

**Strictly Private & Confidential**

27 March 2025

Julia Angrisano  
National Secretary – Finance Sector Union of Australia  
**Delivered by email to:** [REDACTED]

Dear Julia,

**RE: Suspension of office attendance requirements**

Thank you for your letter dated 23 March 2026.

Insignia Financial's Hybrid and Flexible Working Policy is designed to support an environment where our people are engaged, inspired and continuously growing to deliver what matters to our clients as well as each other.

Our office attendance requirements provide our employees with the ability to work from home 2 or 3 days per week based on their leadership status, averaged across the course of a full financial year rather than a prescriptive weekly requirement. This approach enables our people to decide what best for their personal circumstances whilst balancing our office attendance expectations at any given time throughout the year.

We are aware of the current fuel supply and pricing issues occurring as a result of the conflict in the Middle East, and we will continue to closely monitor the situation and any impact this has on our people. To date, we have considered that many of our employees already use, or can access, public transport, with our offices located to support this. We also have an exemption process available to employees where they are not able to meet requirements. Therefore, at this stage, we don't believe there is a need to adjust our current office attendance requirements.

Please don't hesitate to contact me or Lee Azfar if the FSU has any ongoing concerns about these matters.

Yours sincerely



**Scott Hartley**  
**Chief Executive Officer**

Cc: Wendy Streets – National President (FSU)  
Lee Azfar – General Manager Workplace Relations, Safety & Advisory Services  
Mel Walls – Chief People Officer