

9 April 2026

Julia Angrisano
National Secretary
Financial Services Union

By email: [REDACTED]
CC: [REDACTED]

Dear Julia,

Thank you for your letters regarding office attendance requirements and the broader cost-of-living pressures impacting employees.

We continue to monitor the current environment, including rising costs and recent developments relating to fuel supply, at both a national and state level.

Our approach remains unchanged. We operate a hybrid working model, with employees on average attending the office for 50% of their working week, alongside flexibility to support individual circumstances and business needs. This approach ensures that time in the office continues to play an important role in supporting employee connection and wellbeing, as well as maintaining service standards and ensure consistent outcomes for our clients.

We will continue to take a balanced and considered approach, including supporting employees with individual flexibility where appropriate, while ensuring that our service delivery, operational effectiveness and team environment are maintained. We encourage employees to speak with their leaders if additional flexibility or support is required, and we will continue to review our position as the situation evolves.

We appreciate your engagement on this matter.



Fergus Duggan
Chief People Officer