



work smarter. work better. work flex.



Flexible workplaces are becoming the norm – Employees are increasingly seeking flexibility in when, where and how they work.

Flexibility gives employees the freedom, trust and empowerment to choose the way to work to deliver the best outcomes for themselves, their clients, the organisation and their team. Flexibility means different things for different people and may include:

Flex Hours	Working your contracted hours in a flexible way, which may include varying the times at which you start and finish your work.
Flex Locations	Working from another location of your choice.
Flex Workplace	Creating a work environment that enables connection and collaboration, giving people the freedom to work how and where they get their best work done.
Part-time	Variation to your working hours.
Job Share	An arrangement where two or more people share one role and work on a part-time basis.
Graduated Transition	People returning to work on a graduated basis after extended leave or in preparing for retirement.

On the following pages, you will find an outline of actions which can be taken at each stage of an organisation's maturity in embedding flexibility. To deliver sustainable solutions, organisations can consider where they are located on the flexibility maturity curve and identify actions to take now and those which are better placed to be taken in the future.

The Business Case for Flex

Australian businesses are increasingly finding that having flexible work arrangements for their employees enables them to be more productive¹. It also reduces business costs while increasing customer satisfaction by allowing employers to adjust their workforce in order to meet demand and serve customers at times that suit them.

In the long term, creating a more flexible, diverse and inclusive South Australian workforce will generate productivity, increase workforce participation and improve workforce culture. Recent surveys have found that:

- 48% of Australian firms believe that flexible work is lower cost than fixed location work².
- 68% of Australian businesses believe that flexible work allows the business to generate more revenue³.
- 64% of Australian businesses feel that employees are more energised and motivated as a direct result of flexible work⁴.

How to use this toolkit

This toolkit has been developed by a number of organisations who form part of the Chiefs for Gender Equity. The aim of the toolkit is to share learnings from organisations that have developed workplace flexibility strategies to enable others to make a start; enhance; or continue to lead and promote flexibility in the workplace.

¹In Australia, 73% of businesses surveyed declared that their company is more productive as a result of having more flexible working arrangements. Regus, (2012) Flexibility Drives Productivity.

²Making Flexible Work a Success: A Guide to Promoting Work Life Balance in the Victorian Sector State services Authority, Department of Communities and Social Inclusion, 'Questions and Answers, Managing Flexibility: A manager's guide to Flexible working relations' (July 2013).

³Ministry of Business Innovation and Employment New Zealand, 'Review of Part 6AA: Flexible working Agreements' <<http://www.dol.govt.nz/er/bestpractice/worklife/flexiblework/part-6aa/findings.asp>> (2010).

⁴As above.



Flexibility Maturity Model

LEVEL 1	LEVEL 2	LEVEL 3
<p>Making a Start</p> <p>Defining your Flexibility Strategy</p> <ul style="list-style-type: none"> ✓ Understanding workplace flexibility. ✓ Developing a flexible working policy. ✓ Demonstrated leadership commitment to flexibility. ✓ Enabling mobile technologies. 	<p>Learning and Enhancing</p> <p>Creating your Flexibility Action Plans</p> <ul style="list-style-type: none"> ✓ Understanding the challenges of flexibility and dispelling the myths. ✓ Managers are equipped to have conversation and implement flexible working policy. ✓ Capability building. ✓ Have flexibility incorporated into other processes such as performance reviews, goal setting, learning and development plans, as well as recruitment. 	<p>Leading and Promoting</p> <p>Monitoring Flexibility Benchmarks</p> <ul style="list-style-type: none"> ✓ Regularly measure success and make improvements. ✓ Cultural change: flexibility becomes normalised. ✓ Flexibility forms part of overall company strategy.

LEVEL 1

Making a Start

Action	Insights and Initiatives from CfGE Organisations
Understanding workplace flexibility	Defining what flexibility means in your organisation is an important place to start. 'At KPMG flexibility is not just about part time work, it is about working in different locations and varied hours to successfully integrate your work and non-working life'.
	Flexibility means different things to different people: Options available to people at DEWNR include flexibility in scheduling hours, in the amount of hours worked and the place of work.
	Communicating what flexibility means to your employees is critical to success and can be done in a number of ways. SA Power Networks regularly showcase real stories of men and women working flexibly across all levels of the organisation to highlight to employees the many possibilities.
	Links to useful resources are available at the end of this document.
Developing a Flexible Workplace Policy	86% of the CfGE organisations have a Flexible Workplace Policy.
	The South Australian public sector's flexible workplaces guideline: http://publicsector.sa.gov.au/documents/20140601-guideline-flexible-workplaces/ provides guidance about flexible work options and how to improve the way flexible work operates.
	A example of a checklist/agreement for employees wishing to work from home is available at: http://www.eoc.sa.gov.au/sites/eoc.sa.gov.au/files/attachments/Sample%20Working%20from%20Home%20Agreement_0.docx



Flexibility Maturity Model (CONT)

LEVEL 1

Making a Start (CONT)

Action	Insights and Initiatives from CfGE Organisations
Demonstrated leadership commitment to flexibility	<p>Visible leadership is critical: Leaders need to role model flexibility and share their personal stories in open forums. An illustration of senior leaders setting an example can be seen at: <i>Bosses limber up for flexible workplaces</i>: http://www.eoc.sa.gov.au/sites/eoc.sa.gov.au/files/attachments/C4GEAdvertiserstoryp1.pdf</p> <p>At Microsoft, leaders lead the change: 'We knew we needed to take people with us gradually, so before the first new office fit out, our leadership team move out of their offices and into desks in the open space.'</p> <p>All research, including the recent CEW/Bain Report on <i>The Power of Flexibility</i>: http://www.bain.com/publications/articles/the-power-of-flexibility.aspx, this highlights the importance of senior leaders role modelling flexible work to encourage the successful uptake across the organisation.</p>
Enabling mobile technologies	<p>To enable flexibility, people need the right technology to allow them to work from anywhere, at anytime from any device. Microsoft have leveraged their own communication and collaboration technology, to allow people to securely access corporate systems and information when they need to, so that they're not required to be present in the office to be productive.</p> <p>Organisations need to be willing to invest. As many of the CfGE learned; time, resources and money (for technology, training and marketing collateral) were required to achieve change and drive flexibility in the workplace.</p>

LEVEL 2

Learning and Enhancing

Action	Insights and Initiatives from CfGE Organisations
Managers are equipped to have conversations and implement flexible working arrangements	<p>At KPMG, we have created a Toolkit for leaders providing guidance on leading flexible teams. When leading teams, emotional intelligence, self-awareness and understanding of what drives people is crucial. Flexibility means different things to different people, it is critical that managers engage in a conversation with their team to find out how it can best work for them. This may include:</p> <ul style="list-style-type: none"> - Creating an open dialogue to identify how your team want to work flexibly; - Working with your team to set clear boundaries and establish outcomes; - Ensuring your team's goals and expected performance levels are collectively understood; - Actively providing feedback to your team and encourage the team to share progress transparently and openly; and - Trusting that your team members will deliver results.



Flexibility Maturity Model (CONT)

LEVEL 2

Learning and Enhancing (CONT)

Action	Insights and Initiatives from CfGE Organisations
Capability building	<p>Training for all employees to increase understanding of what flexible working means, incorporating a variety of ways for team members to work flexibly.</p> <p>Ensure managers understand your company's policies relating to flexibility and are familiar with the business case for flexibility (see page 1).</p> <p>Develop leadership capability on inclusion through delivering knowledge programs on Inclusive Leadership/Unconscious Bias training. Microsoft has developed unconscious bias training which can be found at: https://www.microsoft.com/en-us/diversity/training/default.aspx</p>
Have flexibility incorporated into other processes such as performance reviews, goal setting, recruitment and remuneration	<p>Recruitment – ensure that language included in all advertisements invites applicants to proactively ask for the flexibility they require; and that hiring managers have the flexibility discussion up front. For example: ‘We work flexibly. Talk to us about how this role could be flexible for you’.</p> <p>Hold your team accountable – report on flexibility in performance reviews by asking leaders to articulate how they are facilitating flexible working arrangements in their teams and role modelling flexible working arrangements.</p> <p>Ensure that compensation and performance is not unduly impacted by flexible working arrangements by applying a fair and consistent process to all employees, one that is assessed on outcomes and deliverables.</p>

LEVEL 3

Leading and Promoting

Action	Insights and Initiatives from CfGE Organisations
Regularly measure success and make improvements	<p>Track progress made both in uptake and outcome from employee engagement surveys.</p> <p>DEWNR have held ‘listen and learn’ sessions across the agency to gather feedback as well as uncover any barriers to success.</p> <p>Incorporate flexibility into your performance discussions to understand how flexibility is working for your people and what further improvements are needed to be made.</p>
Cultural change: flexibility becomes normalised	<p>Fostering a culture that is supportive of flexibility for ALL employees.</p> <p>Leaders need to be visibly supporting flexible work for all roles unless there is a significant business reason why it can't work.</p> <p>The leadership style at Microsoft has evolved – to one now that has leaders thinking differently about teaming, communication and recognition.</p> <p>Organisations need to re-think how they approach work in supporting their people and responding to their clients changing needs.</p>



CASE STUDY

KPMG

Learning from Implementation: Encouraging Uptake of Flexibility at KPMG

INDUSTRY	Professional Services
EMPLOYEES	6,000+
INITIATIVE	Developing a Flexible Working Policy

KPMG launched *Everyone Agile* in 2016, our approach to mainstreaming flexibility across the firm.

Everyone Agile was launched in response to feedback provided in our employee engagement survey, where our people told us that we need to make working flexibly the norm and encourage flexible working for our people at all levels. While flexibility is not new, *Everyone Agile* was to help to mainstream and clarify our flexible working principles, as well as complement our Workplace of the Future programs as we experience change as a number of our offices move to an agile workplace and environment. We want to enable our people to work with more productivity. We know that supporting work life balance is critical to supporting our ability to continue to attract top talent and engage our people.

Our focus areas

- Flexibility is for everyone, regardless of the stage of life they are in.
- Giving our people the freedom, trust and empowerment to choose the way to work.
- People managers are open to have conversations to support their team members, and willing to find win/win outcomes for individuals, their clients and their teams.
- Making the process easy, removing the use of forms and approval where possible.

Monitoring and evaluation

Although we are no longer monitoring informal flexibility through our systems, where we believe the greatest take-up has been, we have tracked progress through the feedback received in our employee engagement survey conducted late 2016 (approximately 7 months after our policy launched).

- 77% of employees responded favourably to '*In my team we embrace our Everyone Agile policy, and there are informal and formal flexible work arrangements*'.
- 74% of employees responded favourably to KPMG being an organisation that is flexible with work arrangements, supporting me to balance work and personal life. This has increased +9 since late 2014.

Lessons learned

- Critical to have commitment and endorsement from Senior Leadership.
- Technology important to support an agile environment and enable flexibility.
- Ensure Workplace Health and Safety, and Employee Relations are involved in all stages of implementation.
- It will take time to embed, some leaders will take time to move away from traditional thinking about workplaces and roles.
- It is worthwhile investing in quality branding and materials to support launch.



CASE STUDY

Microsoft

Learning from Implementation: 'Work is a thing you do, not a place you go'

INDUSTRY Professional, Scientific and Technical Services

EMPLOYEES 1,000+

INITIATIVE Working Flexibly: A Case Study

'Work is a thing you do, not a place you go'

This philosophy has helped to form Microsoft's approach to flexibility in the work place, as we believe that work isn't about being 'at work'. It's about what our people achieve and the impact they make. Our people can be successful working from home, in a café, at a customer or partner's office – or even at a desk in one of our offices.

Several years ago, Microsoft Australia's leadership team looked at the bigger picture of how our people work, and considered a number of key points:

Talent: We're all competing for the best talent in order to create a high performing culture.

Ideas and Information: Traditional boundaries are dissolving, and ideas are the new currency. We need to break down barriers so that ideas and information can flow freely through the organisation as you never know where the next ground breaking idea will come from.

Workers: We're in an age with a multi-generational workforce, who have different expectations about what working means to them.

Innovation: We want to instil a culture of innovation where processes don't hold us back.

At Microsoft, we knew that to be successful in this new world, we needed a new world of work, and it wasn't about 'how do we restructure the office'. It was about thinking beyond the office to create a high performance culture. Thus the statement 'work is a thing you do, not a place you go'.

As part of this philosophy, we constantly rethink how and where we work all over the world so they support the kind of company we want to be – collaborative, flexible, inclusive, ideas driven and high performing. We have no assigned desks, no one has individual offices – even our Managing Director, Steven Worrall, picks a place to work every day. And working from anywhere is the norm.

To get it right, it's important to harmonise three things: people, place and technology. Each must be emphasised equally, and stakeholders from each area need to be involved in the change. At Microsoft Australia, we wanted our people to lead the change. We encouraged them to figure out how best and from where to get the job done. We then transformed our offices into places that empower them to work the way that suits them, and gave them the technology they needed to make it work.

Our focus areas

People: We knew the people had to come first. Microsoft is a business of ideas and ideas come from people. We thought about how we could free them to do their best. We embarked on a cultural shift toward trust, empowerment and accountability and set the tone from the top.

Lead the Change: We knew we needed to take people with us gradually, so before the first new office fitout in 2012, our leadership team moved out of their offices and into cubicles in the open area. Their offices were converted into meeting rooms, accessible to everyone who needed them.

New Leadership Styles: Our leadership style evolved – now, our managers operate as if their team is remote, whether they're in the office or not. This requires them to think differently about teaming, communication and recognition.



CASE STUDY

Microsoft (CONT)

Focus on Impact: We hold our people accountable to the impact that they make, not whether they're sitting at their desk. In fact, we encourage them to spend at least 50% of their time out of the office with customers and partners.

Trust and Accountability: We need to trust our people. We've set up accountability and performance management models that reflect this and we apply the same rigour to managing people as we do to managing our financial and business performance.

Place

While we've untethered work from the office, that's not to say the office isn't important. It's still a central hub for community, collaboration and celebration where people love to come and work together, but it looks completely different. No one has a set desk – everyone can choose from a variety of work spaces, and no one has an office.

Some of the characteristics of our work spaces:

- Spontaneous meeting spaces, such as lounge areas, chat spaces and café hubs on every floor
- More meeting rooms
- More quiet workspaces to really think
- Stand-up desks but no hot desks
- No fixed phones
- Phone booths or cubes for private conversations
- Kiosk environments
- Docking stations
- Lockers for personal items
- Inviting ground floor area showcasing Microsoft technology

Technology

In order for this vision to work, we needed to provide the right technology to our people to allow them to work from anywhere, at any time, from any device. We have leveraged our own communication and collaboration technology, along with the right security levels, to allow our people to securely access corporate systems and information when they need to, so that they're not required to come into the office to be productive.

- Each desk has a universal docking station that is device agnostic, either one or two large display screens, and a wireless keyboard and mouse.
- Our people receive a laptop, mobile phone and headset to allow them to be completely mobile.
- We use cloud services (Office 365 including Skype for Business and Microsoft Teams as well as Dynamics 365) to allow us to collaborate real time on documents and projects, independent of people's physical location.
- We use Yammer as our internal social media platform to connect with others, ask questions, share ideas and brainstorm to solve problems for our customers.
- Everyone has the ability to reset their password independently.
- Our managers approve leave and expenses via secure mobile applications on their phone or device.



CASE STUDY

Microsoft (CONT)

Monitoring and evaluating

Working this way changed us for the better: Microsoft Australia was named Best of the Best and Best Employer in Australia and New Zealand several times by Aon Hewitt.

Happier and more effective: In our global survey, our people gave the new world of work the thumbs up, reporting greater workplace satisfaction – up 11%. They also said it was making us more effective – both as individuals and as teams.

More Collaborative: We're also seeing more collaboration. By encouraging movement, flexibility and productivity, our new offices break down boundaries in the organisation, helping us come together in new ways. By opening up these new interactions between people, we're becoming a more unified and inclusive team – one that responds faster to our partners and customers and that shares expertise to improve results.

Closer to Customers: Our customers and partners love the space too. They can come and work alongside us so collaboration increases. Everyone from our HR consultants to our advertising agencies can just walk in start working – they're instantly a part of our team. Just as easily, we can go and work at their workplace – whatever's best for the task at hand.

More Responsive: All this meant that we're more in touch and responsive than ever before.

Leaner and More Sustainable: We've consolidated floor space, saving real estate cost. We're saving on telephony with Skype for Business. Plus, we're getting closer to the paperless office with follow-me printing, saving paper and ink.

Lessons learned

At Microsoft, we learned along the way. We got everyone involved from the start – we asked them what colours, furnishings, and finishes they like so they could take ownership. We transformed a floor at a time so they acclimatised to the change, and engaged our teams in choosing names for meeting rooms.

- People always want to personalise their working environment and we needed to find ways to help them do it – for example, the chalkboards on the front of their lockers. We also encouraged them to express themselves in virtual ways – like Yammer and Teams activity updates.
- With nowhere to put their awards, we had to invent a whole new way of giving recognition – we call it a Splash. It flashes up peer-to-peer tributes and appreciation across our Windows phones, laptops or office TV screens. Other team members can 'like' the splashes or 'comment', so recognition has now become more social and inclusive and takes in multiple perspectives.
- At first we had a shortage of meeting rooms and spaces – we installed new touch displays that show at a glance all the available rooms so people can find one quickly on the fly.

We've reoriented our managers to make sure all roles are measured on impact – not attendance. We also expect them to drive the change from the top by working flexibly themselves and modelling the expected behaviour.



CASE STUDY

Department of Environment, Water and Natural Resources (DEWNR)

Learning from Implementation: Encouraging Uptake of Flexibility in Public Sector Agencies

INDUSTRY Public Sector

EMPLOYEES 1,700+

INITIATIVE Supporting Flexible Working Arrangements

The Department of Environment, Water and Natural Resources (DEWNR) is in the process of developing a more flexible, engaged and responsive workforce and is one of the leading public sector agencies in realising the Premier's vision of a modern public sector workforce.

Our focus

A focus on flexible work arrangements is one path to achieving this.

In DEWNR, many options are available for staff to alter the time and/or place that work gets done on a regular basis, including:

- Flexibility in the **scheduling** of hours worked (eg: flexitime, approved days off, compressed/expanded work weeks, alternative start/finish times, changed shift and break schedules).
- Flexibility in the **amount** of hours worked (eg part time, job sharing, purchased leave, transition to retirement).
- Flexibility in the **place** of work (eg multiple work locations, hot desks).

The benefits of these arrangements exist at a variety of levels

- Benefits to staff morale, wellbeing and productivity through assisting staff to better manage their multiple responsibilities.
- Benefits to women, men and equity groups through the removal of cultural barriers to progression. This will assist in creating a more diverse workforce profile – including in senior decision-making roles - that better matches the community we serve.
- Benefits to the South Australian community. Customers will enjoy services delivered in more flexible and innovative ways that may better meet their needs. Staff will be better placed to carry out their personal responsibilities (including caring for older people and people with disabilities) and volunteer in community activities that help build social capital.
- Benefits to the environment through more efficient use of office spaces and less travel resulting in a reduced carbon footprint.

Monitoring and evaluating

Whilst there has been a good uptake of flexible work arrangements within the workforce, DEWNR Executive wants to achieve more and transform the way we work by implementing a flexible work initiative.

We are listening to staff who have identified a number of barriers to sustainable flexible work arrangements and are actively seeking the right mix of policies, procedures, systems and tools to address these. Key issues in DEWNR have included perceptions of managers, career aspirations and impacts on other staff, adequate understanding of available options, workloads and appropriate technology.



CASE STUDY

**Department of Environment, Water and
Natural Resources (DEWNR)** (CONT)

Lessons learnt

To address these barriers, some initiatives have already been implemented and more initiatives are in the pipeline. In DEWNR there will be an emphasis on building the cultural conditions to ensure sustainable outcomes. Initiatives include:

- Employment of specialist staff, dedicated to driving transformational change
- Establishment and monitoring of KPIs to monitor success
- 'Listen and Learn' sessions across the agency
- Establishment of a Flexibility Pop-up Group (internal working party)
- Preparation of a Flexible Working Kit and other online resources for all staff
- Manager training
- Structured working flexibility conversations within PRD discussions
- Ongoing internal information campaign.

Whilst this is a work in progress, the lessons learned will improve our approach to fully embrace the benefits that flexible work arrangements can provide.

DEWNR is strengthening its modern and adaptive workforce, and becoming an even better place to work.



CASE STUDY

SA Power Networks

Learning from Implementation: Encouraging Uptake of Flexibility in Public Sector Agencies

INDUSTRY Electricity, Gas, Water and Waste Services

EMPLOYEES 2,000+

INITIATIVE Attracting and retaining talented people

At SA Power Networks, we are committed to attracting and retaining talented people. Providing flexible working arrangements to support employees in balancing their lives is one way we can assist in achieving these aims.

Our focus

We offer a number of flexible working options, including:

- Maternity and Parental leave
- Phased retirement arrangements for employees approaching retirement
- Purchase annual leave provisions
- Part-time return to work options for primary care giving parents
- Flexible use of annual leave
- Flexible use of long service leave
- Flex-time for 'salaried' employees
- Nine-day fortnight or 19-day month
- Study leave
- Long service leave at half the leave at double the pay option
- Long service leave at twice the leave at half pay option
- Variations of start/finishing times (where operationally possible)
- Flexible working arrangements for employees
- Part-time/Job share arrangements

We have a number of employees who utilise our flexible working arrangements to balance their lives with the needs of the business.

Case Study 1 – Tonya Stevens, Communications Consultant SA Power Networks

Tonya started working as a Communications Consultant at SA Power Networks in 2013. Initially, Tonya worked full time.

'To balance the needs of my family with the demands of my role, I have taken advantage of the flexible working options available at SA Power Networks. After about 12 months in my role, I approached my manager to discuss the reduction of my full time role by four hours each week, effectively becoming a part-time worker, to enable me to collect the kids directly from school twice a week. I have also purchased extra annual leave so I can reduce our reliance on vacation care programs and grandparents during school holidays. I accumulate extra hours where I can to ensure I can respond to emergencies or attend important events in our children's lives. The flexible working arrangements enable me to balance my role as a mother with my role as a professional.'

Case Study 2 – Andrew Murray, Workforce Manager/Systems Support SA Power Networks

Andrew Murray started work with SA Power Networks in 2009 and has been in his current role for two years.

'Both my wife and I work full time and find that balancing our family life and work commitments can sometimes be challenging. However, we are both fortunate enough to be able to use the flexible working arrangements provided by our employers to make it all work. My daughter (year 6) took up dancing lessons about 18 months ago with lessons being held twice weekly after school. We have been taking turns in using flexi-time on lesson days to take her to her classes and then accumulating time on the non-lesson days to ensure we are still meeting our work commitments.'



CASE STUDY

WSP | Parsons Brinckerhoff

Learning from implementation: flexible working is key to gender equality

INDUSTRY Professional, Scientific and Technical Services

EMPLOYEES 1,300+

INITIATIVE Implementing gender diversity programs

At WSP | Parsons Brinckerhoff we are committed to improving the gender diversity at our firm and acknowledge that we, and our industry, have a long way to go.

Our focus

Our focus on achieving an increased gender balance in our workforce is shared by many of our clients who also seek equal opportunities for women and men.

Our current gender diversity programs include:

- Parental leave entitlements for Australia and New Zealand.
- Membership at the Diversity Council of Australia.
- Involvement in gender diversity advocacy programs with industry associations such as Consult Australia, Engineers Australia, Engineers New Zealand, Property Council of Australia, Property Council of New Zealand and The National Association of Women in Construction (NAWIC).
- WSP | Parsons Brinckerhoff 'Women in Engineering' scholarships at the University of Queensland (\$8,000) and University of New South Wales (\$10,000).
- Support and encouragement to participate in leading industry award programs such as the NAWIC Awards.
- A current review of salaries to bridge the remaining gap between men and women, and our commitment to ensure that new employees are paid equally, regardless of gender.
- Flexible working options.

We embrace a flexible working philosophy as we recognise it is critical to achieving gender equality in the workplace. Our flexible working arrangements are tailored to meet the individual needs of our people.

'Following maternity leave, I returned three days per week for three years and subsequently moved to four days per week. I am well supported in my role, ensuring meetings are scheduled for days when I'm in the office, with some flexibility on both sides. I feel I'm in a positive position to be able to work part-time and have the same opportunities as others, with my career not held back. The experience for me has been very positive, with support from across the business.'

RENE GRIFFITHS, DIRECTOR OF PEOPLE

'I work part-time and have now been doing this for more than a year. I have found that it has enabled me to deliver for WSP | Parsons Brinckerhoff whilst also having more time to commit to my family, especially my growing number of grandchildren. When circumstances require me to work on one of my planned days off, I find that I can reschedule to enable this to happen, or if necessary, I will handle work matters by telephone.'

DAVID CRUICKSHANKS BOYD, NATIONAL DIRECTOR SUSTAINABILITY



Resources

Flexible Workplace Futures

Flexible work, working for you and your business, Equal Opportunity Commission of South Australia http://www.eoc.sa.gov.au/sites/eoc.sa.gov.au/files/attachments/Flexible_Workplace_Futures_Package_0.pdf

Workplace Flexibility Strategy

A guide to building an organisation-wide approach to implementing and managing workplace flexibility, Workplace Gender Equality Agency https://www.wgea.gov.au/sites/default/files/Building_a_flexibility_strategy.pdf

Workplace Gender Equality

Developing a flexible working arrangements policy, Workplace Gender Equality Agency <https://www.wgea.gov.au/sites/default/files/Characteristics-of-a-FWA-policy-Final.pdf>

Future Flex

Mainstreaming Diversity by Design, Diversity Council of Australia <https://www.dca.org.au/dca-research/future-flex—mainstreaming-flexibility-by-design.html>

Flexible Working Arrangements

Flexible working arrangements, Fair Work Ombudsman <http://www.fairwork.gov.au/employee-entitlements/flexibility-in-the-workplace/flexible-working-arrangements>

Work from Home Agreement

A sample checklist/agreement for employees wishing to work from home is available at: http://www.eoc.sa.gov.au/sites/eoc.sa.gov.au/files/attachments/Sample%20Working%20from%20Home%20Agreement_0.docx

**Office of the
Commissioner for
Equal Opportunity**

Postal
GPO Box 464
Adelaide SA 5001

Telephone
8207 1977

Facsimile
8207 2090

Email
eoc@agd.sa.gov.au