

Flexible Working Arrangements Policy

Australia

Policy statement

At Event Hospitality and Entertainment Limited (“**EVT**”) we are committed to exploring and providing flexibility in the way that we work to achieve the optimum balance between work and personal responsibilities in order to assist our employees achieve their professional, personal, family and relationship goals.

Scope

This Policy applies to all permanent employees of EVT and its associated entities and subsidiaries in Australia.

This Policy does not generally apply to managed/licensed hotel properties (with the exception of the legal obligations under the Fair Work Act 2009 (Cth) (“**FW Act**”). However, if a managed/licensed hotel property chooses to adopt this Policy, then the terms of this Policy apply.

This Policy was developed to ensure that employees and managers are aware of the range of flexible working arrangements that may be available at EVT and understand the roles and responsibilities of each person involved in the application and approval process. The availability of these arrangements is subject to individual circumstances and EVT’s operational requirements. This means that not every flexible working arrangement option will be available to every employee.

Objective

Flexible working arrangements are about an employee and an employer making changes to when, where and how a person will work to better meet individual and business needs. Flexible working arrangements may not always be possible due to operational or other limitations and may be agreed upon on a temporary or permanent basis. Managers and employees need to be open to discussing and considering a range of flexible work options and undertaking this process in good faith.

Benefits of flexible working arrangements for employees	Benefits of flexible working arrangements for EVT
Greater job satisfaction	Attracting and retaining a diverse and inclusive workforce
Lower levels of workplace stress	Reduced turnover, absenteeism, employee stress, recruitment and training costs
Greater ability to meet family and personal commitments	Improved productivity, engagement and job satisfaction
Improved health and wellbeing	
Increased longevity of employment	

At EVT we recognise that we operate across a diverse range of brands and employ people in a wide range of roles. Flexible working arrangements available to an employee will vary based on whether the employee’s role is a site based/customer facing position or is office based where possible work from home arrangements may be accommodated.

Legal requirements of flexible working arrangements

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Anyone can request flexibility, but certain employees have a legal entitlement to request flexible working arrangements under s.65 of the FW Act. Employees whom have this legal entitlement include employees (other than casual employees) who have worked with the employer for at least 12 months and long term casuals who have a reasonable expectation of continuing employment with the employer on a regular and systemic basis.

Also, the request under s.65 of the FW Act must be because the employee is:

- a parent of, or have responsibility for the care of, a child who is of school age or younger; or
- a carer (within the meaning of the Carer Recognition Act 2010); or
- a person with disability; or
- aged 55 or older; or
- experiencing family violence, or
- providing care or support to a family member, or someone they live with, who is experiencing family violence.

Types of flexible working arrangements

Flexibility comes in many forms, and different arrangements will suit different workplaces, jobs and workers. Managers are encouraged to think proactively about how work can be designed to support flexible work patterns and employees are encouraged to discuss requests with their managers to find the best fit for the individual whilst also complying with the relevant industrial instrument applicable to the employee.

Appendix 1 outlines flexible working arrangements options for consideration.

Appendix 2 provides examples of flexible working arrangements by division.

Note: **Appendix 2** has a column included specifically for the Manager's attention in relation to Payroll/Documentation Requirements.

Trial period

A flexible working arrangement approved under this Policy may be subject to a trial period of up to three (3) months to ensure the arrangements meet the business requirements of EVT and the flexibility required by the employee. If a trial period is required, this will be disclosed to the employee when responding to requests for flexible working arrangements.

If EVT considers that the trial is successful and flexible working arrangements are adopted, managers must review these work arrangements on a regular basis to ensure:

- All deliverables are being met;
- The quality, quantity and timeliness of the work performed is to the standard required;
- The impact on other members of the work team is not detrimental to the overall performance of the team and company;
- The operational requirements of the area are being met;
- The employee is complying with the terms of the agreement;

- The flexible working arrangement is continuing to meet the needs of the employee;
- Work Health and Safety requirements continue to be met;
- EVT policies and procedures are being adhered to.

Please note that if a trial period is completed successfully and there is a permanent change to implement the flexible working arrangement, please ensure that you confirm with either the Payroll Department or Kerry Westwood (Director of People & Culture) on kerry.westwood@evt.com as to whether a new employment contract is required to confirm the new arrangement.

Cancellation of a flexible working arrangements

Subject to business or operational changes that may occur within EVT during the period of the flexible working arrangement is in place, EVT may need to cancel or amend any flexible working arrangement with an employee. If this is required, EVT will discuss the changes with the employee in question and provide one weeks' notice of the cancellation.

Cancellation of a flexible working arrangement cannot automatically occur if there has been a permanent change to the employment status of the employee which has resulted in a new contract being issued. In such circumstances, please reach out to Lilyan Youkhanis (Legal Counsel- Employment Relations) on lilyan.youkhanis@evt.com before proceeding to action a cancellation of a flexible working arrangement.

Roles and responsibilities

Managers are responsible for:

- Considering each employee application in conjunction with this Policy and relevant legislation:
 - a. s.65 of the FW Act in deciding if a request can be accommodated and the terms of any arrangement; or
 - b. general flexible working arrangements for employees not covered by s.65 of the FW Act.
- Ensuring flexible working arrangements are in line with this Policy and the applicable legislation.
- Managing differences in work styles and practices e.g. managing employees on a working from home arrangement.
- Tracking the career progression of employees who are on a flexible working arrangement to ensure they have access to all training and other benefits and to ensure that they suffer no disadvantage in opportunities for promotion or career development because they have chosen to be on a flexible working arrangement.
- Providing the necessary resources and equipment to facilitate flexible working arrangements within the context of this Policy.
- Ensuring flexible working arrangements continue to meet our obligation to provide a healthy and safe workplace.
- Evaluating the outcomes of the flexible working arrangements and looking for improvements (where possible).
- Ensuring that employee's performance is maintained to a high level and any performance concerns are raised with the employee for correction and improvement.
- Ensuring that all requests for flexible working arrangements are treated with an appropriate level of sensitivity (particularly in relation to requests for short term flexible working arrangements made by employees affected by family violence).

Employees are responsible for:

- Making requests for flexible working arrangements in accordance with the requirements of this Policy, and the applicable legislative requirements.
- Identifying personal needs and possible solutions, and being realistic about what is possible.
- Providing further details to support their proposed arrangements, where requested..
- Ensuring the security and confidentiality of EVT information and assets (whether physical or electronic) at all times when outside of EVT's premises.
- Taking responsibility for delivering their own workload as agreed with their manager.
- Reporting any workplace incidents, injuries or illnesses that occur whilst undertaking flexible working arrangements.
- Reporting any potential hazards that may exist in the home working arrangements environment as it changes from time to time.
- Ensuring that any home working arrangements comply with all EVT policies and procedures, including in relation to taking reasonably practicable steps to ensure their health and safety.
- Reviewing and modifying arrangements as their personal circumstances or operational requirements change from time to time.
- Ensuring that any home working arrangements comply with all EVT policies and procedures including but not limited to:
 - a. Code of Ethics and Business Conduct;
 - b. Anti-Bullying, Anti-Sexual Harassment, Anti-Discrimination and Anti-Harassment Policy;
 - c. Social Media Policy;
 - d. Information, privacy and security policies; and
 - e. Work Health Safety Policy.

Responding to a request for flexible working arrangements

As EVT has chosen to implement best practice processes and procedures, we have chosen to handle all flexible working arrangements requests (regardless of whether the employee is entitled to make the request under the FW Act) in the same manner (with the exception of the response time for non FW Act flexible working arrangements requests).

As such, when an employee makes such a request, the Manager must:

- consider their request
- discuss the request with the employee to try to reach an agreement about changes to their working conditions (this is a legal requirement for Award covered employers, and good practice for other employers)
- request any further details in order to properly consider the request
- respond in writing within:
 - **21 days** for requests made under the FW Act;
 - **30 days** for other requests.
- state whether the request is granted or refused, and provide reasons if the request is refused
- only refuse a request in accordance with the relevant legislative requirements.

Manager's consideration of the flexible working arrangements request

If a Manager receives a request for a flexible working arrangement, the Manager should consider the following:

- What are the employee's key duties?
- Do any of these duties need to be done at set times or locations?
- Who does the employee interact with in the normal course of their work?
Will the proposed arrangement affect these interactions?
- Are there any technology solutions, which could help? (e.g. video calling, instant messaging, email)
- Why is the employee requesting this new arrangement?
- Would the proposed arrangements provide a healthy and safe working environment for the employee/others?
- What are the consequences for the employee if the request is refused?
- What are the consequences for the parties, if the request is granted?
- Can another mutually agreeable outcome be reached?

Manager refusing the flexible working arrangements request

Employers can only refuse a request for a flexible working arrangement on reasonable business grounds. Reasonable business grounds for refusing a request could include:

1. **Cost:**
 - a. the requested arrangements would be too costly for the employer;
 - b. potential detrimental effect on the ability to meet customer demands;
 - c. potential detrimental effect on the ability to meet team demands.
2. **Capacity:**
 - a. there's no capacity to change the working arrangements of other employees to accommodate the request.
3. **Practicality:**
 - a. it would be impractical to change the working arrangements of other employees;
 - b. it is not possible or practicable to take on or hire new employees, to accommodate the request.
4. **Inefficiency or impact:**
 - a. the requested arrangement is likely to result in significant loss of efficiency;
 - b. the arrangement may have a detrimental impact on quality or performance;
 - c. insufficient work during the period in which the employee wants to work.

General

This Policy is not a term of any contract, including any contract of employment and does not impose any contractual obligations, implied or otherwise on EVT. The Policy may be varied by EVT from time to time.

Procedure to making a flexible working arrangements request

- Step 1** Employee to review the Flexible Working Arrangements Policy.
- Step 2** Employee to determine eligibility under this Policy.
- Step 3** Employee to submit their Flexible Working Arrangements request.
Employee must complete [Form 1: Employee Form requesting flexible working arrangements](#) and provide it to their Manager for consideration.
- Step 4** Manager to consider the request. If required, Manager to speak with the employee to seek clarification.
- Step 5** Manager to respond to the request within:
- 21 days for requests made under s.65 of the FW Act; and
 - 30 days for other requests.
- Manager must complete [Form 2: Manager Form responding to Employee's request](#) and provide it to the Employee.
- Step 6** Manager to save finalised documentation in the appropriate Division Upload files so that Payroll can upload them to the employee's personnel file. This includes any of the following:
- the employee's flexible working arrangement request (i.e. Form 1);
 - any file notes of conversations with the employee; and
 - the response to flexible working arrangements (i.e. Form 2).
- Note:** If there is a permanent change to employment status, an updated contract will need to be issued through HROnBoard CrossBoard in addition to the abovementioned Forms. Managers should send the completed Forms and any file notes of conversations with the employee to Payroll so they can be stored on the employee's personnel file.
- Note:** If there is a work from home arrangement, then the Working from Home (WFH) Checklist and Confirmation must be completed.

Forms and other documentation

1. **Form 1:** [Employee Form requesting flexible working arrangements](#)
2. **Form 2:** [Manager Form responding to Employee's request](#)
3. [Working from Home \(WFH\) Checklist and Confirmation](#)

Appendix 1 – Flexible working arrangement options for consideration

The following options may be considered for flexible working arrangements. Please note that these options will depend on the brand or division you work in and the type of role you perform. They may also be dependent on the time of year given that many of the EVT brands have strong seasonal demand where working flexibly may not be an option.

The table on the following page indicates what options may be suitable for each division however this will depend on the individual circumstances and can be discussed with your Manager.

Flexible Working Arrangement	What this looks like
Changing hours of work	Flexible start and finish times: A regular work pattern where the staff member's start and finish times are different from core business hours within the work area or where a staff member's days of the week are different from core business hours.
Changing patterns of work	An agreed work arrangement where a staff member chooses to reduce their employment status, commonly from full-time to part-time, on a temporary basis for personal reasons or on an ongoing basis.
Changing the location of work	An arrangement where a staff member performs some of their duties from home or another location, property or site.
Changing work arrangements, including job share	An employment arrangement where two (or more) staff members, each working part-time, share all the duties and responsibilities of a full-time position. Job shares may split days, weeks or alternate weeks.
Compressed working weeks	A staff member may work the same number of weekly, fortnightly or monthly working hours, compressed into a shorter period. For example, a 38 hour week may be worked over 4 days instead of 5 days.
Gradual increase or decrease in work hours	A staff member returning from parental leave or transitioning to retirement may undergo a gradual increase or decrease in working hours.
Work and leave arrangements	A staff member can consider taking leave at half pay, special leave without pay, career breaks, home land leave. In the case of leave without pay or career breaks, all paid leave entitlements must be used prior to granting of leave without pay.

Appendix 2 – Examples of flexible working arrangements by division

Front of house/ customer facing roles	Back of house/ information worker roles	For manager attention: Payroll/documentation requirements
HQ teams		
Not applicable as most HQ roles are deemed Information Worker roles and not customer facing.	<ul style="list-style-type: none"> - Changing hours of work - Changing patterns of work - Changing the location of work - Changing work arrangements, including job share - Compressed working weeks - Not available for Award-free employees - Gradual increase or decrease in work hours - Work and leave arrangements (home land leave) <p>NB: There are times of the year that limited flexibility may be available due to workloads e.g. year-end processing in finance.</p>	<p>Changing hours of work – Manager monitors and is processed through EmpLive (if applicable).</p> <p>Changing patterns of work – If it is a permanent change to employment status, needs to be processed through HROnBoard Crossboard function to issue updated Contract. If temporary change, the Forms are sufficient.</p> <p>Changing the location of work – No documentation required if employee is working from another EVT site. However, if working from home, then must complete the Work from Home Checklist and Confirmation.</p> <p>Changing work arrangements, including job share – If it is a permanent change to employment status, needs to be processed through HROnBoard Crossboard function to issue updated Contract. If temporary change, the Forms are sufficient.</p> <p>Compressed working weeks - Not available for Award-free employees – If the employee's industrial instrument allows such arrangement, then processing occurs through Emplive through processing of hours worked.</p> <p>Gradual increase or decrease in work hours – If it is a permanent change to employment status, needs to be processed through HROnBoard Crossboard function to issue updated Contract. If temporary change, the Forms are sufficient.</p> <p>Work and leave arrangements (home land leave) – Applying through Preceda or EmpLive for the applicable leave and leave periods. If unsure, confirm with Payroll before processing.</p>

Entertainment teams

- Changing hours of work
- Changing patterns of work
- Compressed working weeks
- Gradual increase or decrease in work hours
- Work and leave arrangements

NB: There are times of the year that limited flexibility may be available due to business demand e.g. school holidays.

- Changing hours of work
- Changing patterns of work
- Changing the location of work
- Changing work arrangements, including job share
- Compressed working weeks - Not available for Award-free employees
- Gradual increase or decrease in work hours
- Work and leave arrangements (home land leave)

NB: There are times of the year that limited flexibility may be available due to business demand e.g. school holidays.

Same as above.

Hotels teams

- Changing hours of work
- Changing patterns of work
- Compressed working weeks
- Gradual increase or decrease in work hours
- Work and leave arrangements

NB: There are times of the year that limited flexibility may be available due to business demand e.g. weekends, Christmas season.

- Changing hours of work
- Changing patterns of work
- Changing the location of work
- Changing work arrangements, including job share
- Compressed working weeks - Not available for Award-free employees
- Gradual increase or decrease in work hours
- Work and leave arrangements (home land leave)

NB: There are times of the year that limited flexibility may be available due to business demand e.g. weekends, Christmas season.

Same as above.

Thredbo teams

- Changing hours of work
- Changing patterns of work
- Compressed working weeks
- Gradual increase or decrease in work hours
- Work and leave arrangements

NB: There are times of the year that limited flexibility may be available due to business demand e.g. peak summer and winter periods.

- Changing hours of work
- Changing patterns of work
- Changing the location of work
- Changing work arrangements, including job share
- Compressed working weeks – Not available for Award-free employees
- Gradual increase or decrease in work hours
- Work and leave arrangements (home land leave)

NB: There are times of the year that limited flexibility may be available due to business demand e.g. peak summer and winter periods.

Same as above.

Document management and control

Revision History

Risk Team hold the record for all changes to versions.

Notes on document versioning history

Version	Date	Comment
2	Sept 2022	Updated branding and removed reference to the Working from Home Procedure as superseded by this Policy

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