

24 March 2026

To whom it may concern,

I write on behalf of Don Ferguson in response to the letter dated 23 March Re: Suspension of office attendance requirements.

Thank you for taking the time to outline the concerns raised by your members.

We understand the challenges that rising household, transport, and general living costs create for employees. Supporting our people through these pressures remains a priority for Employers Mutual Limited (EML).

At the same time, our hybrid Working in Office (WIO) approach reflects our position on maintaining a balance between flexibility and the operational, cultural, and collaborative benefits of in-person work. Our expectations around WIO remain in place, as we continue to see positive impacts on team connection, customer outcomes, and professional development.

That said, we recognise that individual circumstances vary and we will continue to consider such requests on a case-by-case basis through our usual processes. In line with government advice, employees are also encouraged to use public transport.

We will continue to monitor the situation.

Kind Regards,

Letizia Fusina



General Manager, People