

25 March 2026

Julia Angrisano
National Secretary
Finance Sector Union

Dear Julia,

Thank you for your letter of 23 March 2026 regarding the suspension of office attendance requirements.

HBF is aware of the pressures facing many of our employees and the communities in which they live and work. We take the wellbeing of our people seriously, and that includes the financial pressures associated with rising fuel and transport costs.

I want to advise you that, in light of escalating global fuel supply risks and the potential for domestic transport disruption, HBF has been actively developing a proactive workforce response. As part of our business continuity planning, we have determined that it is operationally appropriate to expand work-from-home arrangements and reduce mandatory office attendance for eligible roles in the near term. This will lower employee travel demand, reduce cost and operational exposure, and allow us to consolidate our office footprint more efficiently.

These arrangements will apply on a phased basis, with the scope and timing calibrated to the evolving situation. We will communicate directly with employees about what this means for their specific roles and circumstances.

While HBF's approach to flexible work is driven by our own operational assessment and the needs of our business and members, we acknowledge that these arrangements will also provide meaningful relief to employees facing rising commuting costs, an outcome we welcome.

We remain committed to working constructively with the FSU where matters of employee wellbeing and working conditions are concerned, and we will continue to engage with you as arrangements evolve.

Yours sincerely,



Lachlan Henderson
Chief Executive Officer