



FCC AGILE WORKING ARRANGEMENTS

Human Capital

May 2018

Agile Working – the FCC Way

1. INTRODUCTION

FCC is committed to establishing work practices that are mutually beneficial to the employer and the employee. FCC recognises that where possible, providing employees with agile work arrangements to support optimal work-life balance creates a more productive workforce.

The benefits of Agile Working arrangements are as follows:

- Increased ability to attract, retain and motivate high performing and experienced employees;
- Reduced absenteeism;
- Helps employees manage their responsibilities outside of work;
- Increased job satisfaction, energy, creativity and ability to handle stress and
- Improved productivity.

2. OBJECTIVES OF THE GUIDELINE

While these practices are currently being used by many teams, this document articulates FCC's philosophy in this regard to ensure a consistent understanding of the FCC Agile Way of Working and its intent.

3. SCOPE

This guideline is applicable to all permanent employees of FCC.

4. DEFINITIONS FOR AGILE WORKPLACE

Agile Working:

A variable work schedule that allows employees to have flexibility, within limits, in terms of the times they start and finish work provided they work a set number of hours. The number of hours worked as per your terms and conditions of employment does not change, however, start and end times may vary to accommodate both employee and employer needs. While the office may remain as the primary worksite, employees may from time to time, work from an alternative work site.

Alternative Work Sites:

Sites or space where an employee works one or more days a week including but not limited to the below:

- Another FirstRand office or site,
- From home.

Core business hours:

The agreed times during a normal working day that the employee must be available.

Primary Work site:

The formal place of work where your dedicated office and/or team is situated.

Part time:

A part-time working arrangement means a permanent employee working 5 hours a day. Salary is prorated to two third the fulltime salary.

5. CRITERIA FOR AGILE WORK ARRANGEMENTS

5.1. Not a 'one size fits all' approach:

- Not all roles lend themselves to the same interpretation of Agile Working.
- It is essential that you engage with your line manager to understand how the philosophy can be best applied in your role for the business.

5.2. Agile Working arrangements require:

- Open communication and
- agreement between the employee, line manager should be reached and the team and immediate stakeholders should be informed.

5.3. Agile Working is sustainable only when:

- There is transparency;
- team buy in and
- where the team, employee and manager understand the desired performance results.

5.4. The following factors should be assessed:

- The employee's ability to work autonomously.
- Is the employee output driven?
- Is the employee a good performer?

- Is the proposed work environment conducive to productivity, e.g. is the working environment noisy?
- Is the proposed work environment as safe as possible to the health and safety of the employee?
- Understand the impact on the team.
- Understand impact on business and customer service delivery.

The focus on agile working outcomes must be on business results. The supervisor or line manager should communicate in advance what assignments or tasks are appropriate to be performed at the alternative work site and what assessment techniques will be used to measure success in meeting performance standards.

5.5. The agreement should be as specific as possible and include:

- Days and hours the employee is expected to be working in the department.
- Times and/or hours the employee is expected to be working and reachable at the telecommuting site.
- Methods of contact such as cell phone, fixed line and 3G.
- Times and frequency of contact (in both directions).

The ability to work agilely needs to be a responsive agreement with your line manager based on business needs and may be reviewed or withdrawn dependent on business requirements.

6. PROCESS

- Employees wishing to be considered for the agile working arrangement must submit a brief written motivation to the line manager.
- The manager evaluates the motivation with these guidelines in mind.
- If the application is successful, the addendum and the letter of undertaking must be signed and filed in the staff file.
- If the application is unsuccessful, the manager gives feedback to the employee as to why the application is unsuccessful.

7. RESPONSIBILITIES OF EMPLOYEES

- Employees need to familiarise themselves with these agile working guidelines.
- Employees must ensure that stakeholders are not inconvenienced and the ability to perform their roles and responsibilities are not compromised.
- Employees must attend all scheduled meetings at the dedicated office or elsewhere as and when required, this includes training sessions and staff sessions.

- Employees must keep abreast of business decisions and events and have ongoing interaction with colleagues.
- Ensure that the continuance of performance management and career development discussion as well as any other employee responsibilities duties such as capturing leave is done.

8. RESPONSIBILITIES OF LINE MANAGEMENT

- Assess the feasibility of an agile working arrangement and determine the impact on business operations.
- Keep the employee informed of any changes made to the agile working arrangement.
- Assess the impact on information security. The line manager must be assured that confidential information of the Bank will be protected.
- Ensure that the continuance of performance management and career development discussion as well as any other managerial duties such as ensuring leave is captured.
- Ensure that the employee remains part of the team by informing them of business decisions and events that have an impact on the employee.
- It is imperative that sufficient ratio (1:100) of emergency team personnel (First Aiders / Fire Marshals) are still available at the office when staff can work from home to ensure emergency preparedness.

9. RESPONSIBILITY OF HUMAN CAPITAL BUSINESS PARTNERS

- Keep records of the signed agile work arrangement in the staff file.
- Provide guidance and support on agile work arrangements.
- Coordinate agile work arrangement within the business unit to ensure consistency.

10. TERMS AND CONDITIONS

10.1. General

- All terms and conditions of employment remain unaffected.

10.2. Hours of work

- The hours of work per day are not affected by agile working arrangements. Employees should work their contracted hours of work per month.
- Where applicable the overtime policy will apply provided prior authorisation is obtained.
- Travel between the employee's home and the office is not reimbursed.

10.3. Health and Safety

10.3.1. Requirements of the Occupational Health and Safety Act when working from home

- There is an obligation on the employee to establish and maintain a working environment that is safe and without risk when working from home.
- The normal process of reporting of Injury on Duty claims still applies when employees work from home. (Please see FirstRand EHS Procedure Incident Management for more information)

10.3.2. Liability for Injuries

- Compensation for Occupational Injuries and Diseases Act applies when employees work from home.
- The FirstRand Injury on Duty reporting and claims procedure applies in full. For more information refer to the FirstRand EHS Procedure Incident Management.

10.3.3. FirstRand Information Security

- Employees must adhere to all the Banks information governance policies and procedures.

10.4. Expenses

10.4.1. Reimbursable expenses

- Business telephone calls as per cell phone agreement.
- Office supplies such as paper, pens, fax – follow normal procurement procedures

11. TERMINATION OF THE AGILE WORKING ARRANGEMENT

- The Bank may terminate the Agile working arrangement at any time at its sole discretion.
- Employees wanting to terminate the arrangement must inform their line managers. Notification of termination must be confirmed in writing and stored in the staff file.

12. DOCUMENTATION ATTACHED:

- a. Addendum to Contract of Employment

**ADDENDUM TO CONTRACT OF EMPLOYMENT, AGILE WORKING ARRANGEMENT CONCLUDED
BETWEEN
FIRSTSTRAND BANK LIMITED AND**

..... (Full name and employee number)

The Employee agrees that the following clauses form part of and are incorporated into the contract of employment: -

A. Conditions of service

With effect from(date) the employee, will remain in the permanent employ of the Bank subject to the terms and conditions of employment as well as the terms and conditions of the Agile Working Arrangements Policy. The core business hours during which the employee must be available for work purposes/required to be at work (delete if not applicable) is as follows:

Monday to Friday/Saturday (delete if not applicable) from to

.....

B. Alternative Work Site

The employee confirms that his/her alternative work site for the purposes of the agile working arrangement will be:

Physical Address:

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.....
.....

C. Occupational Health and Safety Act

- There is an obligation on the employee to establish and maintain a working environment that is safe and without risk when working from home.

D. Information Governance

Employees must adhere to all the Banks information governance policies and procedures

E. Acknowledgement

The employee acknowledges and understands that should he/she breach the terms and conditions of the agile working arrangement, then this may result in the cancellation of the arrangement.

Signed at On this..... day of20... in the presence of the undersigned witnesses:

Witness 1:

Witness 2:

For FirstRand Bank Limited:

Full Name

Signature

Signed at On this..... day of20... in the presence of the undersigned witnesses:

Witness 1:

Witness 2:

Employee:

Full Name

Signature