

February 2026

Indigenous-Inclusive Flexible Work: What works at work

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INDIGENOUS-INCLUSIVE FLEXIBLE WORK

SNAPSHOT

We designed this guide to provide employers with **practical, evidence-based action** when it comes to workplace flexibility for Indigenous people. The guide will help your organisation's workplace flexibility policies and practices be culturally safe, inclusive, and equitable for Aboriginal and Torres Strait employees – and responsive to cultural requirements and nuance. Our guide is divided into 3 sections.

1. **Understanding Indigenous ways of caring** – for flexible work that really works for Indigenous people, it's critical to understand Indigenous ways of caring for kin, community, and Country.
2. **Providing Indigenous-inclusive flexibility work options** that work well for Indigenous employees, not just non-Indigenous employees.
3. **Creating an Indigenous-inclusive flexibility culture** – that is, a workplace culture that supports, rather than constrains, flexible work for Indigenous employees.



START BY UNDERSTANDING INDIGENOUS WAYS OF CARING

Understanding the caring responsibilities of Aboriginal and Torres Strait Islander peoples is critical for employers wanting to ensure workplace flexibility is Indigenous-inclusive.

Many mainstream employers have designed flexible work policies and practices around non-Indigenous, Western family and caregiving norms and narrow definitions of 'family.'¹ This can mean policies and practices are not fit-for-purpose for Aboriginal and/or Torres Strait Islander employees, whose caring responsibilities may go beyond immediate family to extended family, clan, and community.²

Below we describe some characteristics of Indigenous ways of caring. Remember though, caring practices among Indigenous peoples are diverse and vary across communities and cultures. So not all characteristics will be relevant for all Indigenous employees.



Caring for Kin

Aboriginal and Torres Strait Islander cultures are based on a kinship system. This refers to the complex network of family, community, and cultural relationships that define:

- how people are connected,
- how people care for one another, and
- the roles, responsibilities, and obligations we have to each other.³

For example, kinship systems may guide who cares for children (often shared) and cultural responsibilities at times of death and mourning (Sorry Business).

Kinship systems create a web of care. For Indigenous people, ‘family’ extends beyond the immediate nuclear unit of parents and siblings – to include extended family, clan, and the broader community. Caring therefore can include supporting parents, aunties and uncles, younger siblings, nieces and nephews, cousins, partners' children, Elders, and/or those with disabilities or chronic health issues. This means Indigenous employees are more likely than non-Indigenous employees to be carers:

- 14% of Aboriginal and Torres Strait Islander people are carers, compared to 10.5% of non-Indigenous people.⁴

Kinship means care is often shared. As part of a shared responsibility ethos, it's common for many Indigenous people to care for multiple family and community members.⁵ For example:

- 68% of Indigenous carers care for more than one person, and
- 13% care for four or more people,
- 82% care for someone living with disability, and
- 46% care for someone with mental ill health.⁶

Caring for Culture and Country

For many Aboriginal and Torres Strait Islander people, caring responsibilities also include ongoing cultural and custodial obligations to Country and culture. These are central to identity, wellbeing, and community continuity, but again, differ among Indigenous people and communities. A good rule is to never assume!

Country is understood not as land to be owned, but as a living relative/entity with whom people have a reciprocal relationship – often described as “when we look after Country, Country looks after us.”⁷ This care, for example, might involve:

- maintaining songlines, languages, and cultural knowledge and relationships,



- fulfilling kinship-based custodial responsibilities linked to totems, or
- cultural land management, ceremony, and spiritual connection to ancestors and future generations.

These responsibilities are not discretionary or symbolic – they are a mandatory intergenerational duty and essential to cultural survival.

Caring for Sorry Business

Sorry Business refers to the important cultural responsibilities at times of grief and loss practiced among many Aboriginal and Torres Strait Islander communities. Sorry Business may involve mourning the loss of a loved one from anywhere in the broad community the person belongs to.

Sorry Business can involve ceremonies, rituals, protocols, and practices that mark bereavement and honour the deceased. Kinship determines:

- who participates in which ceremonies,
- who has responsibilities for organising or supporting the burial, and
- who provides emotional, cultural, or practical support to the grieving family.

Kinship obligations mean that Aboriginal and Torres Strait Islander people may be expected by community to take time away from work to participate in Sorry Business. While in some non-Indigenous communities, funerals only involve family and close friends, in Indigenous communities the whole community may be expected to attend.

Attendance is an important cultural responsibility, and not attending can cause distress and be seen as disrespectful.

Indigenous employees may require greater flexibility and/or more days leave to attend to Sorry Business than non-Indigenous employees. This is because attending Sorry Business often involves significant travel, as family and community members may live off-Country. Additionally, higher rates of early death⁸ and larger kinship networks mean that Sorry Business occurs more often in Indigenous communities.

Connected Caring – When ‘Work and ‘Personal Life’ are Not Separate

Many workplace policies are based on a non-Indigenous Western idea that work and personal life should be kept separate. But this can miss the work realities of Indigenous employees and so limit the effectiveness of these policies.

Sometimes Aboriginal and Torres Strait Islander people work in jobs where their professional responsibilities are closely connected to and overlap with community, cultural, and kinship responsibilities.⁹



In these roles, it can be difficult – and sometimes inappropriate – to draw a clear line between ‘work’ and ‘home’. Sometimes attempting to separate the two may undermine their ability to do their job effectively.

- For example, Aboriginal Health Workers and Aboriginal Education Workers might work beyond formal hours or outside the workplace to support families and kinship networks to navigate unfamiliar and culturally unsafe health or education systems.

To be inclusive, we need to value Indigenous employees’ care work and cultural skills as real assets that enable employees to make important contributions at work and in community.

Caring to Counter Ongoing Harms of Colonisation

To create genuinely inclusive and flexible workplaces, we need to recognise the great damage and ongoing impact colonisation has caused in the lives of Aboriginal and Torres Strait Islander people.¹⁰ This impact includes:

- much less access to health, housing, education and employment,¹¹ and
- frequent experiences of systemic and interpersonal racism when services are accessed.¹²

As a result, when institutions fail to provide culturally safe and effective services, Aboriginal and Torres Strait Islander people are often forced to take on additional caring responsibilities for family and community members.¹³ This places additional, often invisible demands on Indigenous carers – particularly women (echoing imposed Western societal roles and expectations).

Flexible workplace practices that acknowledge these realities – rather than assuming all employees face the same circumstances – are critical to supporting wellbeing, retention, and genuine equity for Indigenous employees.

Caring as a Cultural Strength not a Burden

Many non-Indigenous employers treat unpaid care as a “burden” that keeps people from being productive at work.

However, for many Aboriginal and Torres Strait Islander people, caring for family, community, and Country is not a chore to be minimised or outsourced but a cultural strength and expression of culture.¹⁴



CHECK YOUR FLEXIBLE WORK OPTIONS ARE INDIGENOUS-INCLUSIVE

Why Indigenous-Inclusive Flexible Work Matters

Providing flexible work that is Indigenous-inclusive shows Aboriginal and Torres Strait Islander employees that their organisation:

- recognises caring for family and kin of all types, community, culture, and Country is a core part of many Indigenous employees' lives,
- enables Indigenous employees to maintain strong connections to culture, community and Country while contributing at work, and
- won't require them to choose between work and fulfilling their duty to mob and community cultural protocols.

This is a win-win outcome for employees and organisations alike – it supports Indigenous employees' wellbeing, retention, and ability to contribute fully at work.

What are Indigenous-Inclusive Flexible Work Options?

The table over page lists flexible work options that, when implemented well, are inclusive of Aboriginal and Torres Strait Islander employees and Indigenous ways of caring.

These include Flex-Time, Flex-Leave, or Flex-Place.

- **Most are general flexible work options** that many organisations will already have in place (e.g. varying start and finish times, working remotely).
- **Some are specific to Indigenous employees** (e.g. cultural leave).
- **All rely on having an Indigenous-inclusive workplace culture** that supports, rather than constrains, flexible work for Indigenous employees (see last section for how to achieve this).



INDIGENOUS WAYS OF CARING		
Indigenous-Inclusive Flexible Work Options		
Flex-Time	Flex-Leave	Flex-Place
Varying Start/Finish Times	Cultural Leave	Working on Country
Compressed Work Weeks	Carers Leave	Working in Culturally Safe Locations
Time Banking or Time-In-Lieu	Parental Leave	Working Remotely
Part-Time Work	Family Violence Leave	Working From Home
Job Sharing	Bereavement Leave	
Predictable Time Off	Floating Holidays	
Annualised Hours	Purchased Leave	
Term-Time Work	Flexible Leave	
Flexible Rostering	Annual Leave	
Flexible Breaks	Long Service Leave	
	Community Service Leave	



Flex-Time

Flex-Time options provide **flexibility in when employees work**.

These include varying start and finish times, compressed work weeks, time-in-lieu, part-time work, job sharing, predictable time off, annualised hours, term-time work, flexible rostering, and flexible breaks (see Glossary for explanations of options).

Indigenous employees might request flexibility in when they work for cultural reasons such as those listed below.

Flexible rostering – swapping shifts to accommodate a culturally significant community event or to care for family/kin.

Compressed hours – working longer hours over fewer days (e.g., a nine-day fortnight) to allow for extended travel time to Country.

Flexible breaks – providing paid lactation breaks, including for Indigenous women involved in communal breastfeeding arrangements (see for example the [National Indigenous Australians Agency](#)).

Flex-Leave

Flex-Leave options provide **flexibility in when employees take time off work**.

Flex-Leave options include cultural leave, carers leave, parental leave, annual leave, family violence leave, bereavement leave, purchased leave, flexible leave, and floating holidays.

For Indigenous employees, the below Flex-Leave options may be particularly relevant.

Carers Leave for Indigenous employees might involve providing flexibility for kinship obligations. This recognises that Indigenous families may be broader and encompass extended family and community members (see for example the [Tasmania State Service](#)).

Bereavement Leave for Indigenous employees might involve having specific additional leave to attend Sorry Business, funerals, or other significant cultural events, which may extend beyond standard bereavement leave for immediate family.

- [Thales](#) provides Sorry Business leave in which Indigenous employees may receive up to five days paid leave for each occasion where there is a death of an immediate family member or extended kin/family.

Floating Holidays allow employees to substitute public holidays like (e.g. Invasion/Survival/Australia Day) for either another workday that is not recognised as a public holiday or a culturally significant day (e.g. National Sorry Day).

- 65% of Australian workers say their employer allows them to take another culturally or religiously significant day off in return for working a gazetted public holiday.¹⁵



- Increasingly, employers like Woolworths, Telstra, Wesfarmers, KPMG, BHP, Deloitte and Paramount are allowing employees to work on Survival Day and select another day to take as a holiday. They do this to recognise that Survival Day is a painful reminder for Indigenous people of a violent colonisation and their ongoing dispossession, the effects of which are still being experienced by Indigenous peoples today.

Cultural leave enables Indigenous employees to take leave from work for culturally significant occasions that may not be covered by standard public holidays.

- In 2025, 55% of Indigenous employees worked in an organisation that offered (unpaid or paid) cultural leave.¹⁶
- Some employers offer general cultural leave while others offer more specific forms of leave like ceremonial leave, NAIDOC (National Aboriginal and Islander Day Observance Committee) leave, or cultural bereavement leave.
- Ensure cultural leave is paid and offered as a separate leave category to other types of leave such as annual or carers leave. If cultural leave is unpaid, it creates considerable added pressure and discourages mob from taking the leave.
- SA Health provides up to 15 days of Special Leave with Pay per year that can be used for Aboriginal and/or Torres Strait Islander Cultural Leave (within a 15-day cap for special leave).
- University of Southern Queensland provides 10 days paid and 15 days unpaid Aboriginal and Torres Strait Islander cultural and ceremonial leave per year. This leave is non-cumulative (i.e. unused leave does not roll over from year to year).
- Australian Tax Office provides up to 10 days paid ceremonial leave (in any period of 2 years) for Indigenous employees for cultural or ceremonial purposes.



Flex-Place

Flex-Place options provide **flexibility in where employees work**, rather than requiring all employees to work in the office/on-site.

Flex-Place options include working on country, working in culturally safe locations/environments, working remotely, and working from home.

For Indigenous employees, the below Flex-Place options may be particularly relevant.

Working on Country enables employees to work remotely from their Country (traditional lands) – for example, from their community or a regional hub rather than a capital city office. This may be either on a full-time ongoing basis, a hybrid arrangement (e.g. for part of the week to stay close to family and land), and/or for a period (e.g. a month every year).

- This recognises the cultural, spiritual, and community connections Indigenous peoples have to Country, and supports employees to maintain those connections while continuing to participate fully in work.
- UTS Jumbunna Institute has a Working on Country which supports Indigenous employees work remotely and/or from home.
- In the Australian Public Service “consideration must be given to connection to country and cultural obligations when reviewing” First Nations employees’ change of location requests.

Working in Culturally Safe/Appropriate Locations. Sometimes Indigenous employees need to meet with Indigenous clients offsite to support cultural safety and more effective engagement and service delivery.

- For example, Indigenous family members may ask to meet an Aboriginal Education Worker in a community based location rather than at their child’s (non-Indigenous) school due to having experienced harmful racism when visiting the school.



CREATE AN INDIGENOUS-INCLUSIVE FLEXIBLE WORK CULTURE

We know from research that harmful and inaccurate racial stereotypes and assumptions often prevent Indigenous employees from accessing flexible work options, and from progressing in their career when they do work flexibly.¹⁷

So, to be genuinely Indigenous-inclusive, organisations need to offer flexible work options, and ensure:

- flexible work options can be accessed by Indigenous employees, and
- that doing so does not negatively affect Indigenous employees' careers.

Below are recommendations to create such a workplace culture – one that is inclusive of Indigenous employees and Indigenous ways of caring.

Tips for Practitioners – How to Design Flexible Work to be Indigenous Inclusive

Centre Indigenous voices. When reviewing flexible work policies to ensure they are inclusive of Indigenous employees, it is leading practice for the process to be Indigenous-led or meaningfully informed by Indigenous voices. This strengthens cultural safety, ensures updates are culturally appropriate, and supports genuine inclusion. For example:

- involve Aboriginal staff or external Indigenous advisors in creating company guidelines on cultural leave or protocols for bereavement (Sorry Business), and
- listen deeply and act on perspectives they shared.

Benchmark flexible work options against our table of Indigenous-inclusive flexible work options (page 9) – are there any flexible work options you could add to better support Indigenous employees' wellbeing, retention, and therefore ability to contribute fully at work?

Ensure cultural leave is paid and offered as a separate leave category to other types of leave such as annual or carers leave. If cultural leave is unpaid, it creates considerable added pressure and discourages mob from taking the leave.

Include a policy statement about culturally informed decision making. Up-date your organisation's flexible work policies to state that decisions about flexible work should be culturally informed and responsive to Indigenous ways of caring.

- For example, the Indigenous Land and Sea Corporation's Enterprise Bargaining Agreement states that "ILSC must consider connection to country and cultural obligations in responding to flexible work requests and change of location requests."
- Such a statement avoids managers making inappropriate decisions based on non-Indigenous Western caregiving norms and narrow definitions of 'family.'



- It also avoids Indigenous employees being reliant on managerial goodwill to access flexible work and/or being forced to repeatedly explain cultural responsibilities.

Broaden your organisation's definition of 'family' in flexible work policies to reflect Indigenous kinship networks. This will help ensure that, for example:

- flexibility requests by Indigenous employees to care for extended family are treated with the same importance as requests by non-Indigenous employees to care for immediate family, and
- leave requests to attend funerals for Indigenous community members are recognised as legitimate cultural responsibilities, not personal preferences.

Raise awareness internally about Indigenous ways of caring and what Indigenous-inclusive flexible work looks like in practice. For example:

- share this Indigenous Flexibility Guide internally in your organisation, and
- integrate information on Indigenous ways of caring and Indigenous flexibility in any cultural awareness or capability training being conducted in your organisation.

Share the below 'Tips for People Managers' to assist managers to make culturally informed decisions about flexible work that are responsive to Indigenous ways of caring.

Tips for People Managers – How to Make Flexible Work Indigenous-Inclusive

Recognise Indigenous employees' caring responsibilities may go beyond immediate family to extended family, clan, and community. Treat flexibility requests for this care with the same seriousness and respect as requests relating to immediate family for non-Indigenous employees. Avoid making decisions based on non-Indigenous Western ideas about caregiving and 'family.'

Think fair treatment not same treatment. Sometimes we need to treat people differently to be fair (that is, to provide the same opportunity).¹⁸

- **Different circumstances.** Indigenous employees may sometimes need different types of flexible work to non-Indigenous employees (e.g. cultural bereavement leave) due to having different life responsibilities (e.g. Sorry Business).
- **Same opportunity.** Without this flexibility, Indigenous staff may be unfairly disadvantaged by being forced to choose between their cultural responsibilities and their job – a choice non-Indigenous employees would not have to make.

Appreciate diversity among Indigenous employees. Recognise that flexibility needs among Indigenous employees will vary – as they do among non-Indigenous employees. For example, flexibility needs may vary based on community ties.



- **Strong community ties.** Some Indigenous employees may require greater flexibility due to having strong active ties to family, community, and Country.
- **Disrupted community ties.** Others may have disrupted and more complex connections due to Australia's history of forced removal of children from their families and communities. These employees may be rebuilding connections, navigating loss or trauma, or may not have access to the same cultural supports as others.

Lead with compassion at times of loss. Treat flexibility requests to attend to Sorry Business with understanding and compassion.

- **Understand cultural duties.** Treat leave requests to attend funerals for Indigenous community members as legitimate cultural responsibilities, not personal preferences.
- **Avoid questioning the relationship** of the deceased or the necessity of attending to Sorry Business. Recognise that the family and community members with cultural authority are responsible for deciding who is considered kin.
- **Greater flexibility may be needed.** Recognise Indigenous employees may require greater flexibility or longer leave for Sorry Business than non-Indigenous employees. Attending Sorry Business often involves significant travel, as family/community members may live off-Country. Additionally, higher rates of early death¹⁹ and larger kinship networks mean that Sorry Business occurs more often in Indigenous communities.

View caring for Country and community as cultural duty and real work – not just personal time off. Consider offering additional unpaid leave for significant, longer-term cultural obligations.

Check whether employment security is affecting flex access. Aboriginal-identified roles are often temporary, casual, or short-term contract.²⁰ This can prevent Indigenous employees from requesting and advocating for flexible work because they fear losing their job.

Build trust – avoid hyper-surveillance. Be mindful that Indigenous employees often experience unjustified greater scrutiny, surveillance, and suspicion from management and colleagues, compared to their non-Indigenous colleagues.²¹ To avoid this:

- proactively address the racial biases and inaccurate stereotypes that fuel suspicion,
- standardise access to flexible work options, and
- encourage a culture of productivity versus presence.

Encourage a culture of productivity versus presence. Focus on outcomes not rigid hours when assessing performance. This helps emphasise what really matters – contributions, impact, and results – rather than presence alone.



Avoid the trap of ‘boss-based flexibility.’ A key barrier to accessing flexible work is when such arrangements rely solely on the discretion of individual managers. For Indigenous employees, managers’ decisions can be shaped by unconscious biases such as harmful racial stereotypes and limited understanding of Indigenous cultural responsibilities and care-giving practices.²² To avoid this:

- build your cultural awareness about racial biases and stereotypes that Indigenous employees regularly experience, and
- try an ‘All Roles Flex’²³ approach to flexible work, started by Telstra in 2014 but now common practice in leading practice employers.

Trial an ‘All Roles Flex’ approach to flexible work. Make flexibility standard practice rather than an exception in your team. Industry guidelines like [Future-Flex: Mainstreaming Flexibility by Team Design](#)²⁴ explain how this can be done. For example:

- ask your team – how can all team members have more flexibility in when they work (Flex-Time), when they take leave (Flex-Leave), or where they work (Flex-Place)?
- ask your team to together review their suggested flexible work options to find how these can be implemented to maintain or positively impact individual, team, and business outcomes,
- encourage your team to challenge inaccurate assumptions about flexible work (e.g. that flexible workers are less committed, flexible work is not possible in our industry),
- pilot, monitor, and refine your flexible work options over time.

Consider team inclusion. 50% of Indigenous employees report that co-workers react negatively when Indigenous colleagues take cultural leave.²⁵ To cultivate inclusion, address any issues promptly when they occur and encourage team-wide learning – for example:

- organise a cultural awareness workshop led by Indigenous facilitators,
- share books or podcasts by Indigenous people,
- recognise important dates (e.g. NAIDOC Week, National Sorry Day), and/or
- avoid relying on Indigenous employees to educate the team unless they voluntarily choose to participate – relying on Indigenous team members to educate the workforce just creates extra work that Indigenous employees are usually not recognised or rewarded for.²⁶

Think Flexible Careers. Ensure Indigenous employees working flexibly are offered career opportunities. Often Indigenous employees are pigeon-holed into low level roles with no or little flexibility and no career prospects. This happens due to Indigenous employees being subjected to:



- out-dated assumptions that all management or leadership roles require physical presence five days a week²⁷ in a metropolitan office,²⁸
- to career-limiting stereotypes that question their competence, ambition, and suitability for leadership,²⁹ and
- greater scrutiny and performance expectations than their white counterparts,³⁰ as well as
- Indigenous employees' cultural perspective being valued but their broader skills like strategic insight and leadership being overlooked.³¹

Managers play a key role in challenging these biases and ensuring flexible work is culturally safe and career-enabling.

Continue building your Indigenous-inclusive leadership capabilities. Not only will this broaden and further build your people management capabilities, it reduces the burden on Indigenous team members to continually explain or justify their workplace needs.

- Register to receive CIPW's evidence-based Indigenous employment guides and events by clicking on [this link](#).
- Read CIPW's Indigenous-Inclusive Flexible Work Guide and share with colleagues.
- Learn about and participate in significant cultural events and dates (e.g. NAIDOC Week, Sorry Day, National Reconciliation Week).
- Encourage and support staff who want to participate in these events.
- Attend cultural awareness, cultural safety, or anti-racism training.



GLOSSARY OF FLEXIBLE WORK OPTIONS

Annualised Hours. An employee's total working hours are set over a year rather than per week, allowing those hours to be worked unevenly across busy and quieter periods. Employees may work more hours at certain times of the year and fewer at others, while their pay is usually spread evenly across the year to provide income stability and predictability.

Career Break. Extended leave from employment, agreed in advance and typically unpaid, where an employee temporarily steps away from work, with the intention of returning at the end of the agreed period. Career breaks support life events such as caring responsibilities, cultural or community commitments, study, travel, health, or wellbeing.

Community Service Leave. Employees can be absent from work to engage in certain community service activities such as a voluntary emergency management activity or jury duty, including attendance for jury selection.

Compressed Work Week. Employees may work their ordinary weekly hours, compressed into a shorter time period. This results in longer workdays but more full days off. For example, instead of working five standard days, they might work a four-day week or a 9-day fortnight.

Cultural Leave. Employees can take leave from work for culturally significant occasions that may not be covered by standard public holidays. It enables employees to meet cultural, community, and family responsibilities – for example, Sorry Business, cultural ceremonies, community leadership roles, or caring connected to culture and kinship.

Family Violence Leave. Employees who are experiencing family violence can take leave to deal with the impacts of family violence where it is not practical to do so outside their work hours (e.g. making arrangements for their own or a family member's safety, attending court, counselling, or appointments with medical, financial, or legal professionals).

Flexible Breaks. Employees may have some discretion over when and how they take rest or meal breaks, provided minimum legal requirements are met. This might be choosing when to take a lunch break within a set window, splitting a longer break into shorter breaks, taking breaks to accommodate caring responsibilities, adjusting break times for cultural observances, or compressing breaks to leave earlier.

Flexible Leave. Employees may take leave at half- or part-pay, in smaller increments (e.g. hours instead of full days), purchase additional leave (see Purchased Leave below), swap public holidays for culturally significant days (see Floating Holiday Leave below).

Flexible Rostering. Employees may have flexibility in shift patterns such as days worked and rostered off. This may include submitting requests for preferred shifts or days off, swapping shifts with approval, or rotating shift preferences.



Floating Holidays. Employees may substitute public holidays (e.g., Survival/Invasion/Australia Day) for either another workday that is not recognised as a public holiday or for a culturally significant day (e.g. NAIDOC Week, National Sorry Day). Increasingly Indigenous employees are choosing to work on Survival/Invasion Day (26 January) and take another workday as leave later in the year.

Hybrid working. Employees may split their time between working remotely (e.g. from home) and working in the official physical place of work (e.g. office, onsite). It combines the benefits of in-person collaboration with the flexibility of remote work.

Job Sharing. Two or more employees share the responsibilities, hours, and pay of a single full-time position. Each employee works part-time, but together they cover the full duties of the role. Work schedules are coordinated so that the position is effectively staffed at all times.

Predictable Time Off (PTO).³² PTO is often used in high-intensity, ‘always-on’ industries such as business consulting to create a more sustainable work culture. PTO refers to pre-planned, designated periods established in advance when employees are formally completely off work and not expected to monitor or respond to work communications.

Purchased Leave. Employees work a slightly lower annual salary in exchange for extra leave days beyond their standard annual leave entitlement. May be taken as extended time off or shorter additional breaks throughout the year.

Term-Time Work. Employees may work only during school terms and have time off during school holiday breaks to care for their children. Pay may be received only during working weeks or spread evenly across the whole year.

Time Banking or Time-In-Lieu. Employees may ‘bank’ hours worked during busy periods (e.g., managing work events on weekends) and take that time off later. Working extra hours where required over several days or weeks and then reclaiming those hours as time off.

Working in Culturally Safe Locations. Indigenous employees meeting with Indigenous clients offsite to support cultural safety and more effective engagement and service delivery.

Working on Country. Indigenous employees may work remotely from their traditional lands, recognising their ongoing cultural and community connections to Country.

Working Remotely. Employees may perform their job duties from a location other than the official physical place of work (i.e. office, onsite). This may include working from their home, a co-working space, or another site, using technology to stay connected.



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