

**From:** [Louisa Manfre](#)  
**To:** [O'Toole, Kat](#); [Angrisano, Julia](#); [Gallen, Ben](#)  
**Cc:** [Clare Bockmann](#)  
**Subject:** RE: Suspension of office attendance requirements  
**Date:** Tuesday, 24 March 2026 1:18:48 PM  
**Attachments:** [image001.png](#)  
[image002.gif](#)  
[image003.jpg](#)

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Dear Julia,

Thank you for your letter of 23 March 2026. By way of introduction, I am the new Head of Workplace Relations and Safety at Hollard.

We appreciate you raising the cost of living pressures facing finance workers – this is something Hollard takes seriously. After considering your letter, however, we do not believe a change to our current approach to flexible work is required at this time.

Hollard operates a best-in-class hybrid working model that provides meaningful flexibility to our workforce. Employees are supported to work in a way that balances both their personal circumstances and the needs of the business, and we have not mandated return to office in the way other organisations have. We are satisfied that this framework continues to serve our people well.

We also want to acknowledge the broader financial wellbeing of our employees. Hollard provides a range of support through our comprehensive benefits program, which includes various financial wellbeing initiatives and/or education throughout the year as well as confidential support through our Employee Assistance Program.

We hope this provides clarity on Hollard's position, and we welcome continued dialogue on matters affecting our employees.

Kind regards  
Louisa