

Workplace Relations



Across all sectors, leaders are grappling with changes in the industrial relations landscape, increasing compliance risks and rising industrial tension, while trying to lift productivity and reduce costs.

- Employers are under pressure from new industrial relations (IR) laws, aggressive union strategies, and heightened compliance enforcement.
- Employers are reassessing how enterprise agreements (EA), rosters, and workforce models support or hinder productivity, flexibility, and change.
- The introduction of wage theft legislation is forcing boards and executive teams to test whether their systems, processes, and decision-making can stand up to legal and reputational scrutiny.
- AI and automation are reshaping jobs, raising classification and consultation risks, and sparking union pushback.

Current workforce challenges

Up to
70%

Labour costs now make up to 70% of operational spend. For most employers, it's their biggest lever, but also their biggest liability.

40%

Between 2023 and 2024, there has been a 40% increase in lost working days due to industrial disputes, rising from 99,300 to 139,100 days.

1.86B

In 2024, Fair Work ordered \$1.86 billion in backpay and penalties, a record-setting year, and enforcement is only getting tougher.

Who are we?

We provide specialist know-how to help our clients navigate complex IR, effectively manage union and workforce engagement, support major change initiatives, enhance workforce productivity and maintain compliance with employment obligations.

We help our clients:

- identify strategies to manage labour costs whilst increasing workforce flexibility and productivity and meet operational needs
- strategically plan for EA negotiations including union and workforce engagement
- ensure their systems, processes and governance frameworks are compliant with their pay and employment obligations.

How we can support your organisation

- IR and EA strategy and bargaining, including simplification and harmonisation
- Union and workforce consultation and engagement
- Train leaders to steer through conflict, consultation, and change
- Workforce engagement and trust
- Wage compliance investigations and remediation
- Pay compliance system, process and governance reviews
- Cost and productivity reviews (overtime drivers, roster optimisation, IR risk assessments)
- IR and wage compliance deal advisory
- AI enabled EA benchmarking

Key questions

1. Do we understand how our industrial relations settings could delay, derail or prevent the success of our transformation agenda?
2. Are our enterprise agreements enabling operational agility, or are they locking us into costly and inflexible arrangements?
3. Does our business and workforce strategy reflect the evolving industrial relations landscape, and are we clear on our exposure to its risk?
4. What is our strategy for maintaining a direct and trusted relationship with our workforce as union activity and industrial disputes increase?
5. Can we confidently say our systems, processes, controls and governance frameworks are fully compliant with our pay and employment obligations?

Get in touch



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