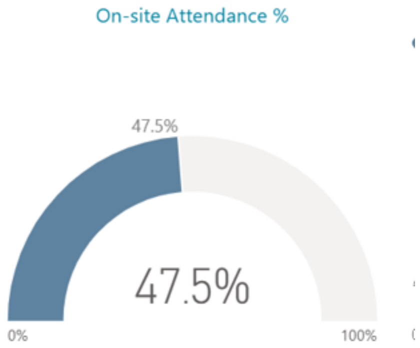
Central Bank of Ireland - UNRESTRICTED

July to Oct 2025

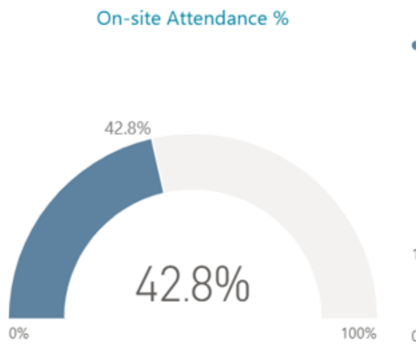
## July




Commentary

The percentage of days worked on-site measures compliance with the hybrid policy, requiring staff to work on-site a minimum of 50% the time. The on-site attendance percentage stands at 47.5%. 47% of staff achieved or exceeded the required threshold, while 53% fell below. On average staff worked on-site 2.4 days per week.

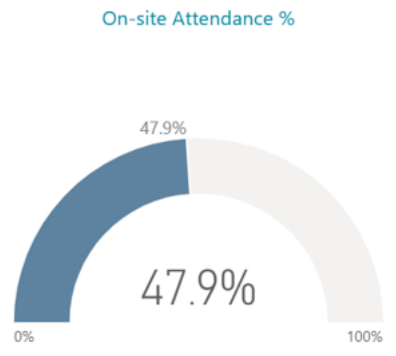
## August




Commentary

The percentage of days worked on-site measures compliance with the hybrid policy, requiring staff to work on-site a minimum of 50% the time. The on-site attendance percentage stands at 42.8%. 42% of staff achieved or exceeded the required threshold, while 58% fell below. On average staff worked on-site 2.1 days per week.

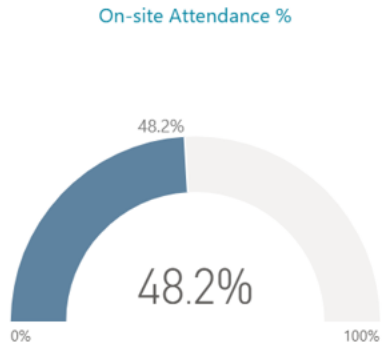
## Sept




Commentary

The percentage of days worked on-site measures compliance with the hybrid policy, requiring staff to work on-site a minimum of 50% the time. The on-site attendance percentage stands at 47.9%. 49% of staff achieved or exceeded the required threshold, while 51% fell below. On average staff worked on-site 2.4 days per week.

Oct

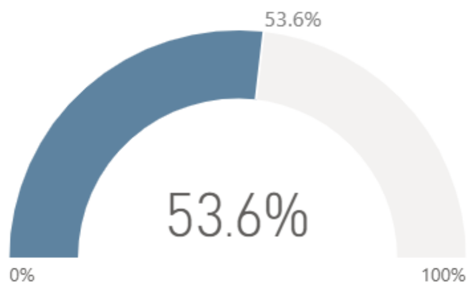



Commentary

The percentage of days worked on-site measures compliance with the hybrid policy, requiring staff to work on-site a minimum of 50% the time. The on-site attendance percentage stands at 48.2%. 51% of staff achieved or exceeded the required threshold, while 49% fell below. On average staff worked on-site 2.4 days per week.

June 2026

On-site Attendance %

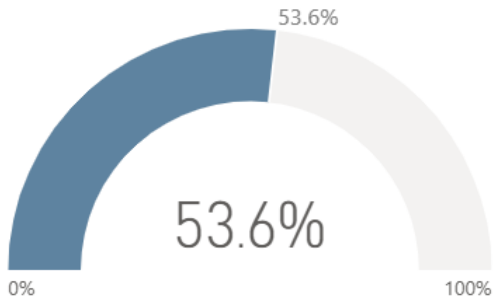



Commentary

The percentage of days worked on-site measures compliance with the hybrid policy, requiring staff to work on-site a minimum of 50% the time. The on-site attendance percentage stands at 53.6%. 86% of staff achieved or exceeded the required threshold, while 14% fell below. On average staff worked on-site 2.7 days per week.

May 2026

On-site Attendance %

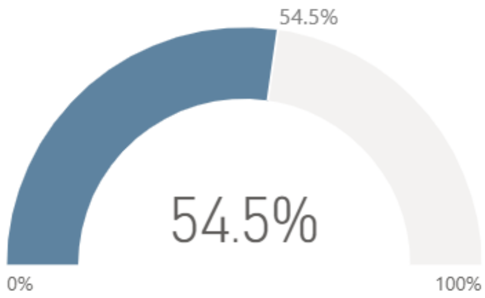



Commentary

The percentage of days worked on-site measures compliance with the hybrid policy, requiring staff to work on-site a minimum of 50% the time. The on-site attendance percentage stands at 53.6%. 86% of staff achieved or exceeded the required threshold, while 14% fell below. On average staff worked on-site 2.7 days per week.

April 2026

On-site Attendance %

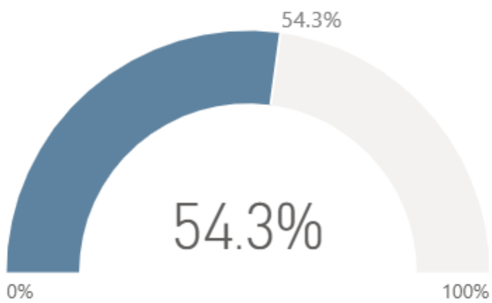



Commentary

The percentage of days worked on-site measures compliance with the hybrid policy, requiring staff to work on-site a minimum of 50% the time. The on-site attendance percentage stands at 54.5%. 86% of staff achieved or exceeded the required threshold, while 14% fell below. On average staff worked on-site 2.7 days per week.

March 2026

On-site Attendance %

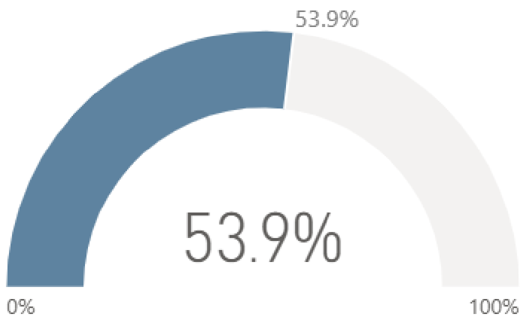



Commentary

The percentage of days worked on-site measures compliance with the hybrid policy, requiring staff to work on-site a minimum of 50% the time. The on-site attendance percentage stands at 54.3%. 89% of staff achieved or exceeded the required threshold, while 11% fell below. On average staff worked on-site 2.7 days per week.

February 2026

On-site Attendance %

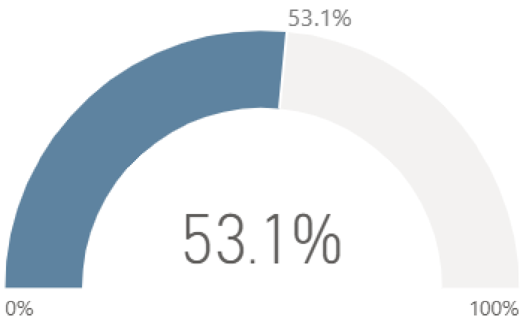



Commentary

The percentage of days worked on-site measures compliance with the hybrid policy, requiring staff to work on-site a minimum of 50% the time. The on-site attendance percentage stands at 53.9%. 87% of staff achieved or exceeded the required threshold, while 13% fell below. On average staff worked on-site 2.7 days per week.

January 2026

On-site Attendance %

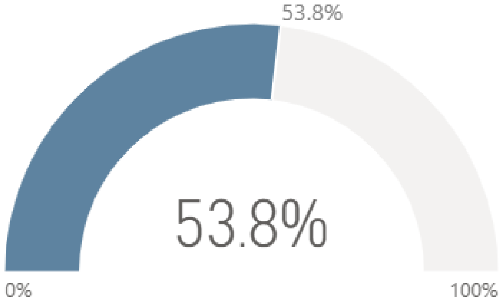



Commentary

The percentage of days worked on-site measures compliance with the hybrid policy, requiring staff to work on-site a minimum of 50% the time. The on-site attendance percentage stands at 53.1%. 84% of staff achieved or exceeded the required threshold, while 16% fell below. On average staff worked on-site 2.7 days per week.

December 2025

On-site Attendance %

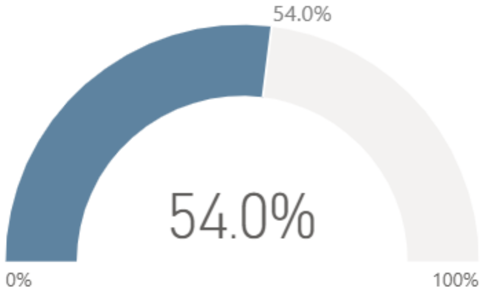



Commentary

The percentage of days worked on-site measures compliance with the hybrid policy, requiring staff to work on-site a minimum of 50% the time. The on-site attendance percentage stands at 53.8%. 78% of staff achieved or exceeded the required threshold, while 22% fell below. On average staff worked on-site 2.7 days per week.

November 2025

On-site Attendance %




Commentary

The percentage of days worked on-site measures compliance with the hybrid policy, requiring staff to work on-site a minimum of 50% the time. The on-site attendance percentage stands at 54%. 83% of staff achieved or exceeded the required threshold, while 17% fell below. On average staff worked on-site 2.7 days per week.

**From:** [redacted]
**To:**
**Subject:** RE: Recent data on Hybrid working
**Date:** Thursday 18 June 2026 10:28:47

Central Bank of Ireland - UNRESTRICTED

Thank you!

**From:** [redacted]@centralbank.ie>
**Sent:** Wednesday 17 June 2026 16:20
**To:** [redacted]@centralbank.ie> [redacted]@centralbank.ie>
**Subject:** RE: Recent data on Hybrid working

Central Bank of Ireland - UNRESTRICTED

Hi [redacted]

Looking back at seven months worth of data, I'd update the wording as follows:

"Hybrid working compliance has improved to 85% since the introduction of monitoring in November 2025, with average onsite attendance at 53.8%. The Bank accommodates colleagues with medical or disability needs and provides reasonable local flexibility for short-term needs."

Thanks,

[redacted]

**From:** [redacted]@centralbank.ie>
**Sent:** Wednesday 17 June 2026 16:00
**To:** [redacted]@centralbank.ie>; [redacted]@centralbank.ie>
**Subject:** Recent data on Hybrid working

Central Bank of Ireland - UNRESTRICTED

Hi [redacted]

Wondering if you might have the latest position on org-wide compliance with hybrid working to end May. [redacted] is preparing notes for the leadership team for an upcoming briefing. The most recent update I can find is below

"Hybrid working compliance has improved to 84% since the introduction of monitoring in November 2025, with average onsite attendance at 53.8%. The Bank accommodates colleagues with medical or disability needs and provides reasonable local flexibility for short-term needs."

Thanks,
[redacted]

[redacted]

Internal Communications & Employee Engagement | People Directorate

Central Bank of Ireland
T [redacted]
E [redacted]@centralbank.ie

| **Commission** | **People Strategy Update**<br>**For Information** |
|---|---|
| | Circulated to the Commission on X May 2026<br>Paper No. XXX |
| **Key Issue** | **This paper presents a People Strategy Update 2026:** |
| Previously considered by: | Executive Leadership Committee on X May 2026 |
| Other business areas consulted: | N/A |
| Communication requirements: | N/A |
| **Action:** | **The Commission is requested to:**<br>• **Take note of the key developments and progress on our People Strategy;**<br>[redacted] |
| Author: | [redacted] |
| Executive Sponsor: | [redacted] |

**<u>The Commission is requested to:</u>**

- **Take note of the key developments and progress on our People Strategy;**

[redacted]

**<u>Key Points</u>**

[redacted]

- **Hybrid working compliance has improved to 84%** since the introduction of monitoring in November 2025, with average onsite attendance at 53.8%. The model remains attractive in the market and continues to support the Bank's employee value proposition. The Bank accommodates colleagues with medical or disability needs and provides reasonable local flexibility for short-term needs. Estimated persistent non-compliance is closer to 5% and is being addressed as a performance issue.

[redacted]

[redacted]

*Hybrid Working*

The Bank's 50/50 hybrid working model remains consistent with operational needs and is now operating well. Since the introduction of onsite attendance reporting in November 2025, average onsite attendance has increased to 53.8%, with an average compliance rate of 84% (and 91% for March). The Bank accommodates colleagues with agreed arrangements for medical or disability reasons and provides reasonable local flexibility for short-term needs. Estimated persistent non-compliance is closer to 5% and is being addressed as a performance issue.

Six months into the reporting regime, the situation has stabilised. We have addressed concerns through clear communications, transparent guidance, and provision of individual data to staff each month. A continued area of focus is ensuring that local managers and leaders understand their role in both ensuring compliance and applying reasonable local flexibility.

[redacted]

**From:** [redacted]
**To:**
**Subject:** RE: Commission Update
**Date:** Wednesday 6 May 2026 20:33:28

Central Bank of Ireland - CONFIDENTIAL

Hi [redacted]

A few pieces that I hope are helpful – I've taken this from the Dashboard (including on onsite) and tried to apply some analysis/ insight. [redacted]

[redacted]

**Onsite Attendance:**

- Impact of onsite attendance reporting obvious since its introduction in Nov 2025 – 6 months in operation now

- Pre the reporting, we saw just about half of employees met the minimum onsite requirement of 50% with an average onsite attendance of c. 48%
- Across the six months, we see an average onsite attendance rate for employees of 53.8% and an average compliance rate of 84%
    - That's not necessarily to say that we have 16% non-compliance – within this, we have people with agreed arrangements for medical/ disability reasons who are being supported to WFH more
    - We also allow a level of local flexibility – i.e. the provision of reasonable flexibility in reasonable circumstances to address any short term flex team members may have (if recovering from an illness, adverse weather etc) – this accounts for some 'technical' non-compliance each month
    - So we are not seeing a high level of persistent non-compliance (closer to 5-7% estimated) – supports and guidance are in place for Managers to address and escalate this

[redacted]

**From:** [redacted]
**To:**
**Subject:** FW: Hybrid Working: Access to your own onsite attendance data dashboard is now available
**Date:** Friday 27 February 2026 10:29:23

Central Bank of Ireland - UNRESTRICTED

**From:** Internal Comms <internalcomms@centralbank.ie>
**Sent:** Tuesday 20 January 2026 14:29
**To:** Internal Comms <internalcomms@centralbank.ie>
**Subject:** Hybrid Working: Access to your own onsite attendance data dashboard is now available

Central Bank of Ireland - UNRESTRICTED

Hi Colleagues,

We launched our Onsite Attendance Dashboard to leaders in early December – marking the move to the new hybrid working reporting approach announced in September 2025.

Early insights from the reporting show a significant uplift in onsite attendance trends and compliance with the requirements of the Hybrid Working Policy. To illustrate this:

- Data from September 2025 showed an organisational average onsite attendance of 48.5%, however within that, approximately half of colleagues had not attended onsite for 50% of their working days as required by the policy – this trend was consistent across other months.
- For the first month of reporting in November 2025, we saw **an average onsite attendance of 54.5% with 85% of colleagues meeting or exceeding the policy requirements.**

A key goal of the new reporting approach is to build greater fairness and consistency in how our Hybrid Working Policy is being implemented and experienced - it is important to acknowledge the positive progress we have seen so far and the commitment of colleagues in achieving it.

[redacted]

[redacted]

We hope you find this helpful.

[redacted]

**From:** [redacted]
**To:** 
**Cc:** [redacted] Internal Comms
**Subject:** RE: For action pls on Tues 2 Dec | Monthly leadership email with updated PD Calendar
**Date:** Tuesday 2 December 2025 09:51:52

Central Bank of Ireland - RESTRICTED

Thanks [redacted] – suggested wording on onsite below.

Thanks,

[redacted]

[redacted]

2. *Enhanced Monthly Onsite Attendance Data Dashboard for November available*

*The updated Monthly Onsite Attendance Power BI report is available for November. This now includes:*

- Aggregated reporting of onsite attendance trends for your division – available to Head of Function and above
- Access to reporting/ data on those in your division who have not met the minimum requirements of the Hybrid Working Policy – available to Head of Division & Director

*At the organisation level we see that for November, 76% of colleagues have met or exceeded the policy requirements (minimum 50% working days onsite each month). This compares to 48% in October and represents a significant uplift and step forward in ensuring stronger fairness, equity and consistency in how our hybrid model is being applied. Data on those who have not met the minimum policy requirements in your area is visible on the Dashboard and this will enable you to ensure targeted follow up. Please review the guidance around such conversations here prior to following up with those individuals. We will also run through this guidance in more details at the upcoming People Manager Connects. The latest information pack on onsite attendance is also available here.*

*Please do reach out to myself or the HR Advisory Team if you need any specific support or guidance on this in your area.*

[redacted]

# Onsite Attendance Reporting:

[redacted] **People Directorate**

Record 8

**The Hybrid Working Policy sets clear requirements and expectations at individual and team level:**
All colleagues are required to attend onsite for a minimum of 50% of their working days each month;
There will be roles where, by virtue of the type of work performed, onsite attendance for more than 50% of working days/ full time will be required.

- Fairness and equity in how policy requirements are applied and experienced by colleagues is essential
- To date, focus on high level aggregated reporting rather than tracking compliance:
  - indicates many colleagues continue to meet/ exceed requirements but high proportion do not;
  - aggregated/ anonymised reporting impacts our ability to validate or act on these insights in a meaningful way.
- Feedback from people managers and colleagues supports need for more granular reporting:
  - ***People Managers:*** to allow for meaningful engagement with teams/ individuals to validate the data and manage non-compliance;
  - ***Colleagues***: to target action to those who are not meeting policy requirements rather than taking broader action that impacts everyone.

**What's Changing:**

- From **November 2025,** Heads of Divisions/ Directors will have access to onsite attendance reporting for their full division each month – both at the aggregated and individual level for all employees in their division
- Information pack available on Plaza – will be updated on an ongoing basis up to launch in November
- If you have questions about the onsite attendance calculation and how it might apply to your individual circumstances, please email [redacted]@centralbank.ie

**How is onsite attendance calculated:**

Number of working days worked onsite + business leave approved on HRCentral

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No. of working days in the month (excluding leave approved on HRCentral)

# Onsite Attendance Reporting: