

Actionable Insights Report



Acknowledgement of Country

The authors and partners of this report wish to acknowledge the Traditional Owners of the nations across Australia and pay our respect to Elders past and present. We recognise that all Elders and mobs in locations across Australia have their own experiences with work. We hope this report enables Aboriginal and Torres Strait Islanders to keep telling their own stories.

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Introduction

This Actionable Insights Report accompanies the *Good Flex, Bad Flex: Designing Flexibility for Gender Equality* report and sets out practical action pathways from the first year of the Working for Women Research Partnership. It translates the evidence presented in the Good Flex, Bad Flex report into concrete steps for governments and other labour market stakeholders to expand and embed high-quality workplace flexibility, referred to here as ‘good flex’. Good flex is mutually beneficial, supports worker choice and agency, and is enabled by predictable and supportive organisational practices and capable managers that make flexibility usable and sustainable.

Well-designed and effectively implemented flexibility (good flex) supports key government policy objectives, including increased labour force participation and progress on gender equality in line with the national Working for Women strategy. Good flex also delivers significant benefits for employers by fostering a more engaged, resilient and sustainable workforce. For workers, it improves health and wellbeing, supports work-life balance, and strengthens the capacity to combine paid work with care and other responsibilities.

The pathways presented in this document are organised around key terrain for government action, reflecting the different roles government can play in building access to high-quality flexibility for Australian workers. For each pathway, we identify a lead Australian Government agency and potential opportunities for partnership and collaboration, outline the intended benefits, and propose implementation timeframes. These pathways will extend and embed good flex across industries, sectors and occupations, focusing particularly on areas where access remains limited and barriers persist.

While this report focuses primarily on actions the Australian Government can take to expand access to good flex, achieving widespread and sustainable change requires partnership and coordinated action across the broader workplace ecosystem, including by state and territory governments, employers, unions, industry bodies, managers, workers and advocacy organisations. Each has an important role to play in designing, implementing and embedding flexible work practices that deliver benefits for individuals, organisations and the broader economy.



Good and Bad Flex Compared

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Bad Flex		Good Flex ⁴
Employer-controlled arrangements with limited worker choice over hours and scheduling, constraining capacity to meet care, cultural and community needs and reinforcing insecurity and pressure.	What is it?	Mutually beneficial arrangements that provide real choice and control over work hours, patterns and location, enabling people to meet paid work alongside care, cultural and community needs without compromising job quality, security or progression.
Employer-oriented	Who benefits?	Mutual benefit to workers and employers
Employers have control and choice	Who chooses?	Workers have control and choice
Lower job quality	What is the link to job quality?	Higher job quality
Insecure and uncertain	Is it secure?	Secure and stable
Limits or lacks clear progression pathways	Is there a link to career progression?	Supports career progression
Underutilised or below qualification level	How are skills and qualifications used?	Well utilised and aligned with qualifications
Lower and/or unstable pay	How does this relate to wages?	Stable, professional wages
Unpredictable arrangements that make care difficult	What is the impact on care?	Predictable arrangements that support care
Drives workforce turnover and exit at key life points	How does it impact retention & turnover?	Supports retention at key life points
Lower labour costs through reduced pay or conditions	What's in it for employers?	Productivity gains from retaining and effectively utilising skilled workers
Reinforces structural and gendered inequalities	Overall impact	Delivers mutual benefit and sustainable flexibility
*Quality jobs are characterised by security, fair wages, safe working conditions, and equitable access to opportunities, benefits and worker protections.		

¹Cooper, R., Hill, E., Churchill, B. and Young, N. (2026) Good Flex, Bad Flex: Designing Flexibility for Gender Equality, Working for Women Research Partnership, Sydney.



Mapping the terrain for government action

The Australian Government has the capacity to shape employee access to high-quality flexibility in a range of ways. This report maps the key terrain for government action through six roles: as employer, steward, client, funder, legislator and regulator, and advisor. While these roles may overlap, the framework clarifies leadership, responsibility, actions and outcomes.

Employer	Steward	Client (Procurement)	Funder	Legislator and Regulator	Advisor
Establishes employment conditions and embeds leading workplace policies and practices through bargaining, policy and workforce management.	Sets priorities, builds evidence, tracks progress, and convenes stakeholders to align effort and improve outcomes.	Uses purchasing power in buying goods and services for its own use to embed performance expectations through the government supply chain.	Directs public resources to support equity and access across Australia.	Sets and upholds the substantive and procedural rules shaping work and employment.	Provides guidance, advice and capability-building to employers and workers, supporting informed decision-making and improved workplace practice.



AS AN EMPLOYER

The Australian Government employs nearly 400,000 people in around 200 diverse organisations and across an array of occupational groups. How can government use its scale, national footprint and role as a major national employer to model and expand access to good flex?

1. Position government as a model employer using good flex practices.

Position the Australian Public Service (APS) as a leading ‘good flex’ employer by embedding good flexibility that supports participation, progression, security and retention across agencies, occupations and workforce groups, and across career stages.

Lead	Australian Public Service Commission (APSC).
Partners	APS agencies, public sector unions.
Opportunity	Set the standard for good flex nationally, model and shape practice across the broader labour market.
Action	Review, trial, evaluate and strengthen good flex models across agencies, occupations and workforce groups in the APS, including frontline, operational, executive and leadership roles. Build a clear evidence base on who uses flex, who does not, and why. Identify and address barriers and disincentives to uptake, including for executives, men and marginalised groups, including migrant and Aboriginal and Torres Strait Islander workers. Ensure flexible work models are designed to be responsive to Indigenous ways of caring and diverse family forms. Embed aspirations for good flex in future APS bargaining priorities, processes and outcomes. Report on outcomes and develop action plans.
Time horizon	
Short term	Review existing flexible work arrangements, identify barriers to access and uptake, and establish a baseline on who uses flexibility, who does not, and why.
Medium term	Trial and evaluate good flexibility models across agencies, occupations and workforce groups, and implement agency action plans to address identified barriers.
Long term	Embed evidence-based good flexibility principles in APS bargaining, workforce policies and leadership practice, with regular reporting on progress and outcomes.



2. Build capability for implementation of good flex through highly capable APS managers.

Strengthen manager capability to deliver consistent and accessible good flex across the APS and support broader uptake.

Lead	APSC.
Partners	Secretaries Board, APS agencies.
Opportunity	Build consistent management capability to implement good flex, reducing variation in access and quality driven by individual manager discretion. Strengthen consistency, address hidden inequities and improve the quality and sustainability of flexible work implementation across workplaces.
Action	Develop and test capability programs, tools, guidance and implementation supports for APS managers. Make the most effective approaches available to all levels of government and employers in the private sector to support wider uptake of high-quality flexibility.
Time horizon	
Short term	Review existing APS leadership and management programs (e.g. those run by the APS Academy) to identify gaps and opportunities to strengthen support for implementing high-quality flexible work.
Medium term	Develop and test evidence-based capability programs, tools and guidance to support consistent implementation of high-quality flexible work across the APS.
Long term	Embed successful approaches in APS leadership and management practice and share effective resources with other governments and private sector employers.



3. Embed accountability in performance expectations of senior APS leaders.

Anchor good flex as a core leadership responsibility through clear expectations, measurement and accountability.

Lead	APS agency heads.
Partners	APSC, Senior Executive Service (SES).
Opportunity	Position flexible work as a leadership responsibility and core workforce design feature.
Action	Embed good flex in APS leadership expectations and agency gender equality strategies, and measure outcomes to assess progress and impact. Identify opportunities to strengthen accountability through APS-wide leadership frameworks overseen by the APSC, including SES remuneration and conditions frameworks. Track implementation and progress through existing reporting mechanisms, including the APS Commissioner's annual report to the Minister.
Time horizon	
Short term	Review existing APS leadership expectations and accountability mechanisms (e.g. SES performance expectations and agency gender equality strategies) to identify opportunities to strengthen accountability for good flexibility.
Medium term	Embed good flexibility expectations in leadership frameworks and performance arrangements (e.g. SES performance expectations) and establish consistent measures to monitor implementation.
Long term	Report progress through existing APS reporting mechanisms (e.g. the State of the Service Report and APS Employee Census) and refine leadership frameworks over time.



AS A STEWARD

The Australian government has a unique role as a steward of the conditions for good flex to expand across the labour market. How can government use its evidence, policy, partnerships and convening power to identify where action is needed, align stakeholders and support the development and diffusion of effective models of good flex?

1. Strengthen the national data and evidence ecosystem for good flex.

Use government's role as the custodian of national data assets to build a coordinated evidence base on patterns of access to, and use of, good flex across industries, occupations and workforce groups. Identify what works to expand access and support effective implementation in different workplace contexts.

Lead	Jobs and Skills Australia (JSA) and the Australian Bureau of Statistics (ABS).
Partners	Government data agencies, Workplace Gender Equality Agency (WGEA), state and territory governments, industry, workplace and advocacy partners, and the Working for Women Research Partnership.
Opportunity	Build the evidence infrastructure needed to support targeted policy action, employer learning and development of effective flexibility models.
Action	Map, review and activate existing government data sources and research evidence to understand patterns of access, use and outcomes of good flex, and identify critical evidence gaps. Assess opportunities to connect existing datasets and strengthen existing surveys, measures and evidence sources to generate policy-relevant insights while maintaining privacy protections and minimising additional reporting burden. Identify and invest in targeted data collection to address priority evidence gaps and better understand good flex access, implementation and outcomes across industries, occupations and workforce groups.
Time horizon	
Short term	Map existing data assets and evidence sources (e.g. JSA, ABS and WGEA), identify priority evidence gaps, and assess opportunities to strengthen and connect existing datasets.
Medium term	Strengthen existing data collections, connect datasets where appropriate, and invest in targeted data collection to address priority evidence gaps.
Long term	Maintain an integrated national evidence ecosystem (e.g. regular reporting and linked data assets) to monitor access to and outcomes of good flexibility and inform ongoing policy and practice.



2. Build and activate government, industry and workplace partnerships to identify and scale good flex.

Use government's existing relationships, programs and convening platforms, while building new partnerships where gaps exist, to identify, test and share effective approaches to good flex across industries, occupations and workplace contexts. Through its stewardship role, government can help shepherd coordinated action across the ecosystem, ensuring employers, workers, industries, researchers and policy actors work towards shared goals.

Lead	Office for Women.
Partners	WGEA, Department of Workplace Relations (DEWR), JSA, Fair Work Ombudsman, state and territory governments, industry bodies, unions, employer organisations, advocacy organisations, research organisations and workplace partners.
Opportunity	Leverage and strengthen government relationships and convening roles to shepherd system-wide change, build practical evidence, accelerate employer and sector learning, and support the scaling of effective good flex models across diverse workplace contexts.
Action	Embed good flex experimentation, learning and evaluation into existing government initiatives and sector engagement mechanisms, including programs focused on workforce participation, skills, gender equality and new industry development. Build targeted partnerships in priority industries and occupations to identify implementation barriers, capture practical examples of what works and evaluate and share effective models, particularly in contexts where access to flexibility remains constrained (e.g. frontline roles, site-based work, essential services and SMEs). Use government's convening role to connect actors, align effort and ensure insights generated across the system inform future policy development and workplace practice.
Time horizon	
Short term	Review existing partnerships and programs, identify opportunities for alignment, and identify partnership gaps.
Medium term	Establish and evaluate partnerships in priority sectors to test and share effective good flexibility models.
Long term	Sustain coordinated partnerships and scale effective good flexibility models across industries and occupations.



3. Embed good flex as a feature of quality jobs and workforce planning.

Use government's stewardship role to establish good flex as a core element of job quality, workforce participation and inclusive labour market design.

Lead	DEWR, JSA, Office for Women.
Partners	WGEA, Fair Work Ombudsman, Department of Education, state and territory governments, industry bodies, unions, employer organisations, advocacy organisations and research partners.
Opportunity	Shift good flex from an individual workplace arrangement to a recognised feature of job quality and secure work, ensuring flexibility is considered in decisions about job design, workforce development, attraction, retention and productivity.
Action	Embed good flex principles across national workforce and labour market policy settings. JSA to consider good flex within workforce analysis, skills planning and strategies to improve attraction and retention in priority sectors. WGEA to use its education, guidance and employer engagement functions to promote good flex as a feature of gender equal workplaces. DEWR and Office for Women to embed good flex into relevant employment, workforce participation and gender equality strategies. Work with industry, unions and employer partners to establish shared expectations of good flex as a component of quality jobs.
Time horizon	
Short term	Identify policy, workforce and skills settings where good flex can be embedded.
Medium term	Embed good flex principles across workforce, skills, employment and gender equality policies, strategies and guidance.
Long term	Establish good flex as a recognised feature of job quality and a core consideration in workforce planning, job design and labour market policy.



AS A CLIENT (IN PROCUREMENT)

To support its own operations, the Australian Government purchases goods and services worth billions of dollars from thousands of organisations every year. How can government leverage its purchasing power and procurement frameworks to support good flex and build a practical evidence base on access and implementation across the labour market?

1. Support good flex through procurement funding and capability development.

Use government purchasing power to support good flex, build professional capability, and generate evidence about effective approaches.

Lead	Department of Finance.
Partners	Infrastructure agencies, Office for Women, DEWR, WGEA, purchasing agencies, state governments, industry.
Opportunity	Use government purchasing power to encourage good flex across sectors and within government and build evidence for future policy and practice.
Action	Build on existing procurement frameworks and guidance (e.g. the Commonwealth Supplier Code of Conduct and relevant WGEA guidance), together with emerging reforms (e.g. the proposed Secure Australian Jobs Code), to identify where existing procurement frameworks, funded programs and guidance can better support good flex. Develop guidance, share examples of effective practice and test approaches through selective procurement activities and funded programs. Upskill procurement teams and support agencies to identify opportunities to promote good flex through existing procurement and program settings. Finance to provide core procurement guidance and capability; DEWR to advise on employment relations mechanisms, workforce initiatives and programs; WGEA to advise on gender equality, including GEI 4, and employer engagement; and portfolio agencies to identify current and future opportunities to embed approaches within relevant programs and sectors.
Time horizon	
Short term	Review existing procurement frameworks and guidance (e.g. the Commonwealth Supplier Code of Conduct and WGEA guidance), together with emerging reforms (e.g. the proposed Secure Australian Jobs Code), to identify opportunities to better support good flex and build the evidence base.
Medium term	Develop, test and refine guidance, capability and evidence-building approaches through selected procurement activities and funded programs (e.g. infrastructure and major workforce initiatives).
Long term	Use evidence generated through procurement activities and funded programs to inform future procurement practice, programs design and sector guidance so government purchasing supports quality jobs and good flex.



2. Build capability, share evidence and support continuous improvement.

Build the capability, share evidence and support continuous improvement in how government uses procurement and funded programs to support good flex.

Lead	All agencies undertaking procurement (especially procurement teams and legal advisors).
Partners	Department of Finance, Office for Women, evaluators and researchers.
Opportunity	Build and embed procurement capability while generating practical evidence to support wider adoption of good flex across sectors.
Action	Upskill procurement teams; develop guidance and practical tools; share evidence and examples of effective practices; capture lessons from procurement activities and funded programs; and support continuous improvement through existing review processes.
Time horizon	
Short term	Develop guidance, tools and practical examples to support good flex through procurement and funded programs and establish approaches for capturing lessons and effective practice.
Medium term	Build capability across agencies, capture lessons from procurement activities and funded programs, and share emerging evidence and effective practice.
Long term	Refine guidance based on implementation evidence and share effective practice to support continuous improvement and wider adoption.



AS A FUNDER

The Australian Government funds programs and invests in infrastructure that deliver essential services to people and organisations across the country. How can government direct these resources to build capabilities and expectations around good flex?

1. Include good flex expectations in publicly funded services and programs.

Embed good flex expectations in publicly funded initiatives, including resourcing for manager capability, particularly in community services and not-for-profit organisations. Ensure funding settings enable organisations to deliver good flex in practice.

Lead	Commonwealth funding agencies.
Partners	State and territory governments, funded organisations and sector peak bodies.
Opportunity	Improve workforce capability and embed good flex across publicly funded services and organisations.
Action	Require funded organisations to demonstrate workforce approaches that support flexibility, participation, retention and inclusion, aligned with good flex principles. Ensure funding settings enable the delivery of good flex and support organisations to build the capability needed to implement it.
Time horizon	
Short term	Review existing funding settings and identify opportunities to support good flex. Develop guidance and reporting approaches for new funding agreements.
Medium term	Introduce good flex expectations into new funding agreements, support funded organisations to build capability, and monitor implementation.
Long term	Embed good flex expectations and supporting funding settings across publicly funded programs as standard practice, using evidence to refine future approaches.



2. Fund innovation, demonstration and scaling of good flex.

Use government funding, major projects and targeted investment to develop, test and evaluate the implementation of good flex in industries and occupations where access is limited or implementation is challenging. Build a stronger empirical evidence base on what works, for whom and under what conditions, and use this evidence to support wider adoption of successful and scalable approaches.

Lead	Office for Women.
Partners	Relevant Commonwealth agencies and funding bodies, industry partners and state government co-funders, and internal and external research and evaluation partners (e.g. BETA and the Working for Women Research Partnership).
Opportunity	Leverage government investment to build evidence on good flex in challenging work contexts and support effective approaches to scale.
Action	Use existing and future government-funded and co-funded programs, major projects and targeted demonstration initiatives to develop, test and evaluate models of good flex. This could include approaches to sustainable hours, rostering and schedule control, shared work arrangements, return-to-work pathways and inclusive work design. Prioritise industries and occupations where access to good flex is limited, workforce pressures are significant, or important evidence gaps remain, including frontline, essential service and other operationally complex work environments. Require appropriate evaluation and knowledge sharing so that successful approaches generate practical guidance, tools and case studies and can inform future program design, funding, procurement and investment decisions.
Time horizon	
Short term	Identify priority industries, occupations and workforce contexts where access to good flex is limited or evidence gaps are significant. Review existing funded programs and major projects that provide opportunities to test or evaluate good flex, document promising practice.
Medium term	Invest in and evaluate targeted demonstration projects in challenging work contexts, including through major government-funded and co-funded projects, and share evidence on what works and under what conditions.
Long term	Embed evidence from evaluated, successful approaches into future funding programs, major project design, procurement, sector guidance and investment decisions to support wider adoption and scaling of good flex.



3. Support diffusion of good flex through employment services provided by government.

Use publicly funded employment services and associated investment to expand access to good flex for jobseekers and support employers to create and promote good flex jobs.

Lead	DEWR.
Partners	Employment service providers, employers and associated entities.
Opportunity	Leverage government investment in employment services to improve access to good flex, increase workforce participation and build employer capability.
Action	Use the employment services system, associated funding and proposed reforms to strengthen the capability of employment service providers to identify, broker and support good flex employment opportunities. Provide employers with practical guidance and support to design, advertise and implement good flex jobs for priority cohorts.
Time horizon	
Short term	Review existing employment services programs, capability and funding to identify opportunities to strengthen support for good flex through current reforms and service delivery.
Medium term	Embed good flex guidance, tools and capability development within employment services programs and reforms, supporting providers and employers to create and promote good flex opportunities.
Long term	Embed good flex within employment service delivery, employer engagement and future program design, and monitor outcomes for priority cohorts.



AS A LEGISLATOR AND REGULATOR

The Australian Government makes and enforces the rules that shape work and employment in Australia. How can government use its regulatory and legislative roles to increase access to good flex across the labour market?

1. Improve understanding of how Fair Work Commission statutory decision-making processes shape access to good flex.

Build a stronger evidence base on how the Fair Work Act 2009 (Cth) supports access to good flex through Fair Work Commission processes. This should include the operation of the National Employment Standards provisions relating to requests for flexible working arrangements (ss65–65C), modern award reviews and variations (including the modern awards objective in s134(1)(ab) and flexibility terms under s144), and enterprise agreement approval processes (including application of the Better Off Overall Test under s186(2)(d)). Examine how these statutory processes operate in practice across different workforce groups, employment arrangements, work settings and caring circumstances, including Aboriginal and Torres Strait Islander kinship structures, to identify differential impacts, gaps in access and opportunities to broaden equitable access to high-quality flexible working arrangements.

Lead	Fair Work Commission.
Partners	DEWR, Fair Work Ombudsman.
Opportunity	Build an evidence base to identify gaps in access, improve implementation and inform future regulatory, institutional and legislative reform.
Action	Strengthen data collection and reporting on requests for flexible working arrangements, refusals, disputes, appeals and outcomes, as well as how flexibility is addressed through modern award reviews and variations and enterprise agreement approval processes. Report disaggregated data (including by gender, Aboriginal and Torres Strait Islander status, age, caring status, disability and employment type) alongside de-identified case summaries to identify systemic barriers, differential impacts and opportunities to improve access, supported by appropriate capability and resourcing across the relevant institutions. Draw on evidence generated through the Fair Work Ombudsman's education, advisory, cooperative workplace relations and compliance functions to identify implementation challenges, emerging issues and opportunities to improve access to good flexibility in practice.
Time horizon	
Short term	Review existing data collection and identify gaps across National Employment Standards, modern award and enterprise agreement processes, including evidence generated through the Fair Work Ombudsman's education and compliance activities.
Medium term	Establish consistent collection and public reporting of disaggregated data and de-identified case summaries.
Long term	Use the evidence to inform regulatory guidance, award modernisation and legislative reform.



2. Strengthen consideration of good flex within Fair Work Commission processes.

Strengthen the evidence available to inform consideration of the quality, accessibility and distributional impacts of flexible working arrangements within Fair Work Commission processes. This should include matters arising under the National Employment Standards provisions relating to requests for flexible working arrangements (ss65–65C), modern award reviews and variations (including the modern awards objective in s134(1)(ab), flexibility terms under s144 and award variation powers), and enterprise agreement approval processes (including application of the Better Off Overall Test under s186(2)(d)). Promote a stronger understanding of how these processes support equitable access to high-quality flexible working arrangements across different workforce groups, employment arrangements, work settings and caring circumstances, including Aboriginal and Torres Strait Islander kinship structures.

Lead	Fair Work Commission.
Partners	DEWR, Fair Work Ombudsman, employer and worker representatives, research partners.
Opportunity	Support more informed and consistent approaches to flexibility across Australia's statutory employment relations framework, strengthen implementation of existing rights and promote high-quality flexible working arrangements that enhance workforce participation, retention and job quality.
Action	Support capability development, dissemination of evidence and case examples, research, and engagement with employers, workers and representative organisations to strengthen understanding of the quality, accessibility and distributional impacts of flexible working arrangements across these processes, supported by appropriate capability and resourcing across the relevant institutions.
Time horizon	Medium term.



3. Review the legislative framework governing flexible working arrangements.

Review the operation of the Fair Work Act 2009 (Cth) provisions governing requests for flexible working arrangements under the National Employment Standards to assess whether legislative change is needed to broaden access. This should include eligibility to make a request under s65 (including the circumstances prescribed in s65(1A) and qualifying service requirements in s65(2)), the employer response and reasonable business grounds provisions under s65A, the Fair Work Commission's dispute resolution powers under s65B and appeals under s65C, and the extent to which the legislative framework supports equitable access to flexible working arrangements across different workforce groups, employment arrangements, work settings and caring circumstances, including Aboriginal and Torres Strait Islander kinship structures. Assess whether the legislative framework continues to reflect contemporary patterns of work, care and family responsibility and supports equitable access to high-quality flexible working arrangements.

Lead	DEWR.
Partners	Fair Work Commission, Fair Work Ombudsman, Attorney-General's Department, employer and worker representatives, and research partners.
Opportunity	Broaden equitable access to high-quality flexible working arrangements, enabling workers to better combine paid work with care and other responsibilities while strengthening workforce participation, retention and job quality.
Action	Review the operation of the statutory framework governing requests for flexible working arrangements under the National Employment Standards, including ss65–65C, and develop options for legislative amendment where the evidence demonstrates that the framework unnecessarily limits access to high-quality flexible working arrangements across different workforce groups, employment arrangements, work settings and caring circumstances.
Time horizon	Long term.



AS AN ADVISOR

Australian Government agencies have the expertise, reach and established statutory roles to provide specialist guidance to employers, support workers, and share evidence-informed good practice across the labour market. How can government build on these capabilities to support and sustain good flex?

1. Advise, support and convene employers on good flex.

Leverage and build on existing specialist advisory and implementation support to help organisations design, implement and embed good flex, including tailored approaches for sectors with distinct flexibility challenges and for workforce groups facing barriers to access.

Lead	WGEA.
Partners	DEWR, Fair Work Ombudsman, employer associations, unions, Working Women's Centres, industry bodies, specialist organisations, state and territory governments.
Opportunity	Strengthen the development, sharing and uptake of evidence-informed good practice, improving the quality, consistency and accessibility of good flex across the labour market, particularly in sectors, workplaces and workforce groups where access remains constrained.
Action	Build on WGEA's established statutory role in employer education, research, advice and leading practice to strengthen employer capability on good flex. Build on existing guidance, employer engagement and leading practice initiatives (e.g. WGEA's Workplace Gender Equality Citation program) and guidance supporting Gender Equality Indicator 4 (GEI 4) by reflecting good flex more explicitly within employer guidance, engagement, reporting, peer learning and capability-building activities. Ensure WGEA has appropriate resourcing to support this expanded role. Through collaboration with DEWR, the Fair Work Ombudsman and labour market partners, develop coordinated, evidence-informed guidance and resources that build on existing relationships and support consistent implementation of good flex across the labour market.
Time horizon	
Short term	Review existing guidance and employer engagement activities and identify opportunities to strengthen coordination and incorporate good flex.
Medium term	Develop coordinated guidance, capability-building resources and peer learning opportunities.
Long term	Evaluate and refine guidance and resources based on emerging evidence and leading practice.



2. Advise and support navigation of workplace flexibility rights and responsibilities.

Provide practical support and accessible information to help workers and employers understand and navigate flexibility processes, requests and dispute resolution pathways.

Lead	Fair Work Ombudsman.
Partners	DEWR, WGEA, employer associations, unions, Working Women's Centres, state and territory governments.
Opportunity	Improve understanding, confidence and effective use of existing workplace flexibility mechanisms, supporting more equitable and consistent access to good flex across the labour market, particularly in sectors, workplaces and workforce groups where access remains constrained.
Action	Build on the Fair Work Ombudsman's established statutory role in providing education, advice and assistance to employers and workers, together with its existing guidance, online resources and workplace tools. Through collaboration with DEWR, build on existing Australian Government employer capability initiatives (e.g. DEWR's Advancing Gender Equality in Gender Segregated Industries grant program) and work with WGEA and labour market partners to strengthen coordinated education, outreach and practical guidance that improves understanding and use of workplace flexibility rights and obligations. Improve the accessibility, visibility and tailoring of guidance and resources for employers, managers and workers, particularly in sectors, employment arrangements and work settings where access to good flex remains constrained.
Time horizon	
Short term	Review existing education resources and identify opportunities to improve accessibility, visibility and coordination.
Medium term	Develop coordinated education, outreach and practical guidance tailored to different workforce groups and workplace contexts.
Long term	Evaluate and refine education, guidance and outreach based on emerging evidence and user experience.

