remain vigilant on any broader directions on this topic from relevant authorities and will amend our approach if these directions change.

**Hybrid and flexible ways of working**

Aware Super has never issued a strict return to office mandate – as a fund, we support flexible ways of working and this is a core part of our employee value proposition.

Our hybrid working guidelines enable our employees to strike a balance between a minimum in-person office attendance and working from home (or other locations). Of course, there are a minority of roles which, as an inherent requirement of the position, have higher office attendance expectations to support our members or our core business operations.

Our employees may apply for formal flexible working arrangements to vary office attendance expectations due to their personal circumstances. Flexible working arrangements are assessed on a case-by-case basis, according to individual circumstances and operational requirements, amongst other factors.

We also embrace informal flexibility for our people, according to individual needs arising at short notice, and this continues to be provided across our workforce, subject to discussion and agreement between employees and their People Leader.

**Benefits of in-person connectivity**

We have built our approach to flexible working with the knowledge that in-person connectivity enhances belonging for our people at Aware and is a recognised protective psychosocial factor for employee wellbeing. We would always make any decision around working from home with this front of mind and have learnt from the lessons of the past few years in building our hybrid working model.

**Monitoring the current global uncertainty and cost-of-living pressures**

We are mindful of the ongoing effect of the cost-of-living pressures on our workforce, however, we make no assumptions about the variety of transport methods that our employees have available to them for travel to our offices. As an employer of choice, we also pride ourselves on the geographical accessibility of our centrally located offices, which are well serviced by public transport.

We are very sensitive to the potential impact of fuel costs and scarcity for employees who are dependent on that method of travel to attend the office. For employees experiencing these circumstances, and for whom there is no reasonable alternative or substitute travel method available, we will continue our practice of supporting individual flexibility and encourage employees experiencing such circumstances to discuss their situation and flexibility requirements with their People Leader. We also offer a comprehensive employee assistance program to support our people and their immediate families for times when they need it.

#### **Directions from state and / or federal governments**

Whilst we believe that our approach to flexible working for our people provides sufficient support during the current times, we will always follow any directions from the relevant authorities regarding our workforce. This is the approach that we took during the pandemic and ensures that we are aligned to the instructions from state and federal governments.

#### **Ongoing dialogue**

As advised, we will continue to watch the external environment closely and we appreciate the opportunity to engage in a constructive dialogue with the FSU about this. If you have any questions, please don't hesitate to reach out to me or Steve Hill.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'D. Stewart', written in a cursive style.

Deanne Stewart  
Chief Executive Officer