



Australian Government

Fair Work
OMBUDSMAN

**Office of the Fair
Work Ombudsman**
Corporate Plan 2025–26



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Acknowledgement of Country

In the spirit of reconciliation, the Office of the Fair Work Ombudsman (FWO) acknowledges the Traditional Custodians of Country throughout Australia and their continuing connection to land, waters and community.

We pay our respect to them and their Cultures, and their Elders, past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

About our artwork: Stepping forward

Stepping forward represents taking the next step on the journey towards reconciliation and the potential possible when everyone is included.

Connecting with diverse peoples; meeting, listening and sharing together, can build respect and trust. Working in concert for a common purpose and united in the mission to make meaningful change.

It serves as a reminder of the dynamism and vibrancy of First Nations peoples and the lands from which they come, making the emergence of new ideas and ways of being possible that enables the envisioning of a brighter future.

Artist: Timothy Buckley

Other acknowledgements

This Corporate Plan is presented, acknowledging the significant contribution of many employees across the Office of the Fair Work Ombudsman.



A message from the Fair Work Ombudsman

Anna Booth, Fair Work Ombudsman

I am pleased to present our Corporate Plan for 2025–26 and the projected outlook for the next 4 years, which outlines how the Office of the Fair Work Ombudsman (FWO) will work to achieve our vision of ‘working for fairer workplaces’.

Last year we articulated a vision that calls on workplaces to uphold standards, so that workers receive the wages and conditions they are entitled to, and employers operate on a level playing field. We are staying the course to achieve this vision and this year’s Corporate Plan details the next important steps we are taking on this journey.

This year’s Corporate Plan retains the 6 Strategic Objectives that we will continue to work towards achieving in the years ahead. These pillars outline how we will deliver our vision and include:

1. Employers and workers know about the FWO and what we do.
2. Employers and workers understand their workplace rights and obligations.
3. Disputes about compliance with workplace laws are resolved by dispute resolution and the use of enforcement tools.
4. Non-compliance is deterred through strategic compliance and enforcement activities.
5. Serious and/or systemic non-compliance is detected and addressed.
6. Our systems, capabilities and ways of working support our people to deliver our objectives.



Last year we said that we could not do this alone and that we needed to partner with workers, their unions, employers and employer organisations to achieve a culture of compliance in the Australian workplace community. Our updated activities are designed to achieve our objectives, including many that will be undertaken in collaboration with the workplace community. To advance this collaboration we have established a standing tripartite Advisory Group, made up of peak employer organisations and the Australian Council of Trade Unions (ACTU) and sub-committees. The Advisory Group will assist us to address the needs of small and large employers as well as reference groups that support each of our priority areas. Together, these groups inform our work and complement our existing and ongoing stakeholder and community engagement activities.

We have also enhanced our collaboration with regulators in areas of shared responsibility, including through joint investigations and enforcement activities. Many of our relationships have been formalised through the exchange of letters, memoranda of understanding or referral guides, which set out arrangements for information sharing and referrals, and to facilitate collaborative education and compliance initiatives.

The Minister's Statement of Expectations is regularly refreshed at least every 2 years (or earlier if there is a change of Minister, change in regulator leadership, or significant change in Commonwealth policy) and provides greater clarity around how the FWO is expected to carry out its functions, exercises its powers and achieves its objectives. We will continue to support government policies and objectives, by responding to these expectations through our Statement of Intent.

This year we developed a new Compliance and Enforcement Policy based on the principles of strategic enforcement – being prioritisation, deterrence, sustainability, and system-wide effect. The policy sets out the factors we consider when using our compliance and enforcement powers. We will continue to use all the tools available to us to ensure workers are paid their fair entitlements, and also to help educate employers about their rights and obligations.

From 1 January 2025, new criminal wage underpayment laws came into effect and the FWO has an important new responsibility to investigate and refer appropriate matters for potential prosecution. We have worked diligently to establish a new Criminal Investigations branch and associated operating procedures to meet the demands and expectations of this new work. We have collaborated with our Advisory Group to develop guidance on two 'safe harbour' provisions: one for small business providing information on the Voluntary Small Business Wage Compliance Code and the other for all businesses on Cooperation Agreements.

The wellbeing and development of our dedicated staff is central to the Corporate Plan and its achievement. I am privileged to continue this journey with them, and indeed with our partners and stakeholders in the workplace community.

As the Accountable Authority of the FWO, I present our Corporate Plan which covers the 4-year period of 2025–26 to 2028–29, as required under paragraph 35(1)(b) of the Public Governance, Performance and Accountability Act 2013.

Anna Booth
Fair Work Ombudsman

8 August 2025





Vision, Purpose and Functions

Our Vision



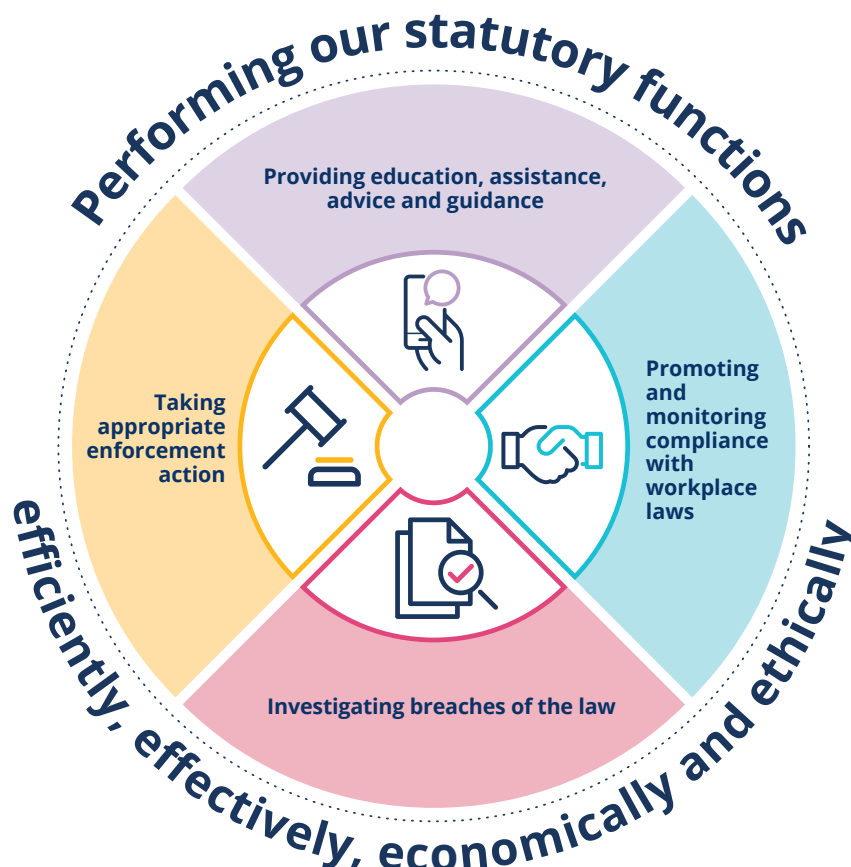
Working for fairer workplaces

Our Purpose and Functions

The FWO is the statutory office established by the Fair Work Act 2009 (the Act), and is comprised of the Fair Work Ombudsman, Fair Work Inspectors (FWIs) and staff. As defined within the Act, our purpose is to promote harmonious, productive, cooperative, and compliant workplace relations in Australia.

We do this through the following functions:

- ✓ provide education, assistance, advice and guidance to employers, workers, outworkers, outworker entities, organisations and other duty holders¹
- ✓ promote and monitor compliance with workplace laws
- ✓ inquire into and investigate breaches of the Act
- ✓ take appropriate enforcement action
- ✓ perform our statutory functions efficiently, effectively, economically and ethically.



¹ As defined within our Compliance and Enforcement Policy a duty holder is defined as a person, natural or corporate, that has an obligation under the Act to either do or not do a particular action.



Cooperation and Collaboration



Work collaboratively with stakeholders in the workplace community to implement legislative reforms and enhance tripartism that sits at the heart of the strategic enforcement approach²

To deliver on our vision, our purpose, and our Strategic Objectives, we need to work with our stakeholders, duty holders and those in the workplace community.

We have implemented an enhanced consultative and collaborative approach to our work through the establishment of an Advisory Group comprising of peak employer organisations and the ACTU, ensuring that the FWO has direct access to information and advice relevant to our work and the needs of those we serve. We have also established sector specific reference groups in conjunction with employer associations and unions, that focus on our priority areas and will assist in the delivery of industry specific initiatives.

These groups are:

- ▶ Advisory Group (Peak Group)
 - Small Business Sub-Committee
 - Large Corporates Sub-Committee
- ▶ Aged Care Services Reference Group
- ▶ Agriculture Reference Group
- ▶ Building and Construction Reference Group
- ▶ Disability Support Services Reference Group
- ▶ Fast Food, Restaurants & Cafes Reference Group
- ▶ Higher Education Reference Group.

Our commitment to leveraging expertise across the workplace community extends across government, industry and community organisations that provide services to the workplace community such as Working Women's Centres, Community Legal Centres and migrant worker services.

The FWO has a collaborative relationship with the Department of Employment and Workplace Relations (Department), to ensure that the government and the Department can leverage the experience, knowledge and expertise of the FWO to inform policies and programs that support the achievement of the objectives of Australia's workplace relations system and the Act.

We will continue to build on and identify opportunities for collaboration, working across government and industry to deliver on our objectives. This is evidenced through our ongoing participation in various forums, committees, and reference groups. We participate in groups established across government and the wider workplace community, such as:

- ▶ Fair Work Commission's Small Business Reference Group
- ▶ Federal Regulatory Agency Group
- ▶ Interdepartmental Committee on Human Trafficking and Slavery
- ▶ Migrant Workers Interagency Group
- ▶ Pacific Labour and Pacific Migration Interdepartmental Committee
- ▶ Phoenix Taskforce
- ▶ Respect@Work Council
- ▶ Shadow Economy Taskforce.

² Fair Work Ombudsman Statement of Intent 2025







Operating Environment



The FWO operates in an ever-changing environment both in the context of evolving workplace relations legislation and the nature and needs of the Australian people.

Our work includes the responsibility for regulating the commercial building and construction industry under the Act, together with continuing our work with large corporate entities, and the self-reporting of underpayments.

We are committed to helping employers and workers and other duty holders navigate the workplace relations system, including during periods of change. We will do this through collaboration, education, and the development of tailored resources. We will support compliance by using the full suite of compliance and enforcement tools at our disposal, as well as improving our operational efficiency by adjusting our structure, culture and risk settings.

As changes come into effect, the FWO ensures our information, tools, and resources to assist employers and workers understand and apply new and amended workplace rights and obligations are up to date and informative. This includes the publication of our new **Compliance and Enforcement Policy** on 1 January 2025, which guides how we enforce the law and what the public can expect when dealing with us.

The driving principle of the new Compliance and Enforcement Policy is strategic enforcement.

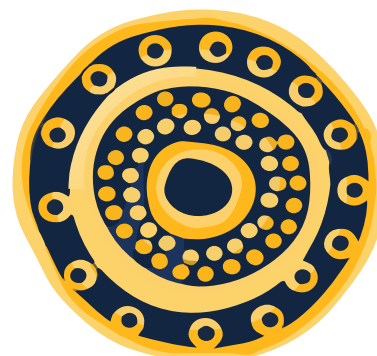
Strategic enforcement uses prioritisation and triage as the basis of decision-making. It focuses on interventions that change the behaviours that result in contraventions. Strategic enforcement allows a regulator to use its limited enforcement resources so as to maximise impact by way of proactive activities designed to change a duty holder's behaviour in a positive and sustainable way.

From 1 January 2025 it is now a criminal offence for an employer to intentionally engage in conduct with the intention that the conduct results in a failure to pay certain employee entitlements (Offence). In addition to employers, other persons (natural³ or corporate) can also be prosecuted under 'related offence provisions.' The FWO is responsible for investigating contraventions of the new Offence and referring conduct to the Commonwealth Director of Public Prosecutions (CDPP) or the Australian Federal Police (AFP) for consideration and potential prosecution.

The criminal investigative function complements the agency's existing use of civil enforcement powers, noting that referral of matters for prosecution will be reserved for the most serious, intentional non-compliance.

In preparing the agency to deliver the criminal investigations function, we reviewed and adjusted our organisational structure, and implemented the required physical and technology infrastructure, capabilities, processes and policies to support the FWO's new role as a dual regulator with criminal and civil jurisdictions.

During the 2025–26 financial year we will continue to educate the workplace community on the Offence, and our new Criminal Investigations Branch will continue investigations into potential contraventions of the Offence.



3 A 'natural person' is defined as an individual human being.



Our Priorities

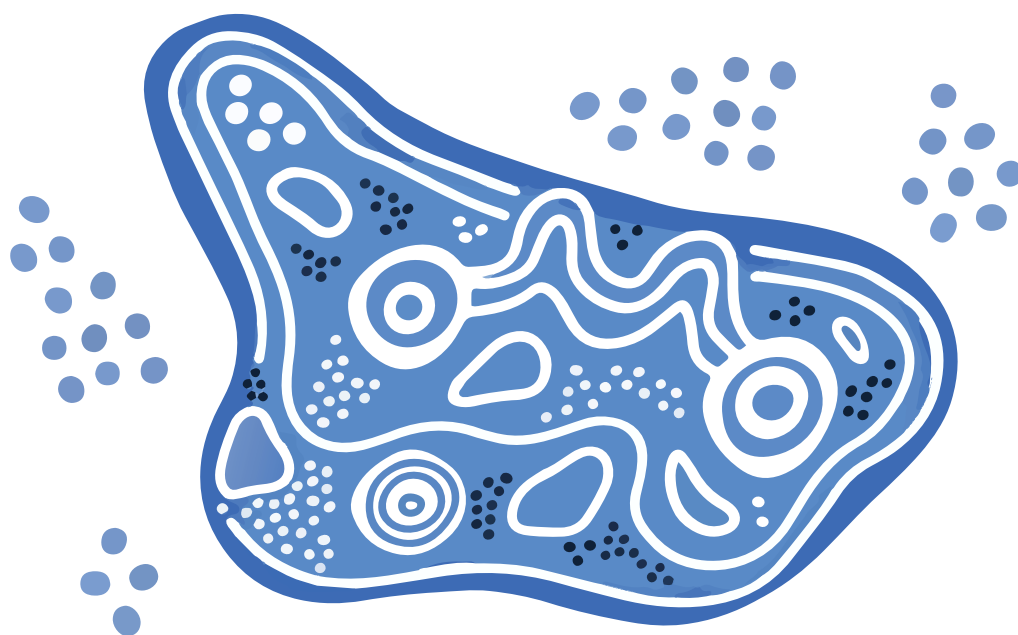
Our priority areas provide a framework through which we make decisions about our resource allocation. In 2025–26, we remain committed to the same priority areas to effect long-term compliance changes. These are areas that are at significant risk or demonstrate a history of systemic non-compliance, where we seek sector-wide impacts through increased attention. They include an enduring commitment to prioritise education and assistance for small business employers and workers, and vulnerable or at-risk workers.

Over the 4-year plan we will continue to monitor our priority areas and review them regularly using a data-informed approach, while staying responsive to emerging issues.



We will “strive for continuous improvement in our policies, processes and practices”⁴

As reflected in our **Statement of Intent** of January 2025 (developed in response to the Minister’s **Statement of Expectations** of 13 December 2024), a standing tripartite Advisory Group and reference groups were established to focus on our priority areas. Over the 4-year plan they will provide a consultative and collaborative mechanism to support our development and implementation of targeted strategies in our priority areas, including co-design work. We will work with these groups to refine the scope of activities in response to emerging issues, and to consider our impact in each priority area.



⁴ **Fair Work Ombudsman Statement of Intent 2025**



Enduring commitment



We prioritise education and assistance for:



**Small business
employers and
employees**



**Vulnerable or
at risk workers**

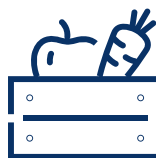
Priority areas



We prioritise working with and ensuring compliance in the following sectors:



Aged care services



Agriculture



**Building and
construction**



**Disability
support services**



**Fast food,
restaurants
and cafés**



**Large
corporates**



Universities

Focus matters



We continue to focus on matters that:

- ✓ are of significant public interest
- ✓ demonstrate a blatant disregard for the law
- ✓ are of significant scale, impact on workers or the community, or
- ✓ can provide guidance on the application of the law.



Our Strategic Objectives

Our Strategic Objectives articulate what we want to achieve in the years ahead. They are a natural progression from our vision and purpose and help guide our work so that we can best serve the workplace community. Importantly, the objectives have been developed in consultation with FWO staff and our external stakeholders.

1

Employers and workers know about the Fair Work Ombudsman and what we do

To achieve this Strategic Objective, we will undertake a range of activities designed to ensure awareness of and build trust in the FWO as the federal workplace regulator.

Key Activities

- ▶ Deliver marketing and communications to build awareness of the FWO, and to inform employers and workers of their workplace rights and obligations.
- ▶ Build and maintain strong stakeholder relationships by working with employer organisations, unions, community networks, government, and academics to build trust in, and awareness of our services.
- ▶ Promote our website (fairwork.gov.au) as our primary advice and education resource for all workplace participants and publicise information on our compliance and enforcement activities and outcomes to demonstrate the role of the FWO.
- ▶ Embrace opportunities for our staff to speak in public about the FWO and our activities.





2

Employers and workers understand their workplace rights and obligations

To achieve this Strategic Objective, we will provide information, education, advice and assistance to workers and employers on workplace rights and obligations.

Key Activities

- ▶ Maintain and enhance the FWO's advice and education channels and tools that facilitate compliance with workplace laws and support best practice workplace relations practices, including our Fair Work Infoline, website ([fairwork.gov.au](https://www.fairwork.gov.au)), our range of fact sheets and templates, our Pay and Conditions Tool (P.A.C.T.), and our comprehensive suite of online learning courses.
- ▶ Collaborate with employer organisations and unions to support them to educate their members and enable all workplace participants to foster cooperative, productive and sustainably compliant workplaces.
- ▶ Ensure our advice and education offerings evolve to continually meet user needs including offering our services via various mediums that can be accessed by all including vulnerable and at risk workers and small business employers and workers.
- ▶ Continuously review and enhance our website content to ensure information is accessible, reliable, and fit for purpose, including tailored content developed in consultation with stakeholders.
- ▶ Maintain dedicated sections of our website for migrant workers and visa holders, young workers and students, Culturally and Linguistically Diverse employers and workers, and other vulnerable cohorts.
- ▶ Provide tailored information and advice to employers, workers and other duty holders through the Fair Work Infoline.
- ▶ Offer and evolve targeted advice and education services for small businesses, including customised web content and a Small Business Helpline, and tailored reliable written advice through the Employer Advisory Service.
- ▶ Provide information and education on the Offence for intentional underpayments, the FWO's investigative function, and the available safe harbour mechanisms in the Act, through the Voluntary Small Business Wage Compliance Code (Code) and cooperation agreements.
- ▶ Communicate informed and impartial positions and provide clear and practical information and guidance on key or emerging issues, or areas of compliance concern to positively influence compliance behaviours.



We will observe and contribute to the government's policy priorities and objectives by meeting the expectations in the Statement of Expectations⁵

⁵ Fair Work Ombudsman Statement of Intent 2025

3

Disputes about compliance with workplace laws are resolved by dispute resolution and the use of enforcement tools

To achieve this Strategic Objective, we will work with employers and workers and their representatives to resolve workplace disputes and remediate non-compliance with workplace laws.

Key Activities

- ▶ Ensure that the information contained in our **Compliance and Enforcement Policy** and on our website clearly explains what people can expect to happen if they contact us about a workplace dispute.
- ▶ Maintain and evolve our range of educational resources, including through joint activities with stakeholders and workplace community groups, to equip and empower employers and workers to resolve their workplace disputes including through best practice alternative dispute resolution techniques.
- ▶ Work with employers and workers to resolve their workplace disputes efficiently using a range of supported dispute resolution techniques to achieve voluntary outcomes.
- ▶ Prioritise resolution of workplace disputes using dispute resolution pathways, including leveraging external organisations such as the Fair Work Commission and small claims courts.
- ▶ Enable the application of workplace laws using dispute resolution techniques as well as compliance and enforcement tools in accordance with our **Compliance and Enforcement Policy**.

4

Non-Compliance is deterred through strategic compliance and enforcement activities.

To achieve this Strategic Objective, we will take a risk-based and proportionate approach to compliance and enforcement activities.

Key Activities

- ▶ Undertake proactive activities guided by our priorities to educate, inform, and ensure compliance with workplace laws.
- ▶ Enhance our use of data-driven analytics to identify risks, gain actionable insights, facilitate evidence-based decision-making and enable the agency to anticipate and effectively respond to emerging trends and challenges.
- ▶ Apply behavioural economics to encourage compliance with workplace laws across all sectors.
- ▶ Provide clear and accessible pathways for the workplace community to report non-compliance, including anonymously.
- ▶ Encourage and facilitate voluntary reporting and remediation of non-compliance, including using cooperation agreements and the Code.
- ▶ Provide best practice guidance to organisations through the development and delivery of best practice guides.
- ▶ Target non-compliance hotspots with coordinated FWI site inspections.
- ▶ Build the capacity of the workplace community to create and maintain sustainable compliance, and work closely with stakeholders including state and federal regulators in identifying opportunities for joint operations and compliance activities.
- ▶ Use litigation and other enforcement activities to highlight workplace rights and/or clarify the law in a changing workplace relations environment and publicise conduct to maximise the deterrence effect in accordance with our **Compliance and Enforcement Policy**.



5

Serious and/or systemic non-compliance is detected and addressed

To achieve this Strategic Objective, we will deploy a range of traditional and innovative regulatory approaches to detect and deter serious and/or systemic non-compliance, which may otherwise have continued undetected.

Key Activities

- ▶ Undertake Inquiries to identify root-causes of non-compliance to drive change across industry sectors and/or impacting particular cohorts of workers leveraging the expertise of industry participants and experts in the field.
- ▶ Design strategies and plans addressing serious and/or systemic non-compliance and repeat offenders.
- ▶ Support stakeholder frameworks to monitor and prevent non-compliance in supply chains and / or franchise networks.
- ▶ Use data to inform our intelligence led approach to activities, including the use of predictive analytics, to enhance the detection of suspected non-compliance.
- ▶ Undertake criminal investigations and where appropriate refer matters to the CDPP or AFP.
- ▶ Find alternative influences and pressure points to drive change and support a culture of compliance.

6

Our systems, capabilities, and ways of working support our people to deliver our objectives

To achieve this Strategic Objective, we support our staff to be engaged, committed and prepared to achieve the objectives of the FWO.

Key Activities

- ▶ Prioritise the wellbeing of our staff with strategies designed to create a workplace that is free from sexual harassment, victimisation, harassment, bullying and stress.
- ▶ Provide our staff with the resources that they need to be high performing contributors including education, training, policy and procedural guidance.
- ▶ Communicate and consult with our staff, including through the Agency's Consultative Forum and their Community and Public Sector Union (CPSU) representatives.
- ▶ Adapt the way we work, using flexibility and innovation to support our employees to achieve our objectives.
- ▶ Drive workplace community education and compliance outcomes and support our decision-making through refining our collection of data and evidence.
- ▶ Enhance our use of data-driven analytics to gain actionable insights from large datasets, facilitating evidence-based decision-making and enabling the agency to anticipate and respond to emerging trends and challenges effectively.



Capabilities and Enabling Framework

The FWO's enabling functions and capabilities are key to the successful execution of our functions as a regulator.



Integrity in the APS is a multi-layered concept that is shaped by frameworks and policies, assurance mechanisms, its employees and broader organisational culture⁶

Integrity

The FWO addresses integrity requirements through a range of frameworks, policies and procedures that set standards and obligations and support us being a model employer.

The FWO is committed to meeting the expectations of the Australian public in relation to the integrity, trustworthiness and effectiveness of frameworks and decision-making processes within the agency and the government more broadly.

The FWO recognises that maintaining integrity in the Australian Public Service (APS) involves more than a commitment; it requires assurance and governance processes to uphold integrity standards, leadership that exemplifies ethical behaviours, and a culture that fosters discussions about integrity.

The FWO has addressed the Integrity Principles as set out in the [Commonwealth Integrity Maturity Framework](#) through our policies and procedures, continuing education for staff and promoting a culture of trust that reflects the APS core values and behaviours.

We have an established Risk Management Framework and Fraud Control Plan which provide mechanisms to report integrity issues, such as those relating to fraud and corruption and to ensure we meet our obligations and responsibilities with respect to the National Anti-Corruption Commission. We will continue to invest in and strengthen our risk management approach as part of our forward plan.

We conduct internal audits to provide independent assurance on risk, controls, compliance, and external accountability, and to identify opportunities for continuous improvement.

We are committed to holding ourselves to account, as we hold others to account.



⁶ [Integrity | Australian Public Service Commission \(apsc.gov.au\)](#)

Governance Structure

The Fair Work Ombudsman is responsible for the efficient, effective, economical, and ethical use of resources. We are committed to exercising our discretion over the allocation of resources in a manner that ensures the services and functions we undertake provide value for money for the Australian public.

We use information to make decisions based on enforcement principles that best target the use of our resources to be impactful in changing a duty holder's behaviour in a sustainable way.

The Fair Work Ombudsman, as the Accountable Authority, is supported by a governance structure that facilitates effective, accountable and timely decision-making by providing:

- ▶ Advice on specific matters
- ▶ Delegated decision-making where appropriate
- ▶ Transparency and accountability of decision-making
- ▶ Monitoring, reporting and management of risk.

In 2024–25 we undertook an internal review of our governance framework to ensure that the structures we have in place help us to achieve our objectives, manage risk and meet our statutory obligations.

Our governance structure comprises of a number of strategic Boards and Committees:

Board/Committee	Role
 Corporate Board	The Corporate Board serves as an advisory body that provides support to the Accountable Authority through informed strategic discussions concerning agency performance, compliance with applicable legislation, and oversight of regulatory requirements and financial stewardship.
 Enforcement Board	The Enforcement Board supports and assists the Accountable Authority to have strategic oversight of the regulatory activities of the FWO and to consider the efficiency and effectiveness of those activities to fulfill the Agency's functions under the Act.
 Audit and Risk Committee	The Audit and Risk Committee is established under the Public Governance, Performance and Accountability Act 2013 to provide independent advice and assurance to the Accountable Authority regarding risk oversight and management, internal controls, and financial and performance reporting.
 Accountability Sub-Committee	The Accountability Sub-Committee is a standing sub-committee of the Corporate Board and is responsible for making strategic and operating decisions on corporate matters, financial performance, and compliance with policies.
 Business Investment Sub-Committee	The Business Investment Sub-Committee is a standing sub-committee of the Corporate Board and is responsible for supporting the Corporate Board through initiating, prioritising, and implementing investments in Information and Communications Technology.



People

Our workforce, of more than 1,000 people, delivers a diverse range of services to over 14.5 million workers and 1 million businesses across Australia. We operate in a changing environment, and must adapt to evolving stakeholder needs, public expectations, and broader APS reform. To meet these challenges, we need a workforce that is highly skilled, engaged, and capable of delivering quality services to all Australians.

Our census results tell us that our workforce is capable and engaged – and we are continuing to develop our people by maintaining a focus on regulatory capability. In 2024, we continued to deliver a Certificate IV in Government Investigations and will launch a Diploma level qualification in 2025. These qualifications provide a structured pathway for employees to develop the specialised skills needed to undertake Government investigations and ensure we are aligned with the Australian Government Investigations Standard 2022.

In parallel, we are working across the agency to ensure we have the right people and capabilities to implement new functions under the Fair Work Legislation Amendment (Closing Loopholes) Act 2023, and the transition to a dual criminal and civil jurisdiction.

The FWO operates in line with the Strategic Commissioning Framework. Core work is done in-house in most cases, and any outsourcing of core work is minimal and aligns with the limited circumstances permitted under the framework.

To lead our workforce, we are strengthening our leadership cohort by implementing the APS Senior Executive Service (SES) Performance Leadership Framework. This framework will further embed our culture of transparency and accountability for SES employees, and help drive improved agency performance, while building trust in the public service. We are partnering with frontline managers to provide direct support in their day-to-day work, upskill them in relevant topics, and ensure they are supporting an engaging and purposeful experience for all employees.

A productive dialogue between employees and managers assists to incorporate our people's operational knowledge into agency decisions, with the aim of delivering more effective services, and building a sense of ownership within the workforce. We are facilitating this dialogue through a range of mechanisms including refreshing the Agency Consultative Forum, developing an internal Consultation Hub and engaging with the workplace representatives, the CPSU. Over the next 3 years we will continue to build this capability, and in 2025, we will focus on establishing a clear and consistent approach to enabling this dialogue across the agency.

These efforts will achieve the best outcomes when our people participate within a culture where they feel included, safe, respected - and know their diversity is valued. Our **Diversity and Inclusion Strategy** affirms our commitment to a diverse, inclusive, and culturally safe workplace, and outlines the actions we will take to achieve our diversity and inclusion goals. We have programs that support all staff to engage productively with the workplace, including our commitment to flexible work arrangements, and we have taken a proactive approach to workplace health and safety, with a particular focus on identifying, understanding, and mitigating the risks of psychosocial hazards. This commitment is reflected in the agency's Key Performance Indicators (KPIs) 6.1 and 6.2 where we aim to maintain our scores for the APS Employee Census Wellbeing and Engagement Index equal to or above the APS average.

In 2025 we will launch the FWO People Strategy which will provide a structured approach to aligning our people functions with the agency's objectives. The strategy will focus on four themes; recruiting a diverse, responsive and high-performing workforce; providing a workplace that is purposeful and safe; developing the skills and capabilities of our people; and building capable and confident managers. The strategy will ensure the agency has the people and capabilities needed to achieve our objectives, and that we provide an engaging and purposeful workplace that sets the standard for workplace relations across Australia.



Technology

Our Technology Strategy remains closely aligned with the FWO's objectives, legislation, and regulatory commitments. We remain vigilant with an emphasis on cyber security and integrating with the whole-of-Government digital transformation agenda, for enhanced business outcomes and an improved citizen experience.



Delivering Technology and Data Strategies that supports secure, effective, reliable and enhanced systems and data management in the performance of our activities⁷

We are continuing to have a strong focus on:

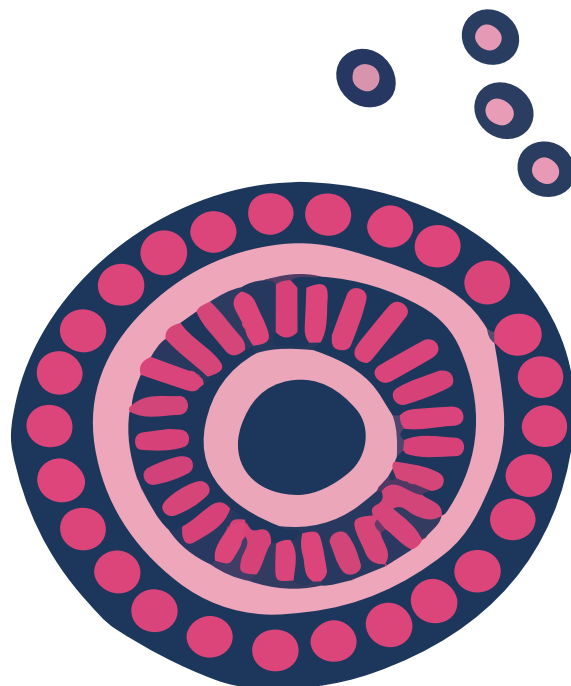
- ▶ Maintaining the functionality, security, and currency of our core systems, including safeguarding against evolving cyber threats to ensure regulatory compliance, operational resilience, and the reliability of our foundational technology infrastructure.
- ▶ Exploring emerging technologies such as artificial intelligence, keeping pace with modern developments, and enabling innovative technology solutions that improve our operations and service delivery.
- ▶ Consolidating and simplifying our technology landscape to enhance efficiency, reduce complexity, and streamline operations through investments in system upgrades and integration.
- ▶ Investing in our people to build internal capabilities, providing training and development opportunities that equip them with the skills needed for maintaining core systems and the successful delivery of technology solutions.
- ▶ Supporting compliance and enforcement efforts through improved technical capabilities, using data analytics and advanced technologies to enhance our ability to monitor and enforce compliance with workplace relations laws.

Finances

The majority of our funding comes from government annual appropriations. Our funding source and budget estimates are detailed in the Portfolio Budget Statements 2025–26, delivered in March 2025.

The FWO's operating budget for 2025–26 is \$179.593 million, increasing to \$194.495 million in 2028–29 subject to efficiency dividends. The additional funding will be used to deliver the activities and initiatives set out in this plan. In addition, significant investments in our technology systems and tools are planned to support customer experience when seeking information or support, and for our people to deliver on our role and purpose.

Over the 4-year outlook of this plan, we will continuously review our financial practices to safeguard operational efficiency and effectiveness, and to ensure financial sustainability in the delivery of our role and purpose.



Risk Management

We believe that to manage risk effectively you must have in place a framework that cultivates and embeds risk management practices and is in line with the statutory requirements in the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

“Enhancing our Risk Management Framework (that monitors and plans for risks and sets an appropriate risk appetite for our activities)”⁸

Our approach to risk management is one that aims to balance our conformance obligations and ensures that we are able to deliver on our vision, purpose, and objectives. To do this we will:

- ▶ Maintain a structured approach to risk management through the FWO’s Risk Management Framework.
- ▶ Regularly review our strategic risk register ensuring that controls are effective and that we learn from realised risks.
- ▶ Update and mature our fraud and corruption control measures.
- ▶ Ensure that our Business Continuity approach and resources are fit for purpose.

We know we need to improve and further embed our approach to risk management, which was highlighted in the [Australian National Audit Office Effectiveness of the Office of the Fair Work Ombudsman’s Regulatory Functions](#) report. In 2025 we undertook a further assessment of our strategic risks, we have also reviewed how our governance framework can better support a risk-based approach, and we will continue refining our risk approach based on these insights.

We are also identifying opportunities to ensure that we have our decision-making settings right. When it is feasible to delegate decision-making authority and empower staff to make informed, risk-based decisions, we are implementing processes to enhance efficiency while ensuring accountability.

In addition to our internal Boards and Sub-Committees, our independent Audit and Risk Committee provides assurance and advice to the Fair Work Ombudsman on our systems of risk oversight and approach to risk management.

The following key risks have been identified that may impact on our ability to fulfill our purpose:

Risk # and Category	Strategic Risk	How we control or treat the risk
1 Delivery	The FWO fails to meet expectations of the authorising environment in the execution of its statutory functions under the Fair Work Act 2009.	<p>Deliver a framework for the implementation and monitoring of the operating environment and regulatory priority areas and activities that is integrated with branch plans and is risk-based and data-driven.</p> <p>Ensure Enforcement Board provides strategic oversight and monitoring of regulatory objectives and outcomes, ensuring the efficiency and effectiveness of regulatory activities.</p> <p>Work collaboratively across government and with stakeholders in the workplace community through tripartite forums to implement legislative reforms.</p>

8 [Fair Work Ombudsman Statement of Intent 2025](#)



Risk # and Category	Strategic Risk	How we control or treat the risk
2 Regulatory Capture	The FWO fails to operate without bias and influence and is compromised by regulatory capture.	<p>A strong governance framework that ensures transparent and accountable decision-making, to ensure impartiality and integrity of the Fair Work Ombudsman and all FWO employees, processes and regulatory outcomes.</p> <p>Procurement process that incorporates probity and delegate accountability.</p> <p>A Stakeholder Engagement Strategy that outlines the key principles informing our approach to engaging with a broad range of stakeholders, ensuring comprehensive and authentic consultation and collaboration.</p> <p>A public Compliance and Enforcement Policy that defines how the FWO performs its core statutory functions.</p>
3 Culture	The FWO has a negative workplace culture and does not foster an environment where staff feel safe, engage with risk, innovate or feel connected to the agency.	<p>Promote a workplace culture that is collaborative and consultative and fosters diversity, inclusivity and innovation.</p> <p>FWO's leadership cohort identifies and models core values and common priorities.</p> <p>FWO's risk management framework is defined and understood.</p> <p>Anonymous feedback to capture staff sentiment, and integrity or conduct issues.</p>
4 People and Capability	The FWO fails to engage and maintain a capable workforce.	<p>FWO's People Strategy incorporates activities to attract and build strong capability across the agency.</p> <p>Enhance staff retention by cultivating a supportive and inclusive workplace culture, offering flexible work arrangements, and providing wellbeing initiatives. Focus on developing the leadership and operational capability of staff at all levels.</p> <p>Workload or resource allocation.</p>
5 Information and Data	The FWO fails to generate, govern, protect and derive value from its data and information.	<p>Robust data and information management frameworks and policies that support secure, effective, reliable and enhanced systems and data management in the performance of our activities.</p> <p>Ongoing internal education campaigns and materials around proper use of FWO systems.</p> <p>Ongoing cyber security work program to ensure government best practice is being implemented for IT systems development and management.</p> <p>Implementation of a FWO Data Strategy.</p>
6 Technology	The FWO fails to create and maintain fit for purpose technology.	<p>Survey customers to determine effectiveness of digital tools and identify priority areas.</p> <p>Deliver on the FWO's Technology Strategy that supports investment in tailored technology solutions through secure platforms and collaborative partnerships.</p>
7 Corporate Compliance	The FWO fails to comply with corporate compliance obligations and adequate management of financial resources.	<p>Robust governance arrangements in place to monitor and report on legislative and regulatory obligations.</p> <p>Ongoing oversight by the Corporate Board, with support from the Accountability and Business Investment Sub-Committees.</p> <p>Advice and support from internal audit and oversight by the Audit & Risk Committee.</p> <p>Internal and external financial management arrangements ensuring the responsible use of Commonwealth resources (efficient, effective, economical and ethical).</p> <p>Building cross government connections to leverage technical expertise.</p>



Performance Framework

Our performance framework articulates clear and measurable outcomes and provides accountability for the work that we do. As part of our regulatory approach, we are aligned to the 3 principles of regulator best practice, including:

- ▶ continuous improvement and building trust,
- ▶ being risk-based and data-driven, and
- ▶ working collaboratively and transparently with the workplace community.

We have reviewed our framework and have reflected the intentions set out in our **Statement of Intent** (developed in response to the Minister's **Statement of Expectations**). We used examples of best practice in the framework (and from other agencies) and have incorporated improvements.

The PGPA Act and the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule) as well as our own internal audit activities aims to ensure integrity in our reporting.

More information about how we meet the Australian Government's expectations for regulators can be found on our website: **Regulator performance**.

Measuring and reporting on our performance

The performance measures outlined over the following pages aim to demonstrate our performance against our objectives and key activities. They reflect the changes we are making as an organisation and help embed a commitment to service standards in our work.

We are committed to ensuring a high quality of service in performing our duties as the federal workplace regulator, and we will continue to use surveys to ensure that we are meeting the needs of the workplace community we serve.

As a regulator, our performance measures show a balanced approach to encouraging voluntary compliance and using formal tools when needed.

We have identified a total of 10 performance measures for the 2025–26 to 2028–29 reporting period. We have retained eight performance measures and developed one new performance measure for Objective 1. We are also continuing to work on the performance measure for Objective 5, which remains marked as 'under development', and we will include the targets, rationale and methodology in future Corporate Plans, once developed and approved.

We have established a linkage within each KPI where there is a clear line of sight between the 2025–26 portfolio budget statements and our performance measures.



Additional information

In 2024–25 we undertook a significant review of our performance measures and over the past 12 months we have monitored our measures to ensure they align with our priorities and provide an accurate measure our performance.

As a result of this continued tracking, we have implemented the following improvements:

- ▶ KPI 1 is a new measure for the 2025–26 period. The 2025–26 Portfolio Budget Statements (PBS) indicated KPI 1 would measure knowledge of the FWO, however KPI 1 will measure awareness, in keeping with the information published within the 2024–25 FWO Corporate Plan.
- ▶ Within the 2024–25 Corporate Plan and within the 2025–26 PBS, KPI 3.1 incorrectly reflected the measurement of time within the performance measure, rather than the intended measurement of the percentage of finalised Requests for Assistance involving a workplace dispute within a specified timeframe. The performance measure has been amended within this plan to reflect the intended measurement.
- ▶ KPI 4 has been renumbered. This KPI was identified within the 2024–25 Corporate Plan as KPI 4.1.
- ▶ Within the 2024–25 Corporate Plan, Strategic Objective 5 was identified as ‘Serious and systemic non-compliance is detected and addressed’. This has been changed within this plan to ‘Serious and/or systemic non-compliance is detected and addressed’, with this KPI remaining under development.

An overview of the indicators is set out in the table below:

KPI #	KPI	Type
1	We will increase the level of workplace community awareness of the FWO.	New
2.1	The Fair Work Infoline provides high quality advice and assistance.	Retained
2.2	The Employer Advisory Service provides written information and advice that helps small business customers to understand their workplace rights and obligations.	Retained
2.3	FWO’s digital tools are effective.	Retained
3.1	The FWO will resolve Requests for Assistance involving workplace disputes in a timely manner to achieve compliance with workplace laws.	Retained
3.2	The FWO will use enforcement tools to achieve compliance with workplace laws.	Retained
4	The FWO will develop and publish its areas of priority.	Retained
5	Serious and/or systemic non-compliance is detected and addressed.	Under development
6.1	FWO employees are engaged, committed and prepared to achieve our objectives.	Retained
6.2	FWO employees feel supported by the FWO.	Retained





KPI outcomes

Key Performance Indicator 1				
We will increase the level of workplace community awareness of the FWO.				
Performance Measure:				
Percentage of surveyed Australian workplace community aged 16 plus who say they are aware of the FWO somewhat or very well.				
Targets:	2025-26	2026-27	2027-28	2028-29
	Equal to or greater than 43%	Equal to or greater than 44%	Equal to or greater than 45%	Equal to or greater than 46%

Target Rationale:

The target is based on 2024 benchmark online survey which found less than half of workplace participants (42%) knew the FWO somewhat/very well.

Going forward, targets are set to increase by 1% each year.

Methodology:

The FWO will conduct an annual survey to assess the Australian workplace community's awareness of the FWO.

The survey has been designed, developed and conducted by an independent market research provider.

A question on awareness will be included in an ongoing annual survey, based on a benchmark survey in 2024 that informed the development of the above targets for this KPI. The survey will be conducted online and include a nationally representative sample of workers and employers aged 16 and over.

Survey respondents are asked the following question: For each of the organisations below, please indicate how well you know each one, taking into account all the ways you have learned about or had contact with each organisation.

Response options are available for four Commonwealth agencies, including the FWO.

The final result will be calculated as a percentage based on the number of respondents who rated their awareness of the FWO according to one of the following: 'Somewhat well; Very well.,' out of the total number of respondents.

Data Sources:

Benchmark data was obtained through an online pilot survey conducted by an independent market research provider in July 2024.

Ongoing performance against targets will be measured through annual surveys conducted online.

Measure Type:

The performance measure is a quantitative measure of the FWO's effectiveness in increasing community awareness of the FWO.

Changes over time:

This is a new KPI for the reporting period of 2025-26. The target increases by 1% for forward years.

Authority Source:

March 2025-26 PBS: Outcome 1 – Program 1.1 – page 174.



Key Performance Indicator 2.1**The Fair Work Infoline provides high quality advice and assistance.****Performance Measure:**

Percentage of customer survey responses demonstrating a rating of satisfied or better

Targets:	2025–26	2026–27	2027–28	2028–29
	>75%	>75%	>75%	>75%

Target Rationale:

The target of greater than 75% was established using historical results of an existing customer service survey.

Methodology:

Customers are randomly selected to participate in the survey within 5 business days of their phone enquiry to the Fair Work Infoline being closed as advice provided.

Customers are asked the following question: How satisfied were you with the quality of advice and assistance you received from the Fair Work Infoline?

Response options available are: 'Very satisfied; Somewhat satisfied; Neither satisfied nor dissatisfied; Somewhat dissatisfied; Very dissatisfied.'

Customers are invited to participate via direct personalised email containing an individual link to the online survey.

The survey will be conducted over 2 survey periods each month (approximately 2 weeks apart) to ensure interactions are representative of the whole month.

The final result will be calculated as a percentage and is based on the total number of customers who responded they were very satisfied or somewhat satisfied with our advice and assistance, divided by the total number of respondents, and multiplied by 100 to get the percentage.

Data Sources:

The data is derived from survey responses via email.

Measure Type:

This is a qualitative measure of efficiency and effectiveness based on customer satisfaction with the quality of information and service provided by Fair Work Infoline staff.

Changes over time:

In 2024–25, KPI 2.1 replaced KPI 2 from the 2023–24 reporting period, which had been in place since the 2020–21 reporting period.

The performance measure and targets remain unchanged.

Authority Source:

March 2025–26 PBS: Outcome 1 - Program 1.1 – page 174.



Key Performance Indicator 2.2

The Employer Advisory Service provides written information and advice that helps small business customers to understand their workplace rights and obligations.

Performance Measure:

The percentage of Employer Advisory Service customer survey responses demonstrating a rating of satisfied or better - where small business customers identified that the information they were provided helped them to understand their workplace rights and obligations.

Targets:	2025–26	2026–27	2027–28	2028–29
	>75%	>75%	>75%	>75%

Target Rationale:

The target reflects the results of a pre-existing survey that captures small business customer experience with the FWO’s Employer Advisory Service (EAS). The current survey serves to inform the KPI as a baseline, and particular questions are to be the subject of KPI measurement.

The KPI target is also based on the results of an existing survey, which provides a baseline for responses to the key question. “Overall I am satisfied with the advice provided.” The current survey has been running since April 2022.

Methodology:

Customer satisfaction is measured by monthly surveys. All customers who receive written advice from the EAS in the survey period are invited to participate.

Customers are asked the following question: “Overall I am satisfied with the advice provided.” Response options available are: “Strongly agree; Agree; Neither agree nor disagree; Disagree; Strongly disagree.”

The final result is calculated as the percentage of respondents who “Strongly agree” or “Agree” out of the total number of respondents.

Data Sources:

Data is sourced from the existing survey administered by the EAS.

Measure Type:

This qualitative measure reports on the FWO’s commitment to ensuring small businesses have access to information, education and advice through the EAS. The helpfulness of written advice is an indication of the effectiveness of that advice. The customer satisfaction rating shows the value that is placed on the output quality and effectiveness of the service by small business customers.

This performance measure demonstrates the FWO’s commitment to supporting delivery of services to assist the regulated community comply with their obligations under the Fair Work Act 2009.

Changes over time:

This KPI commenced in the reporting period of 2024–25. The initial target of greater than 75% is retained for forward years.

Authority Source:

March 2025–26 PBS: Outcome 1 - Program 1.1 – page 174.



Key Performance Indicator 2.3 FWO's digital tools are effective.

Performance Measure:

Percentage of customer responses demonstrating a rating of satisfied or better where customers identified that the information helped them to understand their workplace rights and obligations

Targets:	2025–26	2026–27	2027–28	2028–29
	>75%	>75%	>75%	>75%

Target Rationale:

The target of greater than 75% was established following 2020–2021 analysis of the results of a pilot customer survey in 2020.

The target was agreed by an internal data governance working group as achievable and was subsequently approved by the FWO.

Methodology:

All desktop users who visit the FWO's website (fairwork.gov.au) during the survey period will be invited to participate in the survey.

Users will be asked the following question: Did the information you found today help you understand your workplace rights and obligations?

The FWO offers desktop users of our website the option to complete an exit survey via a pop-up message on their first visit to fairwork.gov.au during the survey week.

The final result will be calculated by taking the total number of customers who answer that they did find the information helpful and dividing it by the total number of valid responses to that question and multiplying it by 100 to get the percentage.

Data Sources:

The data is sourced from the customer survey responses, via a Qualtrics survey.

Measure Type:

This is a qualitative measure of effectiveness, based on customer survey responses identifying whether their experience helped them to understand their workplace rights and obligations.

Changes over time:

The performance measure and targets remain unchanged.

Authority Source:

March 2025–26 PBS: Outcome 1 - Program 1.1 – page 174.



Key Performance Indicator 3.1

The FWO will resolve Requests for Assistance involving workplace disputes in a timely manner to achieve compliance with workplace laws.

Performance Measure:

This will be measured as the percentage of Requests for Assistance (RfAs) involving a workplace dispute which are finalised within 60 days.

Targets:	2025-26	2026-27	2027-28	2028-29
	80% finalised within 60 days	80% finalised within 60 days	80% finalised within 60 days	80% finalised within 60 days

Target Rationale:

The target was established as an indicator of timely management of RfAs involving a workplace dispute, to achieve an outcome utilising available resources.

Methodology:

The measure is calculated based on the proportion of the total number of RfAs involving a workplace dispute that are finalised within 60 days.

The FWO's case management system is used to identify finalised RfAs involving a workplace dispute.

A RfA workplace dispute is where a customer seeks assistance that is beyond the provision of advice (this does not include proactive initiatives or self-disclosures of non-compliance).

Data Sources:

Operational data retained from our internal case management systems, CustomerNet (CNet) and Titan (CRM), which record RfAs involving a workplace dispute. The data is curated and retained in the FWO's Data Warehouse.

Measure Type:

This is a quantitative measure of timeliness, and a measure of service delivery efficiency.

The timely resolution of RfAs involving workplace disputes demonstrates an efficient use of resources, responsiveness to the customer, and supports effective workload management.

Changes over time:

The performance measure has previously been at least 85% of matters finalised in an average of 30 days. In 2024-25 the performance measure changed to 80% of RfAs involving workplace disputes are finalised within 60 days.

The change in target was applied as a direct result of a change to the methodology of the performance measure. The measure is based on a percentage of finalised RfAs involving a workplace dispute within a timeframe of 60 days.

Authority Source:

March 2025-26 PBS: Outcome 1 - Program 1.1 – page 174.



Key Performance Indicator 3.2**The FWO will use enforcement tools to achieve compliance with workplace laws.****Performance Measure:**

The percentage of investigations finalised in the reporting period using one or more enforcement tools

Targets:	2025–26	2026–27	2027–28	2028–29
	> 40%	> 40%	> 40%	> 40%

Target Rationale:

The target has been identified using historical data of a similar nature, and aims to reflect a proportionate approach to finalising investigations using one or more enforcement tools. The target will be subject to review and assessment during the first reporting period, to ensure it is consistent with the FWO's new Compliance and Enforcement Policy effective 1 January 2025. The target reflects a balanced approach to finalising investigations through the effective use of compliance and enforcement tools.

Methodology:

The FWO will use quantitative data to demonstrate that we apply a risk-based approach to enforcement action in accordance with the FWO's Compliance and Enforcement Policy.

The performance measure is calculated using all investigations finalised during the reporting period where one or more enforcement tools have been used.

The percentage value is based on the count of finalised investigations involving use of an enforcement tool, out of the total number of finalised investigations in the reporting period.

Enforcement tools include those provided for in the Fair Work Act 2009:

- ▶ Infringement Notice
- ▶ Compliance Notice
- ▶ Enforceable Undertaking
- ▶ Litigation

An investigation includes work undertaken by the FWO that is referred to a Fair Work Inspector and captured by one of our internal case management systems, Titan (CRM). Further information about our approach can be found in our Compliance and Enforcement Policy.

Data Sources:

Operational data retained from our internal case management system, Titan (CRM), which records investigations. The data is curated and retained in the FWO's Data Warehouse.

Measure Type:

This performance measure is a quantitative measure of output.

Changes over time:

This KPI commenced in the 2024–25 reporting period, aggregating a range of applied enforcement tools to illustrate the enforcement approach of the FWO.

Authority Source:

March 2025–26 PBS: Outcome 1 - Program 1.1 – page 174.



Key Performance Indicator 4

The FWO will develop and publish its areas of priority.

Performance Measure:

The FWO will ensure that its priorities are published on the FWO's website.

Targets:	2025–26	2026–27	2027–28	2028–29
	To be achieved by 31 July	To be achieved by 31 July	To be achieved by 31 July	To be achieved by 31 July

Target Rationale:

The target is a simple demonstration of completion of a task.

Methodology:

The development of priorities will be evidence based and the priorities will be published. The public notification of the FWO's priorities will be via the FWO's website - www.fairwork.gov.au.

Data Sources:

The finalised priorities will be published on the FWO's website

Measure Type:

This is an output measure.

Changes over time:

This measure remains constant over time.

Authority Source:

March 2025–26 PBS: Outcome 1 - Program 1.1 – page 174.



Key Performance Indicator 5 – this KPI remains under development.

Strategic Objective 5: Serious and/or systemic non-compliance is detected and addressed.

Performance Measure:

Under development

Targets:	2025–26	2026–27	2027–28	2028–29
	To be confirmed	To be confirmed	To be confirmed	To be confirmed

Further information:

To assist with the development of this KPI, Objective 5 has been amended to reflect conduct that is ‘serious and/or systemic’ rather than ‘serious and systemic’, as stated within the 2024–25 Corporate Plan.

Work has progressed in relation to the development of the KPI(s) for Objective 5, which will assist in providing an assessment of the FWO’s regulatory performance, specifically relating to measuring non-compliance and how our detection and compliance activities address this.

The FWO has engaged an external provider to deliver relevant input to the FWO’s considerations towards the development of KPI 5. Work undertaken to date includes assessment of the FWO’s Regulatory Compliance Risk Model and planning for enhancements, together with initial scoping for a survey to assess compliance rates across the regulated economy. It is envisaged that the survey, together with the enhancement of our Regulatory Compliance Risk Model, will provide a baseline from which targets will be developed to measure KPI5.

Given the complexity and challenges associated with developing a meaningful KPI to measure the effectiveness and impact of our work, supported by robust statistical baseline data, it is likely this KPI will remain under development in both the 2025–26 and 2026–27 Corporate Plans, with updates noting progress being provided.



Key Performance Indicator 6.1

FWO employees are engaged, committed and prepared to achieve our objectives.

Performance Measure:

The levels of engagement, commitment and preparedness of FWO staff in comparison to the APS average.

Targets:	2025–26	2026–27	2027–28	2028–29
	Equal to or greater than the 2026 APS average	Equal to or greater than the 2027 APS average	Equal to or greater than the 2028 APS average	Equal to or greater than the 2029 APS average

Target Rationale:

FWO established a target of the employee engagement index score being at or above the APS average to provide visibility of FWO’s commitment to ensuring employees are engaged and committed to the agency’s objectives. The target demonstrates the agency’s investment in staff and initiatives that support their engagement.

Methodology:

FWO employee engagement index score in comparison to the APS average, will be derived from the APS Employee Census conducted within the reporting period.

The employee engagement index score is based on a model of:

- ▶ Say – the employee is a positive advocate of the organisation.
- ▶ Stay – the employee is committed to the organisation and wants to stay as an employee.
- ▶ Strive – the employee is willing to put in discretionary effort to excel in their job and help their organisation succeed.

The FWO will use quantitative data published by the Australian Public Service Commission (APSC) as part of the APS Employee Census results to compare the employee engagement index score for FWO to the APS average.

The APS Employee Census is an annual survey of staff sentiment that is open to all staff working for the FWO. The APSC use a Say, Stay, Strive model of employee engagement which is flexible and uses tailored the questions for the APS context.

Data Sources:

Employee engagement index scores are provided to FWO by the APSC on an annual basis. Employee engagement index scores are provided at a range of levels, including FWO and APS average.

Measure Type:

This is a quantitative effectiveness measure of FWO’s commitment to ensuring employees are engaged and feel committed to the agency’s objectives.

Changes over time:

Nil.

Authority Source:

March 2025–26 PBS: Outcome 1 - Program 1.1 – page 175.



Key Performance Indicator 6.2**FWO employees feel supported by the FWO.****Performance Measure:**

Evidence of wellbeing levels of FWO staff against the APS average.

Targets:	2025–26	2026–27	2027–28	2028–29
	Equal to or greater than the 2026 APS average	Equal to or greater than the 2027 APS average	Equal to or greater than the 2028 APS average	Equal to or greater than the 2029 APS average

Target Rationale:

FWO established a target of the wellbeing policies and support index score being at or above the APS average to provide visibility that the agency is focused on the wellbeing of its staff to support a high performing workforce.

Methodology:

FWO wellbeing policies and support index score in comparison to the APS average, will be derived from the APS Employee Census conducted within the reporting period.

The APS Employee Census is administered to all staff working for the FWO on a date set by the APSC.

The wellbeing policies and support index score is based on the collective results from the following questions:

- ▶ I am satisfied with the policies/practices in place to help me manage my health and wellbeing.
- ▶ My agency does a good job of communicating what it can offer me in terms of health and wellbeing.
- ▶ My agency does a good job of promoting health and wellbeing.
- ▶ I think my agency cares about my health and wellbeing.
- ▶ I believe my immediate supervisor cares about my health and wellbeing.

Data Sources:

Wellbeing policies and support index scores are provided to the FWO by the APSC on an annual basis. Wellbeing policies and support index scores are provided at a range of levels, including FWO and APS average.

Measure Type:

This is a quantitative effectiveness measure of FWO's focus on the wellbeing of its staff to support a high performing workforce.

Changes over time:

Nil.

Authority Source:

March 2025–26 PBS: Outcome 1 - Program 1.1 – page 175.





Appendix A – requirements checklist

The Corporate Plan has been prepared in accordance with the requirements of:

- ▶ subsection 35(1) of the PGPA Act; and
- ▶ subsection 16E(2) of the PGPA Rule 2014.

The following table details the requirements met by the FWO's Corporate Plan and the page reference(s) for each requirement.

Corporate Plan requirements	Pages
Introduction	page 02
A message from the Fair Work Ombudsman	
▶ Statement of preparation	
▶ The reporting period for which the plan is prepared	
▶ The reporting periods covered by the plan	
Purposes	page 04
Our purpose and Functions	
Environment	page 07
Operating Environment	
Key activities	page 10
Our Strategic Objectives	
Operating context	page 14
Capabilities and Enabling Framework	
Subsidiaries	N/A
Performance	page 20
Performance Framework	





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