



Workplace Adjustments Research Report

APPENDIX A

A summary of key statistics
from Australian Disability Network's
Workplace Adjustments Surveys 2023

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Key statistics

For easy reference, this appendix contains key statistics from the Workplace Adjustments Surveys 2023.

The figures are based on responses to Australian Disability Network’s two separate surveys.

We received:

- **388 responses** to the survey for employees and jobseekers who identify as people with disability, mental health condition or long-term health condition;
- **180 responses** to the survey for employers from a range of organisations, mainly Australian Disability Network members.

Section 1 of this appendix presents key statistics from the workplace adjustments survey for jobseekers and employees who identify as people with disability, mental health condition or long-term health condition.

Section 2 presents key statistics from the workplace adjustments survey for organisations.

Section 1 – survey responses from people with disability, mental health condition or long-term mental health condition

How people who responded to this survey identified themselves

- 79 per cent self-described as having a disability, mental health condition or long-term health condition
- 14 per cent did not self-describe as having a disability, mental health condition or long-term health condition
- 7 per cent preferred not to say

Key statistics about the recruitment process – from jobseekers’ and employees’ perspectives

Do jobseekers ask for adjustments?

- 42 per cent of jobseekers have asked for adjustments they need
- 54 per cent of jobseekers have not asked for adjustments they need

Do jobseekers get all the adjustments they need?

- 54 per cent of jobseekers got the adjustments they need
- 22 per cent of jobseekers did not get the adjustments they need

Where or how do jobseekers find information about the availability of adjustments?

- 42 per cent of jobseekers asked about adjustments at the interview
- 36 per cent of jobseekers asked the recruitment team about adjustments
- 16 per cent of jobseekers found information about adjustments on the application form
- 14 per cent of jobseekers found information about adjustments in the job ad
- 9 per cent of jobseekers got no response when they requested information about adjustments
- 7 per cent of jobseekers got information from a recruitment agency
- 5 per cent of jobseekers got information directly from a career’s website

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What types of workplace adjustments do jobseekers request, receive, or think would be helpful to them, during the recruitment process:

- 62 per cent of jobseekers say information about process and questions in advance
- 48 per cent of jobseekers say flexible interview channels
- 40 per cent of jobseekers say flexible interview times
- 27 per cent of jobseekers say adjustments to the testing and assessments stage
- 30 per cent of jobseekers say one interviewer instead of a panel
- 17 per cent of jobseekers say having the application form in alternate or accessible formats, like hard copy documents, accessible format, including larger font sizes, plain English or Easy English
- 17 per cent of jobseekers say accessible physical spaces
- 13 per cent of jobseekers say getting extra support, for example a support person of your choice in the interview
- 13 per cent of jobseekers say none of the above because I don't want to ask
- 9 per cent of jobseekers say assistive technology and software, such as speech to text software
- 9 per cent of jobseekers say they don't need any adjustments
- 6 per cent of jobseekers say sign language interpreters, live captions, or readers who read documents
- 5 per cent of jobseekers say they are not sure

Key statistics about employees in the workplace – from the perspectives of people with disability, mental health condition, or long-term health condition:

Percentage of employees who say they have requested workplace adjustments in the past 2 years

- 72 per cent of employees have requested workplace adjustments in the past 2 years
- 21 per cent of employees have not requested workplace adjustments in the past 2 years
- 1 per cent of employees prefer not to say
- 6 per cent of employees gave “other” response

The types of workplace adjustments that employees say they have, or would like to have

- 87 per cent of employees say being able to work from home
- 83 per cent of employees say flexible working hours, like starting and finishing at different times, or working longer days to enable time off on other days
- 78 per cent of employees say taking time off for appointments, or taking breaks, to help manage a condition
- 62 per cent of employees say having a permanent workspace instead of having to share a desk or “hot desk”
- 60 per cent of employees say changes to the work environment, like sound partitions, dim lighting, noise cancelling headphones
- 53 per cent of employees say having a desk that can be adjusted to sit or stand

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- 43 per cent of employees say working part-time instead of full-time
- 37 per cent of employees say having more computer screens.
- 34 per cent of employees say extra training, guidance, mentoring and supervision.
- 26 per cent of employees say re-allocation to co-workers of some tasks that are not essential to your role.
- 27 per cent of employees say accessible specialist services for employees with specific learning difficulties or mental health conditions
- 29 per cent of employees say returning to work gradually after being away for some time
- 19 per cent of employees say an accessible office space, like ramps or doors that open automatically
- 19 per cent of employees say information that is easy to read and understand, like using bigger fonts or providing printed copies
- 17 per cent of employees say technology and software to help with speaking, by turning speech into text
- 9 per cent of employees say other types of specialist technology or software. Examples given include:
 - software that turns speaking into text for the purpose of minute keeping for people with executive function issues
 - software that has speech output, screen enlargement, and scans printed material and converts it to audio such as JAWS, ZoomText, and Openbook
 - high performance laptops to accommodate the accessibility software to ensure my role is performed at the same speed as others - technology slows down the functionality and extra power in a laptop overcomes this issue and creates an even playing field
 - access to half bold font options to assist focus for people with dyslexia/ADHD
 - screen reader software for people with a visual impairment
 - time management software like Stretchly that promote eye and focus breaks
- 6 per cent of employees say sign language interpreters, live captions, or readers who read documents
- 1 per cent of employees say none of the above apply
- 19 per cent of employees gave other examples of useful workplace adjustments, including:
 - Before employment officially commences, allowing for employee to investigate/explore workspace to plan or make any adjustments that may be required, especially before locking in any amount of hours and signing contracts
 - Clear communication of tasks, the chunks involved in the task, the deadline, and the priority
 - Requesting agendas, slide presentations, maps of the location and any additional info before the meeting
 - Ensuring offices and amenities are accessible and inclusive in design, not something that has to be fought for or justified
 - Easy access to toilets
 - Sensory rooms, rooms dedicated for meltdowns, sensory processing
 - Physical space to stretch and move regularly
 - Consistency in location of meetings
 - Allowance for ‘do not disturb’ time when needed to complete certain tasks
 - Accessible parking

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- Allowance for my assistance dog in the workplace.
- Access to a support group (network) within my organisation for people with similar experiences/needs.
- Systems to negotiate accommodations that do not rely on a single line manager. "So many times I have negotiated accommodations with a specific manager, to then have that manager leave and find myself back at zero."
- Neuro-affirming training for leaders
- Accessibility training for workplaces and leaders "so that unpaid labour doesn't fall on [people with disability]"

What people with disability responded about the following:

Do you have all the workplace adjustments you need?

- 34 per cent of employees say their adjustments are in place and working well
- 34 per cent of employees say some of the adjustments are in place
- 15 per cent of employees say their adjustments are not in place
- 10 per cent of employees say their adjustments need review
- 2 per cent of employees decided not to request an adjustment
- 5 per cent of employees are not sure

Level of satisfaction with workplace adjustments that are in place

- 21 per cent of employees are very satisfied
- 46 per cent of employees are satisfied
- 33 per cent of employees are not satisfied

Positive impacts of workplace adjustments on employees:

- 46 per cent of employees said they experienced increased job satisfaction as a result of workplace adjustments
- 27 per cent of employees said workplace adjustments has improved their experiences in support and supervision
- 24 per cent of employees said their relationships with co-workers had improved
- 22 per cent of jobseekers said they had benefited from workplace adjustments in a job interview
- 21 per cent of employees said workplace adjustments enabled them to progress their career pathway towards promotion opportunities
- 20 per cent of employees said workplace adjustments enabled participation in professional development and training
- 11 per cent of employees said they benefited from workplace adjustments in the induction process

Negative impacts of lack of workplace adjustments on employees:

- 40 per cent of employees said they experienced decreased job satisfaction as a result of not receiving workplace adjustments
- 40 per cent of employees said lack of workplace adjustments prevented them from progressing their career pathway towards promotion opportunities

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- 35 per cent of employees said their relationships with co-workers were affected
- 27 per cent of employees experienced unsatisfactory support and supervision
- 26 per cent of employees said their participation in professional development and training was negatively impacted
- 15 per cent of jobseekers said they were negatively impacted in their job interview
- 12 per cent of employees said they were negatively impacted in the induction process

What prevents employees from requesting workplace adjustments?

- 56 per cent of employees said they are worried that their employer might treat them differently if they ask for a workplace adjustment
- 45 per cent of employees said they are worried about their co-workers' attitudes towards them if they get workplace adjustments
- 36 per cent of employees said they are worried that their manager doesn't know how to make the right adjustments for them, and/or support the adjustment they need
- 33 per cent of employees said they don't want people at work to know that they have a disability, mental health issues or a long-term medical condition
- 30 per cent of employees said they don't know about their organisation's policy, guidelines or process on workplace adjustments
- 29 per cent of employees said they don't know if they are eligible for adjustments
- 23 per cent of employees said they can't find any information about workplace adjustments on the internal website or in the resources they provide
- 23 per cent of employees said they are worried about asking their employer to review a

workplace adjustment that is not working for them

- 19 per cent of employees said their manager doesn't know about the workplace adjustment policy
- 19 per cent of employees said they have not had time to ask because they have a lot of work to do
- 18 per cent of employees said their request for adjustments was refused or not processed
- 16 per cent of employees said the Human Resources department doesn't know about the workplace adjustment policy
- 10 per cent of employees said they don't want to ask their employer for help - they can handle their condition without any extra support
- 8 per cent of employees said they were told that there is no money available to pay for the adjustments that they need
- 3 per cent of employees said they haven't been at work for a while

What employees say about the length of time it takes for the organisation to put workplace adjustment in place

- 31 per cent of employees say it took less than 2 weeks
- 19 per cent of employees say it took 2 weeks to 1 month
- 11 per cent of employees say it took 1 to 2 months
- 9 per cent of employees say it took 2 to 3 months
- 9 per cent of employees say it took more than 3 months
- 5 per cent of employees say it took more than 6 months
- 16 per cent of employees say it took more than 12 months

Regular review of workplace adjustments

- 49 per cent of employees say their workplace adjustments are not reviewed regularly
- 14 per cent of employers say their workplace adjustments are reviewed regularly
- 10 per cent of employees say not yet, it was only recently implemented
- 9 per cent of employees say their workplace adjustments need to be reviewed

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Section 2 – Organisations' responses

Key statistics from the workplace adjustments survey for organisations

Percentage of organisations that offer workplace adjustments

- 55 per cent of organisations say they have a workplace adjustments policy
- 30 per cent of organisations say they have an informal process organised by line manager or Human Resources
- 8 per cent of organisations say adjustments are available on request
- 4 per cent of organisations say they do not have a policy or offer adjustments
- 11 per cent of organisations say they have a list of pre-approved adjustments

Who is eligible for workplace adjustments – employers' responses:

- 68 per cent of organisations say they provide adjustments for job candidates
- 91 per cent of organisations say they provide adjustments for all existing employees including permanent, casual, full-time and part-time.
- 28 per cent of organisations say they provide adjustments for labour hire/independent contractors.
- 3 per cent of organisations say they provide adjustments only for permanent employees.
- 5 per cent of organisations say they provide adjustments only for Return-to-Work after injury or illness.

7 per cent of organisations gave other responses, including:

- We also provide workplace adjustments to our volunteers and members
- And to clients for communication accessibility

Key statistics about the recruitment process – employers' responses

Number of requests for recruitment adjustments in the past 12 months

- 9 per cent of organisations said 0 requests
- 31 per cent of organisations said between 1-10
- 3 per cent of organisations said between 11-20
- 3 per cent of organisations said between 21-30
- 8 per cent of organisations said more than 30
- 37 per cent of organisations said they don't know/unsure

Most requested adjustments for jobseekers, according to employers

- 55 per cent of organisations say information and questions in advance
- 54 per cent of organisations say flexible interview channels
- 51 per cent of organisations say flexible interview times
- 26 per cent of organisations say making adjustments to the testing and assessments stage
- 21 per cent of organisations say providing extra support to the candidate
- 20 per cent of organisations say ensuring physical office spaces are accessible

- 13 per cent of organisations say providing the application form in alternative formats
- 12 per cent of organisations say having all information presented in an accessible format
- 11 per cent of organisations say providing Auslan interpreters or live captions
- 10 per cent of organisations say welcoming a support person at the interview
- 6 per cent of organisations say materials in alternative formats
- 6 per cent of organisations say assistive technology

16 per cent of respondents gave an open response, including:

- asking the person what they need to assist them during the recruitment stage
- having a person with lived experience on the selection panel

Promotion of information about workplace adjustments to jobseekers, according to employers

- 76 per cent of organisations say people with disability have to request information themselves
- 64 per cent of organisations say that people with disability get information at induction and onboarding
- 50 per cent of organisations say information is in the job ad
- 43 per cent of organisations say information about workplace adjustments is provided in the job interview
- 42 per cent of organisations say information about workplace adjustments is in their job application
- 38 per cent of organisations say information is on their general website
- 13 per cent of organisations say information about workplace adjustments is in the employment contract

Table A1: Benefits of workplace adjustments to jobseekers – from employers’ perspectives

Benefit	Great benefit	Moderate benefit	Little or no benefit
Equitable participation in the recruitment process	93 per cent	6 per cent	0 per cent
Increased attraction to the organisation	83 per cent	15 per cent	1 per cent
Increased access to a broader talent pool	84 per cent	11 per cent	3 per cent
Improved reputation of the business	85 per cent	12 per cent	3 per cent

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Key statistics about workplace adjustments for employees

Number of requests for workplace adjustments in the past 12 months

- 7 per cent of organisations said 0
- 47 per cent of organisations said between 1-10
- 17 per cent of organisations said between 11-20
- 8 per cent of organisations said between 21-30
- 21 per cent of organisations said more than 30

Table A2: The most and least requested workplace adjustments, according to employers

Adjustment	Frequently	Sometimes	Never
Assistive technology and software	7 per cent	48 per cent	40 per cent
Permanent workspace instead of hot desking	14 per cent	38 per cent	43 per cent
All information presented in an accessible format	5 per cent	40 per cent	49 per cent
Modifications to physical office spaces	5 per cent	33 per cent	55 per cent
Modifications to office workstation spaces, including vehicles	24 per cent	61 per cent	13 per cent
Providing Auslan interpreters or live captions	8 per cent	19 per cent	68 per cent
Reallocating minor role tasks (not the essential requirements of the role)	9 per cent	30 per cent	54 per cent
Flexible working hours, including staggered start and finish times and compressed hours	54 per cent	38 per cent	5 per cent
Part time working arrangements	33 per cent	59 per cent	3 per cent
Flexible working location (hybrid, remote)	56 per cent	39 per cent	3 per cent
Time off for appointments or breaks to help manage a condition	41 per cent	50 per cent	6 per cent
Phased return to work after absence	28 per cent	53 per cent	15 per cent
Extra training, mentoring, coaching, supervision and support	14 per cent	48 per cent	34 per cent
Specialist services for employees with specific learning disorders and mental health conditions	8 per cent	32 per cent	55 per cent

Table A3: Benefits of workplace adjustments – according to employers

Benefit	Great benefit	Moderate benefit	Little or no benefit
Equitable participation in the workplace	96 per cent	4 per cent	0 per cent
Increased employee engagement and retention	89 per cent	11 per cent	0 per cent
Improved organisational culture, and reduction in stigma, discrimination and bullying	85 per cent	15 per cent	0 per cent
Increased productivity and performance	84 per cent	15 per cent	1 per cent
Increased career progression	79 per cent	19 per cent	1 per cent

Workplace Adjustments process

Awareness and promotion of workplace adjustments

How do jobseekers and employees find information about an organisation’s workplace adjustment policy?

- 76 per cent of organisations say people with disability have to request information themselves
- 64 per cent of organisations say that people with disability get information at induction and onboarding
- 50 per cent of organisations say information is in the job ad

- 46 per cent of organisations say information about workplace adjustments is provided during the Return-to-work process
- 43 per cent of organisations say information about workplace adjustments is provided in the job interview
- 42 per cent of organisations say information about workplace adjustments is in their job application
- 38 per cent of organisations say information is on their general website
- 33 per cent of organisations say information about workplace adjustments is provided in newsletters and/or emails to all employees
- 30 per cent of organisations say information about workplace adjustments is provided at regular one-on-one meetings

- 27 per cent of organisations say information about workplace adjustments is provided at management training courses
- 21 per cent of organisations say information about workplace adjustments is provided during performance review and /or career development discussions
- 17 per cent of organisations say information about workplace adjustments is provided at team meetings
- 13 per cent of organisations say information about workplace adjustments is in the employment contract
- 12 per cent of organisations say information about workplace adjustments is provided when there is a change of premises
- 11 per cent of organisations say information about workplace adjustments is provided when there is a change of roles
- 5 per cent of organisations say information about workplace adjustments is provided when there is a change of manager / supervisor

13 per cent of gave open responses, including:

- "Workplace posters are our most effective tool"
- Intranet
- "Regular communications hi-lighting the benefit of a sound workplace adjustment policy. The comms should explain by means of scenarios the benefit of the policy."
- Policy database
- Via our DEI team and our Ability network

Strategies, policies and processes in place to promote workplace adjustments to employees who are reluctant to share information about their disability:

- 6 per cent of employers say they have none and no current plan to implement
- 31 per cent of employers say they have none currently but are drafting policy and/or planning a review
- 37 per cent of employers say they have policy/s and/or strategy/s in place which address matters like this
- 34 per cent of employers say they have a sub-committee/reference group or similar of employees with disability who advise on matters like these
- 49 per cent of employers say they have an inclusion officer or similar who advises on matters like these and/or provides support to employees
- 7 per cent of employers say they don't know/ unsure

10 per cent of employers gave open responses, giving further examples including:

- Ask about adjustments not disability
- Policy states that people don't have to share information about their disability
- Monthly ergonomics reviews where a specialist comes to our employees and reviews their workstations
- Flexible work arrangements are available to everyone
- Only require information that will help to provide the most appropriate adjustment
- We don't require details on diagnosis/ condition

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Training in workplace adjustments for managers:

- 47 per cent of employers say managers have training in how to recognise their own unconscious bias about disability
- 32 per cent of employers say managers have no training at all about workplace adjustments
- 30 per cent of employers say managers have training in implementing a workplace adjustment
- 39 per cent of employers say managers have training in how to identify an employee’s need for a workplace adjustment

14 per cent of employers responded to an open question about other relevant training, saying that their managers have training in topics including:

- Accessible workplace
- Diversity and inclusion in a broad sense, not focused exclusively on disability
- Awareness sessions focused more specifically on disability
- Broader cultural training focusing on respect in the workplace that covers microaggressions and the harm assumptions have on people
- DEI training for talent acquisition partners and how to provide support to candidates who need extra care
- Disability confidence
- Inclusive language and behaviour

Current organisational processes

Requesting workplace adjustments (jobseekers and employees):

- 34 per cent of organisations say they track the number of applications for workplace

adjustments, whether approved or declined.

- 22 per cent of organisations say they track the number of applications for recruitment adjustments, whether approved or declined.
- 7 per cent of organisations say they measure timeframes for the time taken for a decision on workplace adjustments.
- 4 per cent of organisations say they measure timeframes for the time taken for a decision on recruitment adjustments.
- 24 per cent of organisations say they have a timeframe to agree (or not agree) to workplace adjustments for employees. This includes flexible working or assistive technology adjustments.
- 33 per cent of organisations say they require employees to provide evidence on why they are seeking workplace adjustments.
- 45 per cent of organisations say they have a help desk or central point which can provide information on appropriate workplace adjustments.
- 11 per cent of organisations say they have a list of pre-approved workplace adjustments.
- 21 per cent of organisations say they have workplace passports to enable adjustment support to be consistent when an employee changes teams or manager.
- 24 per cent of organisations say they organisations who responded to the survey have none of the above

Monitoring workplace adjustments:

- 40 per cent of employers retain data on the types of workplace adjustment requested
- 35 per cent of employers monitor and review the process following implementation of workplace adjustments

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- 34 per cent of employers continuously improve/update our workplace adjustment processes based on feedback or evaluation results
- 32 per cent of employers don't know/unsure
- 27 per cent of employers have a mechanism for employees to provide feedback on the effectiveness of their workplace adjustments
- 27 per cent of employers improved or updated their workplace adjustment policies and processes because of the COVID-19 pandemic
- 24 per cent of employers retain data on the cost of implementing workplace adjustments
- 16 per cent of employers evaluate the benefits of workplace adjustments for individuals and our organisation after implementation
- 12 per cent of employers measure timeframes for implementing workplace adjustments

Open responses from organisations indicated that several are still in the early stages of working through their process.

Storing applications for workplace adjustments:

- 44 per cent of organisations say they save on individual employees' file
- 41 per cent of organisations say they save in a folder managed by Human Resources
- 14 per cent of organisations say they save at a business level unit
- 8 per cent of organisations say they only keep records in relation to Return to Work
- 8 per cent of organisations say they do not keep records

Other responses indicated the following:

- in cases where employees have a workplace adjustments passport, they hold ownership and choose who to share with. This is in the interests of privacy, because “the people requesting the adjustment passports often won't go ahead if they think we are keeping records in our HR systems, because they fear discrimination.”
- Injury Management system
- Central IT system and tracked in a spreadsheet managed by Diversity & Inclusion, Employee Health Management and IT
- in a private folder separate to personnel records, and only accessible by a relevant portion of the HR team.
- in-house health function that records such requests/accommodations in the employees' health file (only accessible by health team)

Reasons for declining a workplace adjustment:

- 31 per cent of employers said the cost to implement (causing unjustifiable hardship to the business)
- 24 per cent of employers said when there was insufficient evidence or documentation to support the adjustment request
- 17 per cent of employers said when the adjustment would create a workplace hazard for other workers.
- 25 per cent of employers said when an employee cannot fulfill their job description if a particular adjustment is implemented.

39 per cent of gave an open response:

- Many organisations have never had to decline
- Managers don't understand their obligations/legal obligations

- Management inflexibility, unable to conceive of different ways to do the work
- Lack of understanding or support
- People leave the organisation
- Employees don’t know or don’t understand the process so not many attempt
- Impact on colleagues and ability of unit to conduct its core business
- Owner of rented buildings declines based on cost
- Assistive technologies have also been incompatible with existing systems

Process for employees to seek a review:

- 73 per cent of organisations said employees can seek a review through the human resources team
- 41 per cent of organisations said employees can

seek a review through their direct line manager

- 32 per cent of organisations said employees can seek a review by submitting a grievance
- 15 per cent of organisations said employees can seek a review through a central review point
- 13 per cent of organisations said they don’t have a review process
- 9 per cent of organisations said employees can seek a review through the legal team

14 per cent of respondents gave an open response, including:

- Review of Actions policy/procedure
- External pathways such as contacting the Human Rights Commission or Fair Work Commission.
- No formal process, sometimes the DEN is contacted for support.

Table A4: How long does it take to acknowledge, approve/decline and implement workplace adjustment requests – from employers’ perspectives:

Length of time	Acknowledge	Approve	Decline	Implement
1 day	10 per cent	1 per cent	1 per cent	0 per cent
2 – 6 days	34 per cent	22 per cent	14 per cent	11 per cent
1 week	13 per cent	14 per cent	10 per cent	11 per cent
2 weeks	10 per cent	23 per cent	18 per cent	19 per cent
3 weeks	3 per cent	4 per cent	5 per cent	9 per cent
4 weeks	1 per cent	3 per cent	3 per cent	10 per cent
More than 4 weeks	0 per cent	1 per cent	2 per cent	6 per cent
Unsure/don’t know	30 per cent	32 per cent	47 per cent	35 per cent

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Costs and sources of funding, and authorisation for workplace adjustments:

Average cost of a workplace adjustment

- 1 per cent of employers say the cost is \$0
- 4 per cent of employers say the cost is \$1-\$100
- 5 per cent of employers say the cost is \$101-\$200
- 6 per cent of employers say the cost is \$201-\$300
- 13 per cent of employers say the cost is \$300-\$500
- 11 per cent of employers say the cost is \$500-\$750
- 4 per cent of employers say the cost is \$751-\$1000
- 1 per cent of employers say the cost is \$1001 – \$2000
- 1 per cent of employers say the cost is Over \$2000
- 54 per cent of employers say they don't know/ unsure

Funding for workplace adjustments:

- 46 per cent of employers say workplace adjustments are funded internally through a central budget
- 65 per cent of employers say workplace adjustments are funded internally through a business unit budget
- 39 per cent of employers say workplace adjustments are funded externally through JobAccess

4 per cent of employers gave an open response to the question, including:

- They also fund externally through workers' compensation insurance
- "Job Access is administratively cumbersome. We fund internally in order to deal quickly with the request."
- Depends on what it is - sometime funded by business unit, sometimes by WHS team, sometimes by IT, sometimes by Facilities.

Authorisation of workplace adjustments:

- 45 per cent of say Human Resources can approve or decline
- 17 per cent of say Human Resources have to escalate a decline elsewhere
- 19 per cent of say managers can approve or decline
- 30 per cent of say managers can approve but escalate a decline elsewhere
- 31 per cent of say managers have to escalate all requests elsewhere

Open responses indicated that in some organisations:

- Managers can approve, which is then escalated to HR.
- Managers can decline without further approval, however the employee can escalate to HR if they disagree with decision.
- Simple requests such as flexibility can be approved by the manager. If there is a cost involved such as software or a sit/stand desk this would go to HR, and technology requests elsewhere.