

Archived speeches

Archived speeches from the Fair Work Ombudsman and senior staff

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2018

13 June 2018 - Address to the Franchise Management Forum (Franchise Advisory Centre) - Reasonable Steps: the Regulator's Perspective

On 13 June 2018 the former Fair Work Ombudsman Natalie James delivered a speech to the Franchise Advisory Centre in Brisbane. Natalie used the address as an opportunity to release the FWO's new guide for franchisees: [Guide to promoting workplace compliance in your franchise network \(DOCX 763.1KB\)](https://www.fairwork.gov.au/ArticleDocuments/712/guide-to-promoting-workplace-compliance-in-your-franchise-network.docx.aspx) (<https://www.fairwork.gov.au/ArticleDocuments/712/guide-to-promoting-workplace-compliance-in-your-franchise-network.docx.aspx>) (PDF 369.8KB) (<https://www.fairwork.gov.au/ArticleDocuments/712/guide-to-promoting-workplace-compliance-in-your-franchise-network.pdf.aspx>) .

The guide, which was prepared in conjunction with the franchise community and FranchiseED, provides practical assistance for franchisors regarding the kinds of 'reasonable steps' required to build a culture of compliance in franchisees in light of the Protecting Vulnerable Workers provisions of the Fair Work Act 2009. Natalie also reflected on the lessons learned from the FWO's Caltex Inquiry report and the benefits that can flow when business enters into compliance partnerships with the FWO. Ultimately, Natalie called on those operating franchisees to use the guide to proactively assess and mitigate the risks in their networks.

- [Address to the Franchise Management Forum \(DOCX 29.1KB\)](https://www.fairwork.gov.au/ArticleDocuments/764/fac-speech-june-2018.docx.aspx) (<https://www.fairwork.gov.au/ArticleDocuments/764/fac-speech-june-2018.docx.aspx>) (PDF 516.5KB) (<https://www.fairwork.gov.au/ArticleDocuments/764/fac-speech-june-2018.pdf.aspx>) .

1 May 2018 - Address to the Annual National Policy-Influence-Reform Conference

In her speech, former Fair Work Ombudsman Natalie James reflects on the growing public concern about workplace exploitation and finds that there are common risk factors at play where deliberate non-compliance is uncovered. Natalie discusses how community awareness can shift behaviour, and what business and other key influencers can do to send a message that non-compliance is unacceptable.

- [Address to the Annual National Policy-Influence-Reform Conference \(DOCX 49.3KB\)](https://www.fairwork.gov.au/ArticleDocuments/764/AIG-PIR-speech-2018.docx.aspx) (<https://www.fairwork.gov.au/ArticleDocuments/764/AIG-PIR-speech-2018.docx.aspx>) (PDF 758.4KB) (<https://www.fairwork.gov.au/ArticleDocuments/764/AIG-PIR-speech-2018.pdf.aspx>)
- [Presentation slides \(PPTX 2.8MB\)](https://www.fairwork.gov.au/ArticleDocuments/764/AiGroup-PIR-speech-2018-slides.pptx.aspx) (<https://www.fairwork.gov.au/ArticleDocuments/764/AiGroup-PIR-speech-2018-slides.pptx.aspx>)

7 February 2018 – Address to 2018 AIRAANZ Conference

Former Fair Work Ombudsman Natalie James considers the application of existing legal tests to new ways of working in the gig economy. Natalie provides insights into the relationship between vulnerable workers and the FWO's compliance activities in areas which required new ways of thinking about regulation. The focus is on the positive changes effected in the trolley collection sector, 7-Eleven and Baiada as a result of our inquiries, compliance partnerships and enforceable undertakings. The address poses questions for academics and workplace practitioners about the way in which the law will keep pace with the evolution of work.

- [Address to 2018 AIRAANZ Conference \(DOCX 35.9KB\)](http://www.fairwork.gov.au/ArticleDocuments/764/airaanz-presentation.docx.aspx) (www.fairwork.gov.au/ArticleDocuments/764/airaanz-presentation.docx.aspx) (PDF 677.9KB) (www.fairwork.gov.au/ArticleDocuments/764/airaanz-presentation.pdf.aspx)
- [Presentation slides \(PPTX 75.2KB\)](http://www.fairwork.gov.au/ArticleDocuments/764/AIRAANZ-SLIDES.pptx.aspx) (www.fairwork.gov.au/ArticleDocuments/764/AIRAANZ-SLIDES.pptx.aspx)

2017

14 September 2017 - Address to 2017 Asia Pacific Fuel Industry Forum

Former Fair Work Ombudsman Natalie James discusses compliance activities in the fuel retailing industry. Drawing on these experiences, Natalie notes the recent passage of the Fair Work Amendment (Protecting Vulnerable Workers) Bill 2017 through both houses of Parliament, and considers how the new laws will assist to address the exploitation of vulnerable workers across Australia. Natalie challenges the audience to work together with the Fair Work Ombudsman to build an industry-wide culture of compliance.

- [Address to 2017 Asia Pacific Fuel Industry Forum \(DOCX 44.8KB\)](http://www.fairwork.gov.au/ArticleDocuments/764/apfif-speech13-sep.docx.aspx) (www.fairwork.gov.au/ArticleDocuments/764/apfif-speech13-sep.pdf.aspx) (PDF 130.5KB)

13 July 2017 - Australian Human Resources Institute (AHRI) - Supporting Compliance in Far North Queensland

In her speech, former Fair Work Ombudsman Natalie James talks about the role of advisers in helping businesses to do the right thing. Natalie discusses the results of Fair Work Ombudsman's Far North Queensland campaign and the agency's current approach to accessorial liability, highlighting cases involving Human Resources advisers. Natalie encourages advisers to work together with their businesses and the Fair Work Ombudsman to build a culture of compliance.

- [Australian Human Resources Institute \(AHRI\) Cairns speech \(DOCX 45.7KB\)](http://www.fairwork.gov.au/ArticleDocuments/764/ahri-cairns-speech-july-2017.docx.aspx) (www.fairwork.gov.au/ArticleDocuments/764/ahri-cairns-speech-july-2017.pdf.aspx) (PDF 141.3KB)

19 May 2017 - Future Work: Industrial Relations Society of New South Wales Annual Convention

In her speech, former Fair Work Ombudsman Natalie James explores the impact platform technologies are having on the employment landscape. Natalie discusses some of the questions they raise for workplace practitioners and the role of the Fair Work Ombudsman, drawing on lessons learned from the pizza sector.

- [Industrial Relations Society of NSW Annual Convention speech \(DOCX 42.6KB\)](http://www.fairwork.gov.au/ArticleDocuments/764/Industrial-Relations-Society-of-NSW-May-2017-speech-FOR-PUBLICATION.docx.aspx) (www.fairwork.gov.au/ArticleDocuments/764/Industrial-Relations-Society-of-NSW-May-2017-speech-FOR-PUBLICATION.pdf.aspx) (PDF 173.3KB)

1 May 2017 - Australian Industry Group - 2017 Annual National Policy-Influence-Reform Conference

In her speech, former Fair Work Ombudsman Natalie James discusses the ongoing challenge of worker exploitation. Natalie talks about the reasons for the introduction of the Fair Work Amendment (Protecting Vulnerable Workers Bill) 2017 and how the Bill would help the FWO to stamp out the exploitation of vulnerable workers. She emphasises the Fair Work Ombudsman's proportionate and educative approach to enforcing Australia's workplace laws and how this approach would continue if the Bill is passed.

- [Address to the Australian Industry Group \(DOCX 48KB\)](http://www.fairwork.gov.au/ArticleDocuments/764/natalie-james-australian-industry-group-speech.docx.aspx) (www.fairwork.gov.au/ArticleDocuments/764/natalie-james-australian-industry-group-speech.pdf.aspx) (PDF 117.1KB)

10 March 2017 - Lander and Rogers Seminar Presentation

In her speech, former Fair Work Ombudsman Natalie James discusses the need for businesses and advisors to consider their moral and legal responsibilities with respect to their supply chains and networks. Otherwise your company and advisors are at risk of reputational damage and held accountable as an accessory under the Fair Work Act 2009.

She talks about the importance of having all your records and systems updated and in order, to ensure you know your workers are being paid correctly and confident that your business is doing the right thing.

- [Lander and Rogers Seminar Presentation \(DOCX 45.7KB\)](http://www.fairwork.gov.au/ArticleDocuments/764/lander-and-rogers-march-2017-speech-media-version.docx.aspx) (www.fairwork.gov.au/ArticleDocuments/764/lander-and-rogers-march-2017-speech-media-version.pdf.aspx) (PDF 165.8KB)

2016

23 November 2016 - Recruitment and Consulting Services of Australia Acumen Speaker Series

In her speech, former Fair Work Ombudsman Natalie James discusses the challenges of an ever changing labour market and triangular work arrangements, such as 'on-hire' or outsourcing. She talks about the importance of helping those in the market for labour to understand their obligations and how to work together to make ethical and lawful choices.

- [Recruitment and Consulting Services of Australia 2016 speech \(DOCX 55.2KB\)](https://www.fairwork.gov.au/ArticleDocuments/764/rsca-nov-2016-media-version.docx.aspx) ([https://www.fairwork.gov.au/ArticleDocuments/764/rsca-nov-2016-media-version.docx.aspx](https://www.fairwork.gov.au/ArticleDocuments/764/rsca-nov-2016-media-version.pdf.aspx)) (PDF 147KB) (<https://www.fairwork.gov.au/ArticleDocuments/764/rsca-nov-2016-media-version.pdf.aspx>)

18 November 2016 – Migration Institute of Australia National Conference 2016

In her speech, former Fair Work Ombudsman Natalie James discusses how Migration Agents have an interest in maintaining Australia's reputation as a good place to work. She talks about how Migration Agents can assist the FWO with building a culture of compliance within Australian workplaces.

- [Migration Institute of Australia National Conference 2016 speech \(DOCX 44.5KB\)](https://www.fairwork.gov.au/ArticleDocuments/764/migration-institute-of-australia-national-conference-speech-18-november-2016.docx.aspx) (<https://www.fairwork.gov.au/ArticleDocuments/764/migration-institute-of-australia-national-conference-speech-18-november-2016.docx.aspx>) (PDF 358.6KB) (<https://www.fairwork.gov.au/ArticleDocuments/764/migration-institute-of-australia-national-conference-speech-18-november-2016.pdf.aspx>)

9 November 2016 - Presentation to the Australian Hotels Association NSW Legal and Industrial Conference 2016

In her speech, former Fair Work Ombudsman Natalie James discusses how by showing leadership in your industry and taking responsibility for your role in compliance, you can avoid finding yourself liable for breaches of workplace laws. She talks about the results of the FWO's Housekeeping Inquiry, including the Oaks and Housekeepers Pty Ltd enforceable undertakings, and ways to work with the FWO to promote compliance, such as the Cleaning Accountability Framework, proactive compliance partnerships and sharing industry knowledge.

- [Address to the Australia Hotels Association NSW Legal and Industrial Conference \(DOCX 35.8KB\)](https://www.fairwork.gov.au/ArticleDocuments/764/australian-hotels-association-speech-2016.docx.aspx) (<https://www.fairwork.gov.au/ArticleDocuments/764/australian-hotels-association-speech-2016.docx.aspx>) (PDF 134.4KB) (<https://www.fairwork.gov.au/ArticleDocuments/764/australian-hotels-association-speech-2016.pdf.aspx>)

4 November 2016 - Presentation to the Australian Labour Law Association National Conference 2016

In their speech, former Fair Work Ombudsman Natalie James and Chief Counsel of the Fair Work Ombudsman, Janine Webster, explore the Fair Work Ombudsman's role in the development of workplace law. They particularly focus on the Fair Work Ombudsman's evolving use of accessory liability and discuss a number of key cases in this space, including Yogurberry where, for the first time, we have secured penalties against a master franchisor for being an accessory to the exploitative practices of one of its associated companies.

- [Address to the Australian Labour Law Association National Conference \(DOCX 41KB\)](https://www.fairwork.gov.au/ArticleDocuments/764/speech-to-australian-labour-law-association-4-november-2016.docx.aspx) (<https://www.fairwork.gov.au/ArticleDocuments/764/speech-to-australian-labour-law-association-4-november-2016.docx.aspx>) (PDF 140.1KB) (<https://www.fairwork.gov.au/ArticleDocuments/764/speech-to-australian-labour-law-association-4-november-2016.pdf.aspx>)

28 October 2016 - Keynote presentation at the Law Institute of Victoria Workplace Relations Conference 2016

In her speech, former Fair Work Ombudsman Natalie James explores the scope of the advice provided by employment law practitioners in the context of an active regulator and in an environment where stories of worker exploitation are of high interest across the range of media. Natalie discusses the way the FWO works in responding to requests for assistance, to give legal practitioners the insight they need to appropriately advise their clients about the FWO's current work and practices.

- [Address to the Law Institute of Victoria Workplace Relations Conference 2016 \(DOCX 46.6KB\)](https://www.fairwork.gov.au/ArticleDocuments/764/law-institute-of-victoria-workplace-relations-conference-2016-speech-28-October-2016.docx.aspx) (<https://www.fairwork.gov.au/ArticleDocuments/764/law-institute-of-victoria-workplace-relations-conference-2016-speech-28-October-2016.docx.aspx>) (PDF 145.7KB) (<https://www.fairwork.gov.au/ArticleDocuments/764/law-institute-of-victoria-workplace-relations-conference-2016-speech-28-October-2016.pdf.aspx>)

10 October 2016 - Keynote Panel Session at the National Franchise Convention 2016

Former Fair Work Ombudsman Natalie James explores the ideas of responsibility, the law and community expectations, and how the franchise sector can stay ahead of the curve and ensure they are meeting all three.

- [Address to the National Franchise Convention 2016 \(DOCX 34.7KB\)](https://www.fairwork.gov.au/ArticleDocuments/764/10-october-2016-natalie-james-opening-remarks-franchise-convention.docx.aspx) (<https://www.fairwork.gov.au/ArticleDocuments/764/10-october-2016-natalie-james-opening-remarks-franchise-convention.docx.aspx>) (PDF 90.5KB) (<https://www.fairwork.gov.au/ArticleDocuments/764/10-october-2016-natalie-james-opening-remarks-franchise-convention.pdf.aspx>)

20 September 2016 - Address to the Workplace Relations Committee of the Australian Chamber of Commerce and Industry

In her speech, former Chief Counsel Janine Webster, discusses how the Fair Work Ombudsman can build a better Australia for business by working together with the Australian Chamber of Commerce and Industry to achieve common interests. She explains why the Fair Work Ombudsman got involved in the 4 Yearly Modern Award Review process, our Supply Chain Strategy and how accessories such as managers, directors and others can now be liable for underpayment, not just employers. She invites the employer organisations to advise businesses about these and other developments and to work with them to ensure they avoid

unnecessary risks.

- [Address to the Workplace Relations Committee of the Australian Chamber of Commerce and Industry \(DOCX 33.9KB\)](https://www.fairwork.gov.au/ArticleDocuments/764/20-september-2016-janine-webster-speech-to-workplace-relations-committee-of-acci.docx.aspx) (<https://www.fairwork.gov.au/ArticleDocuments/764/20-september-2016-janine-webster-speech-to-workplace-relations-committee-of-acci.docx.aspx>) (PDF 120.5KB) (<https://www.fairwork.gov.au/ArticleDocuments/764/20-september-2016-janine-webster-speech-to-workplace-relations-committee-of-acci.pdf.aspx>)

1 September 2016 - Address to the Franchise Council of Australia' New South Wales Luncheon

In his speech, Executive Director of Dispute Resolution and Compliance, Steve Ronson, discusses the Fair Work Ombudsman's commitment to identifying and addressing the drivers of non-compliance that arise from a franchise's operating model.

- [Address to the Franchise Council of Australia' New South Wales Luncheon \(DOCX 78KB\)](https://www.fairwork.gov.au/ArticleDocuments/764/FCA Lunch Presentation - 1 September 2016 - Sydney.docx.aspx) (<https://www.fairwork.gov.au/ArticleDocuments/764/FCA Lunch Presentation - 1 September 2016 - Sydney.docx.aspx>) (PDF 256.6KB) (<https://www.fairwork.gov.au/ArticleDocuments/764/FCA Lunch Presentation - 1 September 2016 - Sydney.pdf.aspx>)

27 July 2016 - AHRI Employee Relations / Industrial Relations Network NSW forum

In her speech, former Fair Work Ombudsman Natalie James talks about the difficulties faced by business advisers in balancing organisational objectives with compliance risks. Natalie talks about the Fair Work Ombudsman's current approach to accessorial liability and highlights recent cases that show how the agency is using the existing framework, before turning her attention to proposed reforms. Natalie encourages advisers to work together with their businesses, professional organisations and the Fair Work Ombudsman to build a culture of compliance.

- [AHRI Employee Relations / Industrial Relations Network NSW forum speech \(DOCX 47.9KB\)](https://www.fairwork.gov.au/ArticleDocuments/764/natalie-james-speech-to-ahri-july-2016.docx.aspx) (<https://www.fairwork.gov.au/ArticleDocuments/764/natalie-james-speech-to-ahri-july-2016.docx.aspx>) (PDF 166.5KB) (<https://www.fairwork.gov.au/ArticleDocuments/764/natalie-james-speech-to-ahri-july-2016.pdf.aspx>)

7 July 2016 - Council of Small Business Australia National Small Business Summit

In her speech, former Fair Work Ombudsman Natalie James states that most employers want to do the right thing – sometimes they just need a little help to get there. She talks about how the Fair Work Ombudsman's resources and programs, including the Early Intervention Program, are structured around providing our customers with the right advice, at the right time, and implores business and advisers to work together with us to make compliance easier.

- [COSBOA National Small Business Summit speech \(DOCX 41.5KB\)](https://www.fairwork.gov.au/ArticleDocuments/764/cosboa-speech-2016-7-july.docx.aspx) (<https://www.fairwork.gov.au/ArticleDocuments/764/cosboa-speech-2016-7-july.docx.aspx>) (PDF 137.9KB) (<https://www.fairwork.gov.au/ArticleDocuments/764/cosboa-speech-2016-7-july.pdf.aspx>)

27 May 2016 - Australian Labour and Employment Relations Association National Conference

In her speech, former Fair Work Ombudsman Natalie James talks about the work we are doing to help build a culture of compliance in Australia's labour supply chains. Natalie states that 'compliance with workplace laws is everyone's business' and launches our new Anonymous Report tool, available on our website, to enable members of the community to anonymously alert us to potential non-compliance with workplace laws.

- [Australian Labour and Employment Relations Association National Conference speech \(DOCX 59.1KB\)](https://www.fairwork.gov.au/ArticleDocuments/764/alera-speech-may-27-2016.docx.aspx) (<https://www.fairwork.gov.au/ArticleDocuments/764/alera-speech-may-27-2016.docx.aspx>) (PDF 136.8KB) (<https://www.fairwork.gov.au/ArticleDocuments/764/alera-speech-may-27-2016.pdf.aspx>)

2 May 2016 - Australian Industry Group PIR Conference

In her speech, former Fair Work Ombudsman Natalie James discusses the different types of compliance posture that the FWO encounters among businesses, which she dubs 'the good,' 'the bad' and 'the ugly', and provides businesses with some practical tips to ensure that they remain among 'the good'.

- [Address to Australian Industry Group PIR Conference \(DOCX 59.6KB\)](https://www.fairwork.gov.au/ArticleDocuments/764/2016-media-version-ai-group-may-2016-speech.docx.aspx) (<https://www.fairwork.gov.au/ArticleDocuments/764/2016-media-version-ai-group-may-2016-speech.docx.aspx>) (PDF 116.3KB) (<https://www.fairwork.gov.au/ArticleDocuments/764/2016-media-version-ai-group-may-2016-speech.pdf.aspx>)

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2015

10 November 2015 - Small Business Forum

The former Fair Work Ombudsman Natalie James recently spoke at the 2015 Small Business Forum about the key role intermediaries play in assisting small business.

- [Natalie James speech for the Small Business Forum \(DOCX 139KB\)](https://www.fairwork.gov.au/ArticleDocuments/764/10-november-2015-natalie-james-speech-to-the-2015-small-business-forum.docx.aspx) (<https://www.fairwork.gov.au/ArticleDocuments/764/10-november-2015-natalie-james-speech-to-the-2015-small-business-forum.pdf.aspx>) (PDF 431.9KB) (<https://www.fairwork.gov.au/ArticleDocuments/764/10-november-2015-natalie-james-speech-to-the-2015-small-business-forum.pdf.aspx>)

23 June 2015 - Australia-Israel Chamber of Commerce SME Executive Boardroom Lunch

In her speech, former Fair Work Ombudsman Natalie James talks about leadership in the workplace and looking 'above the line'.

- [Natalie James speech for the Australia-Israel Chamber of Commerce SME Executive Boardroom Lunch \(DOCX 41.7KB\)](https://www.fairwork.gov.au/ArticleDocuments/764/2015-june-australia-israel-chamber-of-commerce-sme-executive-boardroom-lunch-natalie-james-speech.docx.aspx) (<https://www.fairwork.gov.au/ArticleDocuments/764/2015-june-australia-israel-chamber-of-commerce-sme-executive-boardroom-lunch-natalie-james-speech.docx.aspx>) (PDF 169KB) (<https://www.fairwork.gov.au/ArticleDocuments/764/2015-june-australia-israel-chamber-of-commerce-sme-executive-boardroom-lunch-natalie-james-speech.pdf.aspx>)

5 May 2015 - AiG Personnel and Industrial Relations (PIR) Conference

In her speech, former Chief Counsel Janine Webster discusses why Australian business should take notice of supply chains.

- [AiG Personnel and Industrial Relations \(PIR\) Conference speech \(DOCX 56.9KB\)](https://www.fairwork.gov.au/ArticleDocuments/764/2015-may-pir-conference-janine-webster-speech.docx.aspx) (<https://www.fairwork.gov.au/ArticleDocuments/764/2015-may-pir-conference-janine-webster-speech.docx.aspx>) (PDF 118.2KB) (<https://www.fairwork.gov.au/ArticleDocuments/764/2015-may-pir-conference-janine-webster-speech.pdf.aspx>)

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2014

12 November 2014 - Australian Hotels Association of NSW Legal and Industrial Conference

In her speech, former Fair Work Ombudsman Natalie James asks how can we build a culture of compliance with workplace laws in the hospitality industry?

- [Natalie James speech for the Australian Hotels Association of NSW Legal and Industrial Conference \(DOCX 54.2KB\)](https://www.fairwork.gov.au/ArticleDocuments/764/natalie-james-speech-to-aha-nsw-branch.docx.aspx) (<https://www.fairwork.gov.au/ArticleDocuments/764/natalie-james-speech-to-aha-nsw-branch.docx.aspx>) (PDF 141.5KB) (<https://www.fairwork.gov.au/ArticleDocuments/764/natalie-james-speech-to-aha-nsw-branch.pdf.aspx>)

29 August 2014 - Australian Labour and Employment Relations Association National Conference

In her speech, former Fair Work Ombudsman Natalie James outlines the Fair Work Ombudsman's approach to addressing the exploitation of vulnerable workers and how the use of procurement and outsourcing arrangements are a legitimate choice for business, but can lead to issues around responsibility.

- [Natalie James speech for the ALERA National Conference \(DOCX 51.6KB\)](https://www.fairwork.gov.au/ArticleDocuments/764/Natalie-James-speech-for-the-ALERA-national-conference.docx.aspx) (<https://www.fairwork.gov.au/ArticleDocuments/764/Natalie-James-speech-for-the-ALERA-national-conference.docx.aspx>) (PDF 217.1KB) (<https://www.fairwork.gov.au/ArticleDocuments/764/Natalie-James-speech-for-the-ALERA-national-conference.pdf.aspx>)

8 August 2014 - National Small Business Summit

In her speech, former Fair Work Ombudsman Natalie James reassures the small business community of the Fair Work Ombudsman's commitment to helping employers understand and comply with workplace laws.

- [Natalie James address for the National Small Business Summit \(DOCX 49.6KB\)](https://www.fairwork.gov.au/ArticleDocuments/764/Natalie-James-address-for-the-national-small-business-summit.docx.aspx) (<https://www.fairwork.gov.au/ArticleDocuments/764/Natalie-James-address-for-the-national-small-business-summit.docx.aspx>) (PDF 198.8KB) (<https://www.fairwork.gov.au/ArticleDocuments/764/Natalie-James-address-for-the-national-small-business-summit.pdf.aspx>)

2 April 2014 - National HR Summit

In her speech, former Fair Work Ombudsman Natalie James shares her insights as the Fair Work Ombudsman and explains our role in promoting harmonious, productive and cooperative workplaces.

- [Natalie James address for the HR Summit \(DOCX 67.5KB\)](https://www.fairwork.gov.au/ArticleDocuments/764/Natalie-James-address-for-the-HR-Summit.docx.aspx) (<https://www.fairwork.gov.au/ArticleDocuments/764/Natalie-James-address-for-the-HR-Summit.docx.aspx>) (PDF 502KB) (<https://www.fairwork.gov.au/ArticleDocuments/764/Natalie-James-address-for-the-HR-Summit.pdf.aspx>)

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2013

28 November 2013 - Australian Industry Group National Employment Conference

In her speech, former Fair Work Ombudsman Natalie James details our commitment to being an engaged and balanced regulator and outlines initiatives for supporting small business operators.

- [Australian Industry Group National Employment Conference speech \(DOCX 70.2KB\)](https://www.fairwork.gov.au/ArticleDocuments/764/AIG-National-Employment-Conference-speech.docx.aspx) ([https://www.fairwork.gov.au/ArticleDocuments/764/AIG-National-Employment-Conference-speech.docx.aspx](https://www.fairwork.gov.au/ArticleDocuments/764/AIG-National-Employment-Conference-speech.pdf.aspx)) (PDF 159.1KB) (<https://www.fairwork.gov.au/ArticleDocuments/764/AIG-National-Employment-Conference-speech.pdf.aspx>)

6 May 2013 - National PIR Group Conference

In his speech, former Acting Fair Work Ombudsman Michael Campbell shared some insights of the Fair Work Ombudsman's current compliance and enforcement approach.

- [National PIR Group Conference speech \(DOCX 320.8KB\)](https://www.fairwork.gov.au/ArticleDocuments/764/National-PIR-Group-Conference-Compliance-and-Enforcement-Speech.docx.aspx) (<https://www.fairwork.gov.au/ArticleDocuments/764/National-PIR-Group-Conference-Compliance-and-Enforcement-Speech.docx.aspx>) (PDF 87.3KB) (<https://www.fairwork.gov.au/ArticleDocuments/764/National-PIR-Group-Conference-Compliance-and-Enforcement-Speech.pdf.aspx>)

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