

# CHU Hybrid Work Model

## A note from our CEO

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*Hello Team,*

*Welcome to the Fu<sup>CHU</sup>re of Work @ CHU*

*The Fu<sup>CHU</sup>re of work isn't just about working from home, it's about connecting with your fellow CHUmans at meaningful ways at meaningful times. It's about working where it works. It's about bringing our whole selves to work every day, it's about seeing your kids and furry friends on Teams calls and, in the offices sometimes. It's about finding clever ways to serve our customers, that may not have been possible in the traditional working model.*



*We used a unique opportunity in 2020 with the overnight closure of our offices due to the COVID-19 pandemic, to change the way we work. What came of this was the introduction of our Hybrid Work Model.*

*One of the main things that CHU learned, is that many of our people have cherished their working from home arrangements. For various reasons, this is something that really worked for CHUmans, but we also missed seeing each other. Our Hybrid Work Model blends these two key elements allowing Team Members to choose where they work, with the commitment of still connecting in person.*

*Our flexible Hybrid Work Model ensures we are a leading organisation in our industry, an employer of choice, and better at serving our customers driven by great CHU team engagement and good employee outcomes.*

*Like everything, this model has evolved, and will continue to do so as we learn and adapt to ensure we provide the best working environment for our people, our customers and CHU.*

*It's all part of the CHU experience, enjoy!*

*Kim*

## Hybrid Working

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### Our Commitment to the future of flexibility

CHU continues to adapt to the changing nature of work and evolve our work practices to ensure our people can thrive in a hybrid working environment. Having a flexible work approach to the way we work supports CHU's ability to be responsive to businesses, customers, and team members. In line with our five-year strategy, 'Flexibility' is a key pillar of DE&I for CHU.

## CHU Hybrid Flexible Work Charter

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1. The way we work together is dynamic and agile to meet the changing needs of our business, customers and people.
2. We appreciate every individual and team has their own unique flexibility needs and that's okay.
3. CHU provide our people with a framework that supports them to set boundaries, manage expectations and perform in a hybrid working environment.
4. We actively facilitate and seek out every opportunity (collaboration, learning and social) for our people to connect effectively with one another and externally both virtually and in person to maintain and grow relationships.
5. We help people connect their work and home lives in a way that supports them to thrive – the health and wellbeing of our people and teams is paramount.
6. We are a Family Friendly Workplace respecting the caring responsibilities our people have and are committed to design new ways they can contribute to team success that doesn't compromise the health and wellbeing of them or their family.
7. We empower and trust our people to deliver from wherever they work.
8. Hybrid flexible working is an enabler to providing the best service and experience for our customers.

## CHU Pillars for Hybrid Working

These pillars (ingredients/components) form the framework for building a successful hybrid working model

<p><b>Health and Wellbeing</b></p> <ul style="list-style-type: none"> <li>- Connection days</li> <li>- Connection points f2f and virtual</li> <li>- Celebration's</li> <li>- Mental health and wellbeing support</li> <li>- OHS policy</li> <li>- WFH set up and safety</li> <li>- Employee support resources</li> <li>- Family Friendly Workplace</li> </ul>	<p><b>Technology</b></p> <ul style="list-style-type: none"> <li>- Customer service / call management</li> <li>- Improved virtual training and coaching</li> <li>- Virtual meeting expectations / culture</li> <li>- Utilisation of meeting technology e.g. chat</li> <li>- Online support tools</li> <li>- Future technologies</li> </ul>
<p><b>Leadership</b></p> <ul style="list-style-type: none"> <li>- Develop leadership skills to lead in a hybrid environment</li> <li>- Role model hybrid working</li> <li>- Celebrate outcomes</li> <li>- Set foundations for success</li> <li>- Leadership alignment and consistency</li> <li>- Walk the walk at all levels</li> <li>- Provide clarity on expectations – create our guidelines “credo”</li> <li>- Encourage collaboration</li> <li>- Being inclusive</li> <li>- Freedom and autonomy</li> </ul>	<p><b>Mindset</b></p> <ul style="list-style-type: none"> <li>- Trust and empower</li> <li>- Market leaders in hybrid working</li> <li>- Challenge old ways of doing business</li> <li>- Redefine success</li> <li>- Embrace new technology</li> <li>- Customer experience</li> <li>- Job crafting for future</li> <li>- Embrace individual ways of working – one size won't fit all</li> <li>- Be agile and flexible in thinking</li> <li>- Flexibility is an enabler</li> </ul>

## Acknowledging and accepting CHU's flexible approach to working

Our Hybrid Work Model is not just about working remotely it's about connecting with your colleagues in meaningful ways at meaningful times.

Upon joining CHU, all team members are provided with a copy of our Hybrid Work Model issued together with an employment contract. Each new team member will be required to acknowledge and accept CHU's Hybrid Work Model. Non acceptance implies your choice to work from your local CHU office each day, and we respect that.

Existing team members will need to acknowledge and accept future changes to the Hybrid Work Model, as and when these happen.

[Click here](#) to view this acknowledgement form online.

## FAQ's

### Q: What are ConnecCHUn days? Who attends these?

- ConnecCHUn days are prearranged events that support our need to connect with our colleagues in person. There will be a minimum of one ConnecCHUn day per calendar month in each of our hubs.
- Events such as town halls, hub updates, annual celebrations, learning events are all examples of ConnecCHUn days. All relevant team members for that event are required to attend in person if it falls on a day they are usually working (unless they are sick, on AL or have another CHU function they are attending). Commuting difficulties is not an exception.
- Look to your people leader to provide clarification on who is to attend if you are unsure.
- Failure to turn up to such days is a failure to live our values and will be brought up in TalkToCHU's and form performance conversations.

### Q: How do we communicate out the ConnecCHUn days?

National and state ConnecCHUn days will be scheduled in advance and added to our shared calendar via the Green Room home page - <https://chustratainsurance.sharepoint.com/sites/TheGreenRoom> . Team and work area specific connecCHUn days will be created and set by People Leaders and shared via MS Outlook calendar invites where necessary.

Upcoming	Past
DEC 16	<p><b>CHU QLD HUB Xmas Party</b>            Fri 1:30 pm to 6:00 pm            Location: Teams meeting &amp; Brisbane German Club</p>
DEC 15	<p><b>CONFIRMED: CHU Sydney Christmas Party</b>            Thu 12:30 pm to 3:30 pm            Location: The Greenwood Hotel - Lounge Bar &amp; Courtyard Area</p>
DEC 12	<p><b>ConnecCHUn Day - CHU's 18+ Bash</b>            Mon 2:00 pm to 3:00 pm            Location: CHU Hubs</p>

### Q: Am I required to come into the office at all?

Our Hybrid Work Model allows everyone to proactively design where we work and when we come together for meaningful connection. Outside our minimum monthly ConnecCHUn days we encourage everyone who acknowledges and accepts our Hybrid Work Model to talk openly to their People Leader about what meaningful connections will provide the customer, team and individual the best outcome. We also want people to consider that needs will change over time so don't get stuck on the connection being the same for everyone all the time or feeling like what works for the team over the next 6 months

will always work the following year. Team members change, our personal situation can change as can the role and responsibilities we have at CHU. Like the model it is a flexible changing thing! In short, there is no expectation to work from a CHU office, however you will at times be required and expected to attend the office for meaningful purpose i.e. national and state connecCHUn events, training, team days, work functions.

When coming in for national, state or team connecCHUn days, be prepared to be there for most of the day (utilise your flexibility to avoid travel during peak times if you need). These in person moments are so valuable, and CHU as well as People Leaders will look to maximise the value for these in person days by organising multiple sessions throughout the day. This also gives you the best opportunity to maximise your time spent together connecting with your peers and colleagues within your local hub, whom you may not get to see much.

**Q: Will our offices have more collaboration spaces?**

We want all our offices to support our connecCHUn moments and this means we will look at each office and may make some changes in the future to adapt to the needs of our teams and CHUmans. We want our spaces to feel welcoming and aligned to our fuCHUre of work. This may include more things like more breakout areas/rooms and less desks. This is a work in progress, but most offices have a good balance of workstations and break out/ collaboration areas.

Understandably, we get a bump in numbers at our CHU hubs during national and state ConnecCHUn events. Not everyone is going to score a workstation on the day, however there are plenty of options to set up your laptop to work in other spaces around the office. Priority for workstations will be given to claims, underwriting, customer service and banking teams who will have tasks that must be attended to on that day. Please be mindful of this on these days and resist sitting at the desk you like to if you can see there are team members from these teams in attendance. Further, meeting rooms may need to be vacated at times throughout the day to ensure meetings can still take place if required.

**Q: What if I'm affected by time zone differences based on my location of work?**

Good question! Some of you are lucky, or unlucky, to be affected by Australian Daylight Savings Time, which generally changes from October to April each year. General rule of thumb is that you work the hours as required by your team / work area. This may mean adjusting your start and end times each day for six months of the year to align with your counterparts in another state. Or if you are working abroad, you will need to make yourself available within the same Australian time zone as your team / work area – this may have you working through the night in your country of residence to align with your peers based in Australia.

**Q: What are the expectations around virtual meetings?**

- We utilise the technology of Teams to replicate a meeting that would otherwise have been held together in person. This would likely include weekly team catch ups and larger department / work area meetings. During these virtual meetings, the expectation is that people attending virtually have cameras set up and on for the meeting.
- We understand that for some people being in a meeting, virtual or not is intimidating and you may find it hard to participate. Make use of the Teams technology for chat and contribute through this channel during the meeting. You can also ask the meeting holder to save the transcript from the meeting which is a handy reference for everyone in the meeting.
- Virtual meetings don't fully replace the good old phone! Utilise the call function in Teams to make simple calls when appropriate.

## **Q: What is the expectation for how I dress/present myself in our Hybrid Work Model?**

- There is no requirement to dress in formal work wear if you are working remotely or from a CHU office. But you can if you prefer 😊
- If you are meeting clients (virtually or in person) dress appropriately for that occasion (you may need to get out your suit or jacket!)
- If in doubt grab your CHU branded shirt/polo neck/top and pair it with some pants
- When you are scheduled to be on a virtual meeting call dress and prepare yourself (hair, face, clothes) so you are comfortable to have your camera on.

## **Q: What happens if the state/region I am in has a covid lockdown?**

- The great thing about our hybrid model is that it is evolving and agile! All states should follow state and territory advice about Covid-19 - this may include having no one in the office as had been planned.
- You will receive clear and timely communication from your People Leader.

## **Q: Who is responsible for the setup of my remote office?**

- Working remotely is a choice that all team members are given. It is your responsibility to ensure your remote work location has the right equipment and safe environment for doing work from. This includes a working internet connection, adequate lighting, suitable space to place and use your IT equipment (laptop, screen, keyboard and mouse) and the appropriate levels of quiet and privacy to conduct your work.
- CHU will continue to contribute a one-off amount of \$250 to all CHU team members to help with your set up - this may include purchase of a desk or laptop stand or screen etc. Purchase your items and submit the expense through Concur for reimbursement.
- Note that CHU are not responsible for the cost of internet, phone or other ongoing elements including lighting/heating etc.
- Should you experience issues with any of your remote work set up the CHU offices will remain open to all team members to utilise.
- CHU provide you with a WHS checklist to help you set up your workspace in the safest way, it is your responsibility to complete this checklist as soon as you are working from this different location. If you experience problems because of your set up the People Team should be contacted for advice.

## **Q: What if I prefer to work from the office?**

Our model is fully flexible, and we recognise for some people working from an office is how they do their best work. You should however be sure to have all your remote working technology set up in case the need arises (and it may not just be covid related). This means ensuring you have assessed your remote “office space” and filled out the WHS checklist, have an internet solution ready to go and of course your laptop and VPN is all set up and you know how to use it remotely. It is you and your People Leader’s responsibility to ensure all this is in place PRIOR to any lockdown or office closure that may be instructed from the Government or senior management.

## Working AdvenCHUre with CHU

If you got this far and you're excited to be a part of our Hybrid Work Model, wait, it gets even better!

We recognise that our team members have family and friends spread out all across Australia and the world. We also love that we have so much diversity in our team which we know makes for better decision making, service delivery, understanding of each other, and so much more! With this, often comes a desire to travel and be there with those important people in our life. Or it could simply be a lifelong desire to explore and immerse yourself in history or a new culture. We don't want your work at CHU to stop you from doing so, or limited leave balances or finances for that matter. As such, we offer a short-term option for you to do your work from anywhere.

From January 2023, CHU is opening up our borders so to speak, and giving all CHUmans the opportunity to experience a once in a lifetime 'Working AdvenCHUre' with CHU. This work from anywhere option means having the freedom and flexibility to work from anywhere in Australia or abroad, away from established CHU hubs.

### **What is this Working AdvenCHUre (WAd) option?**

Team members can request to work for up to 180 consecutive days (approximately 6 months) anywhere in Australia, or abroad. Requests will be limited to one approved WAd request per team member every 24 months. Requirement to attend connecCHU days during this period is to be agreed upfront and upon approval (travel within Australia only). Leave may be taken in conjunction with WAd arrangement however, this leave must be taken immediately prior to or following WAd arrangement.

Work will need to be performed in the same Australian time zone as your team / work area, and not be limited because of your work location. Payment of wages will be made fortnightly as usual, in \$AUD into an Australian bank account, and will attract superannuation. CHU couples working and travelling together is an option, provided both work areas (if different) agree to WAd request.

The People Leader, Senior Leader or People Team has discretion to end a WAd arrangement at any time if performance expectations are unable to be delivered as required, or position duties / responsibilities are limited or reduced because of the arrangement. This may result in the team member being required to return to primary base or take paid/unpaid leave for the remainder of their journey.

### **Who can apply?**

Any team member on a permanent or fixed term contract, who has served 12 months or more with CHU, and satisfies a performance rating of 3 or higher, can apply. Those on a fixed term contract will be required to have sufficient time on their contract remaining, to cover the WAd request period.

### **What considerations need to be explored?**

As you can understand, there's a lot to plan for when working from another country for example. Things to think about and research before putting a WAd request in, include:

- Attendance at connecCHU days. What are you committing to whilst on your WAd?
- Location specific matters such as tax, working lawfully/ immigration, safety, work area set up, cyber security, internet usage and reliability, accommodation, travel advice from the

Department of Foreign Affairs and Trade, and personal insurance for non work related injury or illnesses. Note, this list is not limited.

- Is there any leave you would like to incorporate into your trip so it's not all about work?
- Does your total WAd request period fall within 180 consecutive days? This one's important as it affects work cover insurances.

All travel, living expenses, debts and associated costs incurred with any WAd arrangement, will be at the expense of the team member.

Provided you're able to satisfy the above requirements, and you're keen as mustard to head on your own WAd, [click here](#) to download and complete the WAd application form.

See, it does get better! 😊

## Measures of success

This model is a work in progress and will adapt and change as it needs to. Look, we're already on v2.0! For us to assess its success we have measures in place that we will monitor and review regularly. Every team member plays a part in the success of our Hybrid Work Model. We must all be able to answer yes to the below questions each time we make a decision about where we are working from on any particular day:

***Does the model have a positive impact on satisfaction, engagement and productivity for our team members and work area?***

***Does the model have a positive impact on the way our customers view the service we provide?***

We will measure these regularly through the following mechanisms:

For our team members:

- Peakon will be used to continue to measure engagement and satisfaction on a monthly basis and we will add specific questions to our question set around the hybrid model:
  1. My manager is fully supportive of my choice on where and how to work within the framework of our hybrid work model.
  2. ConnecCHUn days are useful in allowing me to collaborate and connect in a way that supports me to do my job well.
  3. Our Hybrid Work Model provides me with the flexibility I need to get my job done well.
  4. I understand the expectation around attendance at ConnecCHUn days and can see the value in all team members attending and connecting in person
- Anecdotal feedback through CEO walk the floors when visiting hubs/joining virtual team meetings / TalkToMe/ TalkToCHU's; "What do you love about this?"; "What's going to be a challenge?"; "What's not so great?".

For our customers:

- Direct - NPS style quick review questions at the bottom of an email to include specific question around availability/contactability.
- Intermediaries - we will engage with our intermediaries up front about our fuCHUre of work model asking for their help by answering our NPS survey each quarter.

## Feedback approach

Each quarter the senior leadership team will come together to discuss the results from both team members and customers and agree changes/actions required to ensure the model is fit for purpose. We encourage every team member to utilise the feedback mechanisms in place and provide honest feedback and suggestions.

## Benefits of our Hybrid model of work

There are many associated benefits to our hybrid model of work with many directly related to the quality of our life and the experience for our customers! Please take time to read these so that you can talk to the “why do CHU have a hybrid work model?” question we may get from customers, suppliers or interested friends!

- Improved ability to service clients through an extended “working day” that is not limited to State time zone differences only.
- Strengthens our strategic pillar “DE&I” by providing a truly 100% inclusive workplace for ALL team members leading to more highly effective and innovative teams who provide excellent customer/client service<sup>1</sup>.
- Provides greater internal career development opportunities by removing the need for many positions to be associated with a particular office location.
- Gives us access to a greater number of potential future CHU team members as we are not restricted by borders or proximity to large cities.
- Strengthens our status as employer of choice by offering market leading flexibility and work from abroad opportunities.
- Allows for us to make more conscious and well thought out ConnecCHUins with our colleagues and team members that are purposeful and collaborative.
- Improved shareholder value through higher levels of team member engagement, productivity and satisfied customers.

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<sup>1</sup> DCA Inclusion@Work Index 2019-20