

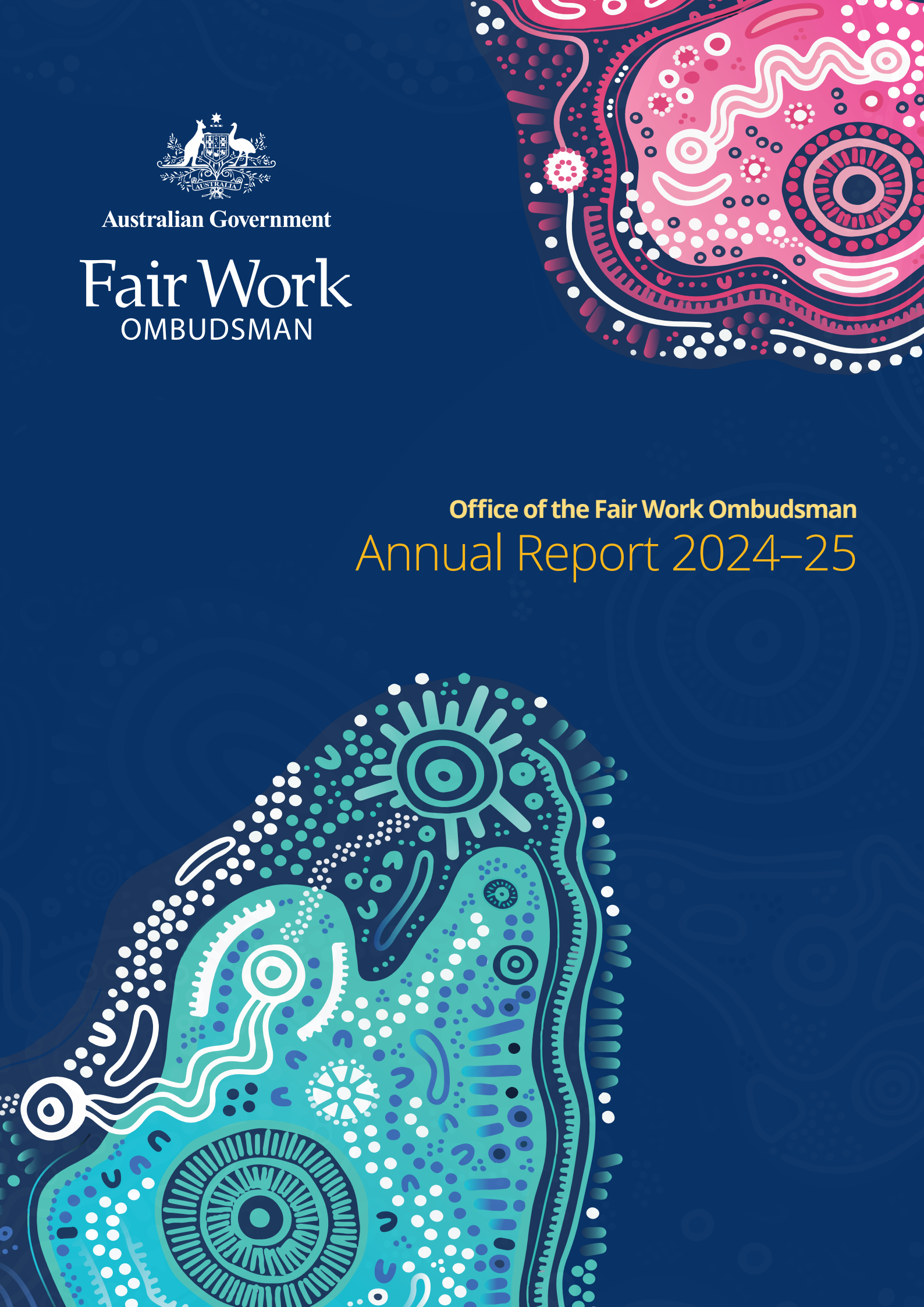


Australian Government

Fair Work

OMBUDSMAN

Office of the Fair Work Ombudsman Annual Report 2024–25





Australian Government

Fair Work

OMBUDSMAN

The Hon Amanda Rishworth MP

Minister for Employment and Workplace Relations
Parliament House
CANBERRA ACT 2600

30 September 2025

Dear Minister,

In accordance with section 686 of the *Fair Work Act 2009* (FW Act) and section 46 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), I am pleased to submit the Office of the Fair Work Ombudsman's (FWO) Annual Report for the financial year ending 30 June 2025. It includes information on the FWO's general organisation, administration and performance.

As the accountable authority for the FWO, pursuant to section 17AG of the PGPA Rule 2014, I certify that we have:

- ▶ fraud risk assessments and fraud control plans
- ▶ appropriate fraud prevention, detection, investigation and reporting mechanisms that meet the specific needs of the FWO
- ▶ taken all reasonable measures to deal appropriately with fraud.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'A Booth', with a checkmark at the end.

Anna Booth

Fair Work Ombudsman

Contents

Letter of transmittal	i
Acknowledgement of Country	vi
Message from the Ombudsman	viii
Performance snapshot	xii
 Part 1 – Agency overview	 01
Outcomes and planned performance	02
Agency structure	03
 Part 2 – Performance report	 05
Annual Performance Statement 2024–25	06
Our strategic enforcement approach	20
Criminal underpayment offences	22
Increasing trust and awareness	24
Information, education, advice and assistance	30
Resolving workplace disputes	36
Strategic compliance and enforcement	40
Serious and systemic non-compliance	56
 Part 3 – Management and accountability	 59
ANAO audit report	61
Workforce demographics	62
Workforce management	68
Property and environment management	74
Corporate governance	76
External scrutiny	80
Financial management	82

Part 4 – Financial statements	87
Independent auditor’s report	88
Statement by the Accountable Authority and Chief Financial Officer	90
Primary financial statements and notes	92
 Part 5 – Appendices	 125
Agency Resources Statement 2024–25	126
Expenses for Outcome 1	127
 Part 6 – Reference materials	 129
Reporting on specific legislation	130
Corrections	130
Glossary	131
Abbreviations and acronyms	134
List of requirements	135
Index	140

List of tables

Table 1: Website translation tool most popular languages	31
Table 2: Ongoing employees by location as at 30 June 2025	62
Table 3: Ongoing employees by location as at 30 June 2024	62
Table 4: Non-ongoing employees by location as at 30 June 2025	63
Table 5: Non-ongoing employees by location as at 30 June 2024	63
Table 6: Ongoing employees by classification as at 30 June 2025	64
Table 7: Ongoing employees by classification as at 30 June 2024	64
Table 8: Non-ongoing employees by classification as at 30 June 2025	65
Table 9: Non-ongoing employees by classification as at 30 June 2024	65
Table 10: Employees by employment status as at 30 June 2025	66
Table 11: Employees by employment status as at 30 June 2024	66
Table 12: Employment type by location as at 30 June 2025	66
Table 13: Employment type by location as at 30 June 2024	66
Table 14: Workplace diversity profile as at 30 June 2025	67
Table 15: Workplace diversity profile as at 30 June 2024	67
Table 16: Employee workplace agreements, common law contracts, and individual flexibility agreements by classification, as at 30 June 2025	70
Table 17: Salary ranges by classification level as at 30 June 2025	70
Table 18: Name, position, and length of term as KMP	71
Table 19: KMP remuneration expenses	71
Table 20: Disaggregated KMP remuneration expenses	72
Table 21: Senior executives remuneration expenses (non-KMP)	72
Table 22: 2024–25 Greenhouse gas emissions inventory (location-based method)	74
Table 23: 2024–25 Electricity greenhouse gas emissions	75
Table 24: Membership details of the Audit and Risk Committee	78
Table 25: FWO constructive feedback, service complaints and requests for review received and finalised	80
Table 26: Expenditure on reportable consultancy contracts (2024–25)	83
Table 27: Organisations receiving a share of reportable consultancy contract expenditure (2024–25)	83
Table 28: Expenditure on reportable non-consultancy contracts (2024–25)	83
Table 29: Organisations receiving a share of reportable non-consultancy contract expenditure (2024–25)	83





List of figures

Figure 1: Office of the Fair Work Ombudsman organisational structure	03
Figure 2: Our strategic enforcement regulatory model	21
Figure 3: Disputes completed via our dispute assistance services over past 5 financial years	38
Figure 4: Record penalties awarded by the courts	55
Figure 5: FWO governance structure as at 30 June 2025	76

Acknowledgement of Country

In the spirit of reconciliation, the Office of the Fair Work Ombudsman 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





Message from the Ombudsman

I am pleased to present the Annual Report 2024–25 of the Office of the Fair Work Ombudsman (FWO). In my 2 years as Ombudsman, I am proud of the steps we have taken to evolve our approach to regulating Australia's workplaces and expand our collaboration with the workplace community to promote a culture of compliance in Australian workplaces.

A culture of compliance means that workplaces are genuinely striving to uphold workplace standards so that workers receive the wages and conditions they are entitled to, and employers operate on a level playing field. We want workers to be paid correctly and have their full set of rights recognised, including those that support flexibility, equality, job security, and protecting an employee's right to make a complaint or enquiry about their employment. We want employers' businesses to be successful not least so that they are on a firm financial footing to be able to uphold workplace standards.

We know that non-compliance occurs on a spectrum, from inadvertent, through to systemic and deliberate. Our vision of 'Working for Fairer Workplaces' emphasises the prevention of non-compliance through education, remediation of inadvertent non-compliance through dispute resolution and collaborative engagement with employers, and redress of serious and systemic non-compliance through strategic compliance activities that aim for system-wide effects.

Through our tripartite Advisory Group and reference groups comprised of the Fair Work Ombudsman, employer organisations and unions we have learnt that employer organisations want to play their part by educating their members, and employers want to make things right when mistakes happen. And unions want to take their rightful place in educating their members and stand up for them when things go wrong in the workplace. We want to complement their roles in the workplace ecosystem.





It is the FWO's role to promote harmonious, productive, cooperative and compliant workplace relations. In August 2024, we published our new FWO Corporate Plan, which outlined a fresh approach to how we would achieve this purpose. It sets out 6 Strategic Objectives which are:

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

Our efforts to overhaul our strategic approach as the workplace regulator has necessitated change across our agency. To ensure our workforce is best placed to achieve the ambitious Strategic Objectives we set ourselves, we restructured our agency. This was a collaborative process between the FWO's leadership, FWO staff, and their union representatives. I am pleased to say the new structure, which took effect from 1 July 2024, was born from a whole of agency effort and reflects the needs of our people and agency.

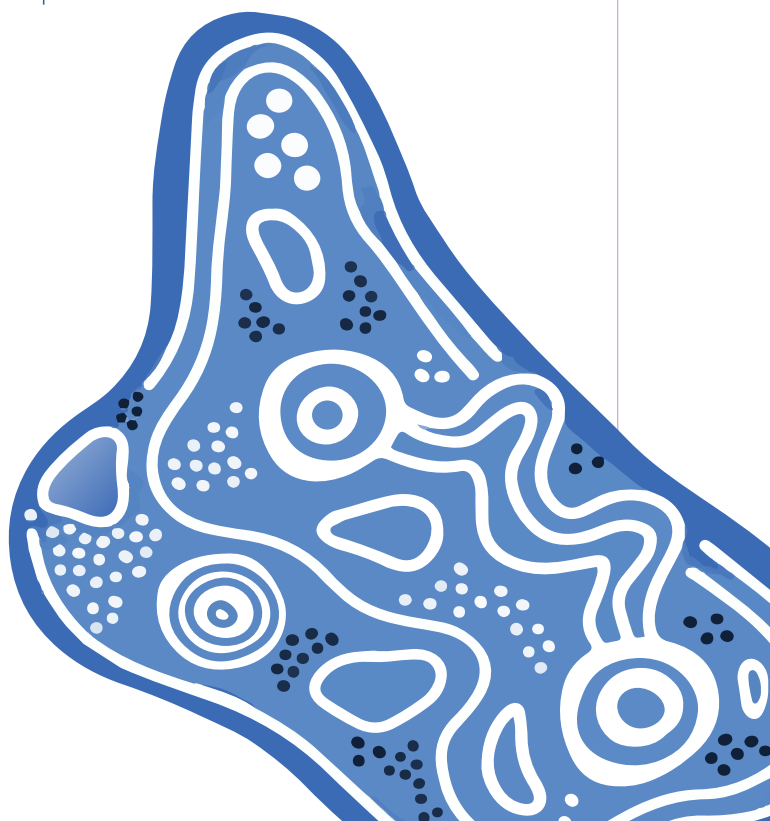
In January, we published our new Compliance and Enforcement Policy, which is based on a strategic enforcement model that means we can be more proactive and increase the impact we have on influencing an improved culture of compliance with Australia's workplace laws. We have been able to assist underpaid workers get their rightful entitlements back sooner via significant investment in our dispute resolution services. This recalibration in how matters are addressed has occurred in the context of an increase in disputes (18,570, up from 17,504 in 2023–24). By reducing the number of compliance notices issued, we have increased our capacity to undertake targeted investigations and work collaboratively with other regulators to redress non-compliance.

I am confident the changes we have made will make us both a more efficient and effective regulator.

We are focused on improving compliance across our priority areas, to assist vulnerable workers and address serious and systemic non-compliance, guided by the principles of prioritisation, deterrence, sustainability and achieving system-wide impact. This saw the recovery of \$358 million in unpaid wages for 249,000 workers in 2024–25. We also achieved our largest ever court-ordered penalties of \$15.3 million against the operators of Sushi Bay outlets, who deliberately underpaid 163 workers more than \$650,000. Further details about our strategic enforcement approach are covered later in this annual report.

Collaborative workplace relations are at the centre of what we do. The collective wisdom of our tripartite Advisory Group and reference groups has allowed us to better identify and properly understand the needs of the workplace community, including issues affecting specific sectors, and explore collaborative education and compliance opportunities. At the workplace level, I believe cooperative relationships between workers, their unions, and employers are key to supporting compliance, and we are actively working to see consultation programs implemented in workplaces where non-compliance has been an issue.

While we have many examples of our collaborative work in practice, one I am particularly proud of is the Inquiry into the disability support services sector. We are working with sector participants, including members of our Disability Support Services Reference Group, to identify the root causes of non-compliance with the *Fair Work Act 2009* (FW Act) and find the most effective ways to improve and sustain a culture of compliance.



Education and advice

As an agency we continue to prioritise making information about workplace rights and responsibilities easily accessible to the community. Our website remains the preeminent source of accurate, easy-to-access information to assist employers and employees, including those from culturally and linguistically diverse backgrounds, to resolve issues in the workplace. We have worked collaboratively with the Fair Work Commission, the workplace relations tribunal, to ensure our websites are consistent and streamlined.

In addition to the more than 287,000 calls to our Infoline, our website remains the cornerstone of our customer service delivery with more than 28 million visits in 2024–25. Via our website we provide a suite of education and compliance tools, including our online learning resources, fact sheets and guides, and our pay and conditions tool (PACT) that enables users to determine the correct minimum pay and entitlements under the relevant award.

We engage directly with different cohorts to better understand their circumstances and provide tailored information and support, and have collaborated with unions, employer organisations, community-based groups and others to educate workers and employers. Through public events, our webinar program, communications campaigns and media coverage we have extended our reach across the community to increase awareness of workplace obligations and how we can assist to achieve compliance in workplaces.

New responsibilities

As of 1 January 2025, the FWO has responsibility for investigating criminal underpayment offences.

Our new Criminal Investigations Branch is leading our criminal investigation function. We undertook significant work in 2024–25 to raise awareness and understanding of the new criminal offence that came into effect on 1 January 2025. This included developing the Voluntary Small Business Wage Compliance Code and a guide to paying employees correctly. We are prepared and willing to take action where we identify suspected criminal wage underpayments and a criminal investigation is appropriate.

Enforcing the law

We apply a graduated approach to enforcing the FW Act, based on strategic enforcement principles and only use enforcement tools when cooperative approaches have failed or are inappropriate.

We have established priority areas that provide a framework through which we make decisions about where we allocate resources to take enforcement action when it is necessary. In 2024–25 these priority areas were:

- ▶ Aged care services
- ▶ Agriculture
- ▶ Building and construction
- ▶ Disability support services
- ▶ Fast food, restaurants and cafes
- ▶ Large corporates
- ▶ Universities.

Improving compliance in the building and construction sector has been a significant focus for us this year. Since late 2022, we have recovered more than \$17 million for underpaid workers and secured nearly \$3 million in court-ordered penalties for breaches of the FW Act. We are continuing to conduct intelligence-led investigations into compliance with the FW Act, as well as allegations of sexual harassment across building and construction workplaces.



ANAO audit

This financial year an independent audit by the Australian National Audit Office (ANAO) found that we are largely effective in how we exercise our regulatory functions under the FW Act. But there are opportunities to strengthen our regulatory oversight and governance. I value the chance to continuously improve as an agency, and we have commenced work to implement all the ANAO's recommendations. Details about their findings and recommendations are covered later in this annual report.

Our dedication to continuous improvement is reflected in our new Reconciliation Action Plan. Through our planned initiatives, we aim to forge lasting and meaningful relationships with First Nations communities, ensuring that our services are relevant, respectful, and inclusive. As a nod to this, we have used our Stepping Forward artwork throughout this annual report.

It's important to acknowledge that the success of the FWO's evolution is the result of the expertise and effort of my FWO colleagues, and the input and support of the workplace community. While we have made inroads and solidified our foundations, the journey of 'Working for Fairer Workplaces' continues, and I am optimistic about what we can achieve together.

I am eager to continue the important journey we have started at the FWO – working together with my FWO colleagues, but also with our stakeholders across the workplace relations ecosystem. We have challenges ahead of us, but I am confident we have the skills, expertise, structures and motivation to ensure the continued success of the FWO. I am proud to present the results of our work in 2024–25 in this report and am bullish about what we can achieve in the years ahead.



Anna Booth

Fair Work Ombudsman



Performance snapshot



Recovered more than **\$358 million** in unpaid wages for more than **249,000 workers**



Record court-ordered penalties of **\$15.3 million** against the operators of Sushi Bay outlets for deliberately underpaying **163 workers** more than \$650,000



73
litigations filed



287,616
calls answered



25,608
anonymous reports



1,220 compliance notices issued recovering **\$8.2 million** for **3,438 workers**



We helped resolve **18,570** workplace disputes



743
infringement notices issued



1,442 proactive activities recovering **\$35.2 million** in unpaid wages for **16,642 workers**



Provided our **10,000th** piece of written advice through our Employer Advisory Service which began 4 years ago



24,716 customer enquiries answered online



135 media releases published



24 webinars delivered



28.7 million website visits



129,653 translations made on our website using the auto-translation tool



5.7 million pay and condition tool visits, and more than **5.2 million** calculations made



We assisted **2,120 workers** via our dispute assistance services, recovering over **\$7.3 million**



Almost **400,000** social media followers



57,771 online learning courses commenced



4.5 million emails sent to our subscribers



Part 1

Agency overview

Outcomes and planned performance
Agency structure



Outcomes and planned performance

Government outcomes are the intended results, impacts or consequences of actions by the Government on the Australian community. Commonwealth programs are the primary vehicle by which government entities achieve the intended results of their outcome statements. Entities are required to identify the programs which contribute to government outcomes over the Budget and forward years.

The FWO has a single outcome and associated program, as outlined in the Portfolio Budget Statements 2024–25:

Outcome 1

Compliance with workplace relations legislation through advice, education and where necessary enforcement.

Program 1.1 – Education services and compliance activities

To educate employers, employees and organisations and contractors about the workplace relations system and to ensure compliance with workplace laws.

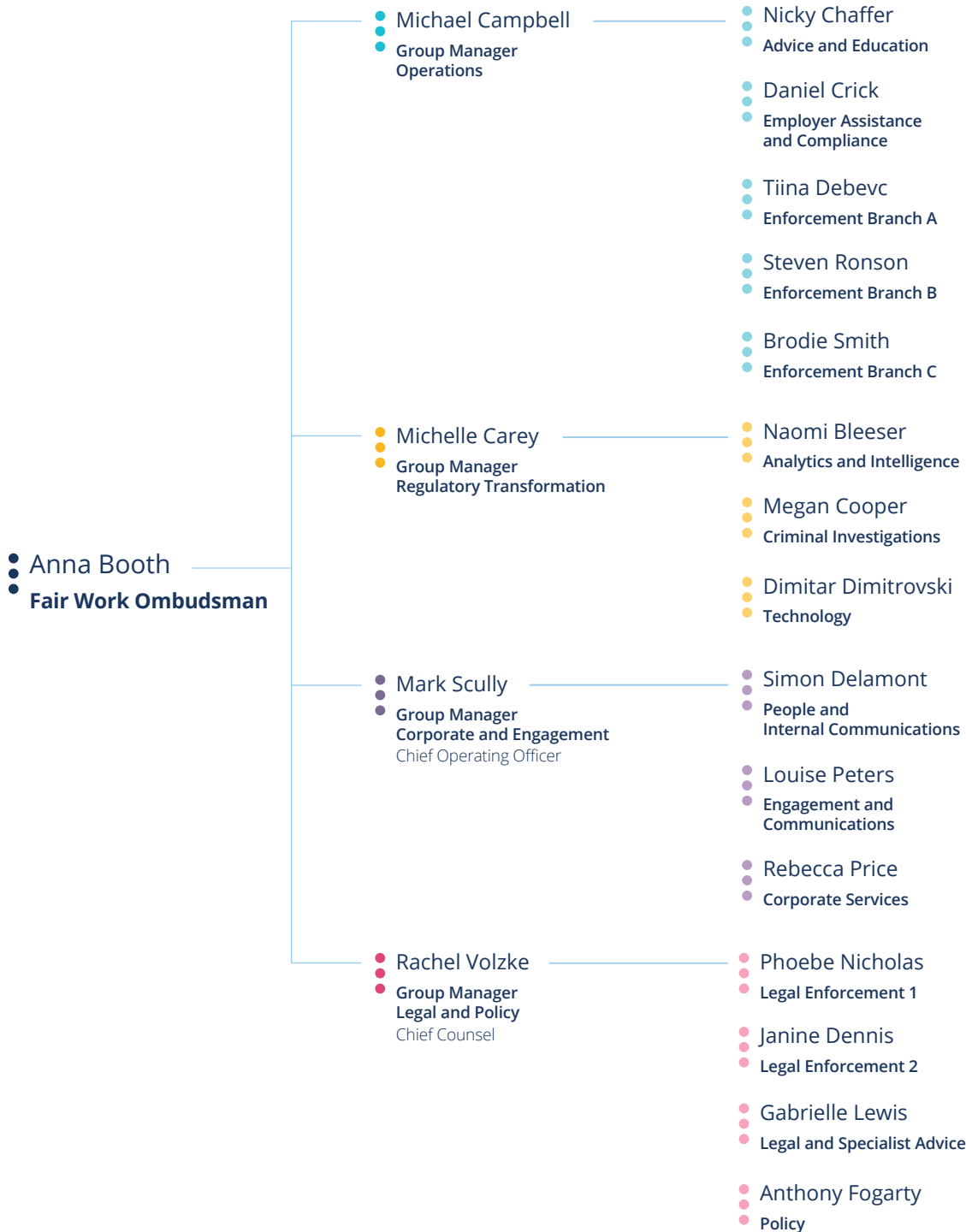


From left to right: Michelle Carey – Group Manager Regulatory Transformation, Anna Booth – Fair Work Ombudsman, Michael Campbell – Group Manager Operations, Mark Scully – Group Manager Corporate and Engagement, Rachel Volzke – Group Manager Legal and Policy.

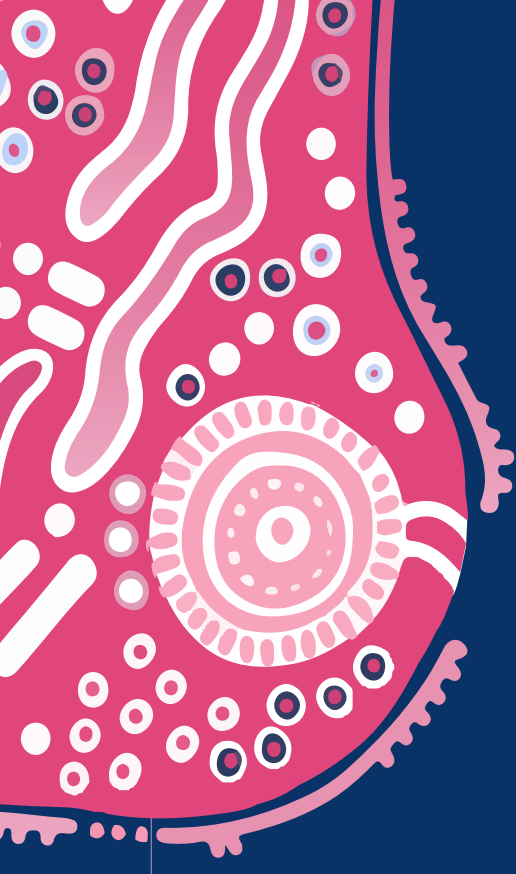


Agency structure

Figure 1: Office of the Fair Work Ombudsman organisational structure



Note: Anna Booth, the Fair Work Ombudsman, is the agency head for the purposes of the *Public Service Act 1999* and is the Accountable Authority for the purpose of finance laws.



2



Part 2**Performance report**

Annual Performance Statement 2024–25

Our strategic enforcement approach

Criminal underpayment offences

Increasing trust and awareness

Information, education, advice and assistance

Resolving workplace disputes

Strategic compliance and enforcement

Serious and systemic non-compliance



Annual Performance Statement 2024–25

Statement of preparation

I, Anna Booth, as the Office of the Fair Work Ombudsman's Accountable Authority, present the 2024–25 annual performance statements as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). In my opinion, the statements are based on properly maintained records, accurately reflect the agency's performance for the period 1 July 2024 to 30 June 2025 and comply with subsection 39(2) of the PGPA Act.



Anna Booth
Fair Work Ombudsman
30 September 2025

Purpose

The Office of the Fair Work Ombudsman (FWO) is the Australian Government agency responsible for ensuring compliance with workplace relations laws through advice, education and where necessary enforcement. Our purpose, derived from the *Fair Work Act 2009* (FW Act), is to promote harmonious, productive, cooperative and compliant workplace relations in Australia.

Reporting framework

Our performance framework articulates clear and measurable outcomes and provides accountability for the work that we do to support our functions, key activities and priorities. We are committed to ensuring a high quality of service in performing our duties as the federal workplace regulator. The FWO measures its performance against its purpose using measures and targets that provide a clear line of sight between our outcomes and the Portfolio Budget Statements (PBS) and the Corporate Plan.

Performance

Our performance measures for 2024–25 demonstrated our commitment to promote compliance with workplace laws by supporting the community to understand and comply with their workplace relations obligations. In particular:

- ▶ the level of awareness of the FWO in the workplace community
- ▶ the quality of our advice and assistance services
- ▶ the effectiveness of our digital tools
- ▶ the timeliness of the assistance we provide in finalising workplace disputes
- ▶ the use of enforcement tools to achieve compliance with workplace laws
- ▶ developing and publishing our priorities, and
- ▶ our staff are supported, engaged, committed and prepared to achieve our objectives.



Summary of results

The annual performance statements provide the results of the agency's performance for the reporting period. This completes the cycle of performance reporting that commenced with the 2024–25 Portfolio Budget Statements published 14 May 2024 and the Corporate Plan published on 27 August 2024.

Our overall performance for 2024–25 resulted in achieving all 8 of our published Key Performance Indicators (KPIs). Two performance measures remained under development during this period and therefore achieved no result.

KPI #	KPI	Result
1.1	The FWO will ensure increased awareness of our role	Under development – no result
2.1	The Fair Work Infoline provides high quality advice and assistance	Achieved
2.2	The Employer Advisory Service provides written information and advice that helps small business customers to understand their workplace rights and obligations	Achieved
2.3	FWO's digital tools are effective	Achieved
3.1	The FWO will resolve Requests for Assistance involving workplace disputes in a timely manner to achieve compliance with workplace laws	Achieved
3.2	The FWO will use enforcement tools to achieve compliance with workplace laws	Achieved
4.1	The FWO will develop and publish its areas of priority	Achieved
5	Serious and systemic non-compliance is detected and addressed	Under development – no result
6.1	FWO employees are engaged, committed and prepared to achieve our objectives	Achieved
6.2	FWO employees feel supported by the FWO	Achieved

Our performance measures have a mix of measurement by time, outputs, efficiency and effectiveness, which we continue to review to ensure we accurately reflect the agency's purpose, functions and Strategic Objectives.

We use data that is reliable, verifiable and supported by good governance and assurance processes.

Throughout the reporting period we successfully delivered quality and useful products, resources and services to the community to promote harmonious, productive, cooperative and compliant workplace relations in Australia, in line with our statutory requirements under the FW Act.

These results demonstrate our ongoing commitment to achieving our purpose.

KPI review

This period saw a significant review of our KPIs to ensure they accurately reflect the work we do. This resulted in changes, with some KPIs retired and others amended or retained. These changes were reflected in our 2024–25 FWO Corporate Plan.

KPI 2.1 was revised, replacing KPI 2 from the 2023–24 reporting period and amended to clarify that this KPI measures outcomes from the Fair Work Infoline, rather than the whole of the FWO.

KPIs 2.3 and 4.1 were retained from previous reporting periods, however KPI 2.3 was formerly KPI 3 and KPI 4.1 was formerly KPI 9 in the 2023–24 reporting period.

KPIs 2.2, 3.1, 3.2, 6.1 and 6.2 were all new, and implemented for the first time in the 2024–25 reporting period, with KPI 3.1 being a variation of the former KPI 4 from the 2023–24 reporting period.



Detailed results and analysis

Section 1: Performance measures relating to our activities in providing education, assistance, advice and guidance to employers, employees, outworkers, outworker entities and organisations.

KPI 2.1: The Fair Work Infoline provides high quality advice and assistance

Source:

- ▶ 2024–25 FWO Corporate Plan
- ▶ 2024–25 Portfolio Budget Statements, Outcome 1, Program 1.1 – page 180
- ▶ S682(1)(a) *Fair Work Act 2009* – to provide education, assistance, advice and guidance to employers, employees, outworkers, outworker entities and organisations

Performance measure	2023–24	2024–25		
	Result	Target	Result	Achieved
Percentage of customer survey responses demonstrating a rating of satisfied or better.	84%	Greater than 75%	84%	✔ Yes

Measurement methodology

Survey population

The FWO will undertake ongoing surveys to determine FWO Infoline customer satisfaction levels. A sample of customers who have interacted with our advisers through the Fair Work Infoline will be asked to participate in the surveys. 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.

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.

Survey question

Customers are asked the following question:

How satisfied were you with the quality of the 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.

Survey distribution

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

Survey frequency

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

Survey response rate and result

The total number of incoming calls answered by the Fair Work Infoline for the reporting period was 287,616. The number of customers surveyed for the year was 31,258, which is 12% of all incoming calls. Of the 31,258 customers surveyed 4,576 responded, a response rate of 14.6%.

This ensured a 95% confidence level was achieved with a 5% margin of error. This means there is a 19 out of 20 chance that if we surveyed every phone customer, our results would be within + or -5% of the actual result.

The final result was calculated as a percentage and is based on the total number of customers who responded that 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.

Analysis and further information

KPI 2.1 measures the level of satisfaction that our customers have with the advice and assistance they have received from the Fair Work Infoline.

Each month we undertake surveys to determine customer satisfaction levels. Understanding how satisfied a customer is with the advice and assistance they receive helps to identify when the current service offering is meeting the needs of our customers, and importantly opportunities to assess improvements to our services.

Our satisfaction rating at 84% means that over 4 out of every 5 customers feel that the quality of advice and assistance they received from the FWO meets their needs.

KPI 2.2: The Employer Advisory Service (EAS) provides written information and advice that helps small business customers to understand their workplace rights and obligations

Source:

- ▶ 2024–25 FWO Corporate Plan
- ▶ 2024–25 Portfolio Budget Statements, Outcome 1, Program 1.1 – page 180
- ▶ S682(1)(a) *Fair Work Act 2009* – to provide education, assistance, advice and guidance to employers, employees, outworkers, outworker entities and organisations

Performance measure	2023–24	2024–25		
	Result	Target	Result	Achieved
The percentage of EAS 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 workplace rights and obligations.	N/A (KPI created 2024–25)	Greater than 75%	81%	✔ Yes

Measurement methodology

Survey population

Customer satisfaction is measured by monthly surveys. All customers who receive tailored written advice from the EAS in the survey period are invited to participate. This excludes customers who don't receive tailored written advice, for example, because they can't be contacted to gather business details and other information required to respond to their enquiry, they withdraw their enquiry during the process, or their situation changes and they call the Fair Work Infoline to instead receive immediate verbal advice.

Survey question

Customers are asked to respond to the proposition:

Overall I am satisfied with the advice provided.

Response options available are:

Strongly agree; Agree; Neither agree nor disagree; Disagree; Strongly disagree.

Survey distribution

All customers who receive tailored written advice from the EAS in the survey period are emailed at the time the survey opens with an invitation to participate. The email contains a link to the survey and the date and time the survey closes. Customers who receive more than one piece of written advice in the survey period receive only one invitation to participate.

Survey frequency

The survey is conducted monthly. It remains open for 14 days to provide maximum opportunity for customers to complete it in recognition that small business owners are typically time-poor. A reminder is sent on day 7 to those who have not yet completed the survey.

Survey response rate and result

The total number of customers invited to participate in surveys during the year was 2,150.

Overall, of those customers invited, 276 responded resulting in a 13% response rate for the year.

The final result was calculated as a percentage and is based on the total number of customers who responded that they 'Strongly agree' or 'Agree' that they were overall satisfied with the advice provided, divided by the total number of respondents, and multiplied by 100 to get the percentage.





Analysis and further information

While KPI2.2 is based on answers to one question from the monthly survey, other survey questions explore customer satisfaction levels across all aspects of the service provided by the EAS. These give further insight into the reasons why customers may be satisfied or dissatisfied with the written advice provided, some of which are actionable to improve the service.

For example, this year changes were made to better explain the boundaries of the FWO scope of advice and jurisdiction, and to the way written advice is structured to highlight key information. The experience of individual customers was also addressed, for example, by re-sending the written advice to customers who responded that they had not received it, and by letting others know that their feedback about FWO tools and resources had been passed on to the relevant teams.

Of the cohort of respondents who did not agree or strongly agree with the KPI question, 'Overall I am satisfied with the written advice provided', 8% neither agreed nor disagreed with the proposition, 5% disagreed and 6% strongly disagreed. However, 73% of this cohort also answered 'Yes' to the question 'Would you use the EAS again?'. Free text comments shed light on this apparent contradiction, with more than 60% expressing disagreement or displeasure at the substance of the advice given and/or concerns about the requirements or clarity of the relevant award, the workplace relations system and legislation more generally, and/or the limits of FWO's jurisdiction or scope of advice.

Overall, 94% of survey respondents during the year said they would use the EAS again.

KPI 2.3: FWO’s digital tools are effective

Source:

- ▶ 2024–25 FWO Corporate Plan
- ▶ 2024–25 Portfolio Budget Statements, Outcome 1, Program 1.1 – page 180
- ▶ S682(1)(a) *Fair Work Act 2009* – to provide education, assistance, advice and guidance to employers, employees, outworkers, outworker entities and organisations

Performance measure	2023–24	2024–25		
	Result	Target	Result	Achieved
Percentage of customer responses demonstrating a rating of satisfied or better where customers identified that the information helped them to understand workplace rights and obligations.	80%	Greater than 75%	82%	✔ Yes

Measurement methodology

Survey population

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

Survey question

Users were asked the following question:

Did the information you found today help you understand your workplace rights and obligations?

Survey distribution

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.

Survey frequency

Quarterly – the exit survey is offered to customers for the duration of a week quarterly.

Survey response rate and result

The number of customers surveyed each quarter varies and is based on a formula that uses expected visitor volumes to determine the ideal sample size. The total number of responses received to this question across the four quarters was 2,348.

The confidence level and margin of error are set to ensure that for 95% of the time the results will be + or – 5% representative of satisfaction levels of web users for the relevant period.

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

Definition/s

Customers are survey respondents who are asked to self-identify as:

- ▶ employees
- ▶ employers
- ▶ representative (including accountant, lawyer, HR practitioner, union representative or parent)
- ▶ other (including student, media).

Analysis and further information

KPI 2.3 focuses on the initiatives and activities undertaken by FWO to support customers and the community to understand and comply with their workplace relations obligations.

The website offers a broad range of information and hosts a range of digital tools and resources. Website usage numbers decreased from 29 million visits in 2023–24 to 28.7 million visits in 2024–25, a decrease of 1%.

Each quarter, an exit survey is offered to all desktop users who visit the FWO’s website (fairwork.gov.au) during the survey period (one week). The survey question is ‘Did the information you found today help you understand your workplace rights and obligations?’

Our results for KPI 2.3 confirm that our digital tools continue to be effective for our customers, improving their understanding of workplace rights and obligations.



Section 2: Performance measures relating to our activities in promoting and monitoring compliance with workplace laws and inquiring into and investigating breaches of the FW Act and taking appropriate enforcement action.

KPI 3.1: The FWO will resolve Requests for Assistance (RfAs) involving workplace disputes in a timely manner to achieve compliance with workplace laws

Source:

- ▶ 2024–25 FWO Corporate Plan
- ▶ 2024–25 Portfolio Budget Statements, Outcome 1, Program 1.1 – page 180
- ▶ S682(1)(b) *Fair Work Act 2009* – to monitor compliance with this Act and fair work instruments

Performance measure	2023–24	2024–25		
	Result	Target	Result	Achieved
This will be measured as the percentage of Requests for Assistance involving a workplace dispute which are finalised within 60 days ¹ .	N/A (KPI created 2024–25)	80% finalised within 60 days	93%	✓ Yes

Measurement methodology

Method of calculation

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 the number of finalised RfAs involving a workplace dispute.

Definition/s

An RfA involving a 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).

Analysis and further information

KPI 3.1 demonstrates how the FWO efficiently assesses, treats and resolves workplace disputes, using timeliness as a measure. In 2024–25 we treated 18,570 RfAs (see page 38).

In the reporting period, the FWO exceeded the target set for this KPI. The FWO demonstrated its commitment to working collaboratively with all parties to resolve workplace disputes, including through providing tailored advice and assistance aimed at facilitating direct workplace discussions. When considered in conjunction with the enforcement outcomes achieved in KPI 3.2, the results show that the FWO is successfully balancing the efficiency of delivering outcomes through alternate dispute resolution tools as well as issuing enforcement tools when appropriate.

¹ The wording of this performance measure was updated within the 2025–26 FWO Corporate Plan. The 2024–25 FWO Corporate Plan incorrectly identified the Performance Measure as 'This will be measured as the time to finalise 80% of Requests for Assistance (RfAs) involving a workplace dispute', which wrongly identifies the KPI as a measurement of time. The Performance Measure has been amended above to correctly identify that the measurement is the percentage of finalised RfAs involving a workplace dispute (within a set timeframe).

KPI 3.2: The FWO will use enforcement tools to achieve compliance with workplace laws

Source:

- ▶ 2024–25 FWO Corporate Plan
- ▶ 2024–25 Portfolio Budget Statements, Outcome 1, Program 1.1 – page 180
- ▶ S682(1)(c) *Fair Work Act 2009* – to inquire into and investigate any act or practice that may be contrary to this Act, a fair work instrument or a safety net contractual entitlement

Performance measure	2023–24	2024–25		
	Result	Target	Result	Achieved
The percentage of investigations finalised in the reporting period using one or more enforcement tools.	N/A (KPI created 2024–25)	Greater than 40%	57%	✔ Yes

Measurement methodology

Method of calculation

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 are those provided for in the FW Act:

- ▶ infringement notice
- ▶ compliance notice
- ▶ enforceable undertaking
- ▶ litigation.

Definition/s

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

Analysis and further information

KPI 3.2 demonstrates the FWO's use of enforcement tools in investigations to achieve compliance with workplace laws. In 2024–25 the FWO completed a total of 2,992 investigations, with 1,719 resulting in the use of enforcement tools. This represents 57% of investigations (see page 53).

The FWO exceeded the target set for this KPI during the reporting period. The FWO uses enforcement tools as a reasonable and proportionate response to behaviour that is contrary to the FW Act, a fair work instrument or a safety net contractual entitlement.

When considered in conjunction with KPI 3.1, the results show that the FWO balances the use of enforcement tools, when appropriate, with the efficiency of delivering outcomes through dispute resolution processes.



KPI 4.1: The FWO will develop and publish its areas of priority²**Source:**

▶ 2024–25 FWO Corporate Plan

Performance measure	2023–24	2024–25		
	Result	Target	Result	Achieved
The FWO will ensure that its priorities are published on the FWO's website.	✔ Published	Publication by 31 July 2024	✔ Published	✔ Yes

Measurement methodology**Method of completion**

The FWO will develop regulatory priorities to guide its approach and activity.

The development of priorities will be evidence based and the priorities will be published by 31 July during the reporting period.

The public notification of the FWO's priorities will be via the FWO's website, fairwork.gov.au.

Analysis and further information

The development of the FWO's priorities ensures that the community is informed about our areas of focus. There is discretion in how we allocate resources to undertake our proactive and responsive activities, and development of our priorities provides a framework through which we undertake this resource allocation and ensure we are exercising our statutory functions in the most effective and efficient ways.

The FWO's regulatory priorities were informed by analysis of quantitative and qualitative data derived from:

- ▶ input and feedback from staff and external stakeholders
- ▶ analysis of activities in existing priorities, emerging issues, trends and regulatory risks across the labour market.

The FWO's priorities were published on 18 July 2024, on our website at fairwork.gov.au/about-us/our-role-and-purpose/our-priorities.

Consistent with previous years, achievement has been assessed and determined based on completion of a task, that is development of priorities, evidenced by external publishing of the regulatory priorities on 18 July 2024.

² This KPI was updated within the 2025–26 FWO Corporate Plan to be referenced as KPI 4. Retained as KPI 4.1 for this reporting period, to align with the 2024–25 FWO Corporate Plan which accounts for the reporting period for the 2024–25 Annual Reporting Statements.

Section 3: Performance measures relating to our staff, their commitment to meeting our Strategic Objectives and how we support them in performing their role.

KPI 6.1 FWO employees are engaged, committed and prepared to achieve our objectives

Source:

- ▶ 2024–25 FWO Corporate Plan
- ▶ 2025 Australian Public Service Employee Census

Performance measure	2023–24	2024–25		
	Result	Target	Result	Achieved
The levels of engagement, commitment and preparedness of FWO staff in comparison to the Australian Public Service (APS) average.	N/A (KPI created 2024–25)	Equal to or greater than the 2025 APS average	+3 percentage points	✔ Yes

Measurement methodology

Survey population

The FWO employee engagement index score in comparison to the Australian Public Service (APS) average, will be derived from the APS Employee Census conducted within the reporting period.

The FWO uses 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 the FWO to the APS average.

Survey question

As part of the APS Employee Census, FWO staff are asked questions to measure their levels of engagement. 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.

As the APS Employee Census data is maintained externally to the FWO, it ensures anonymity and provides employees with assurance that they can provide true sentiment.

Questions may vary within the APS Employee Census from year to year.

Survey distribution

FWO staff are invited to participate via a direct personalised email containing an individual link to the APS Employee Census.

Survey frequency

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 questions for the APS context. Employee engagement index scores are provided at a range of levels, including the FWO and APS average.

Survey response rate and result

The employee engagement index score is calculated and distributed to the FWO by the APSC.

To calculate the index score, each respondent's answers to the set of questions for the index are recorded to fall on a scale of between 0 to 100%. The recorded responses are then averaged across the index questions to provide an index score for that respondent. An index score is only assigned to a respondent where they have responded to all the set of questions comprising that index. The FWO's employee engagement index score is calculated by averaging the scores for all staff.





Analysis and further information

KPI 6.1 is measuring effectiveness. High levels of employee engagement are associated with increased performance and productivity which will ensure the FWO continues to deliver high quality services.

The measure is a comparison of the employee engagement index score for the FWO compared to the APS average.

Each year the APSC undertakes the APS Employee Census, which is an annual employee perception survey of the APS workforce, that has been conducted since 2012. The APS Employee Census collects employee opinions and perspectives on a range of topics, such as employee engagement, leadership, communication, innovation, and wellbeing.

The overall APS engagement index score for 2024–25 was 75%, compared to the FWO's engagement index score of 78%.

KPI 6.2 FWO employees feel supported by the FWO

Source:

- ▶ 2024–25 FWO Corporate Plan
- ▶ 2025 Australian Public Service Employee Census

Performance measure	2023–24	2024–25		
	Result	Target	Result	Achieved
Evidence of wellbeing levels of FWO staff against the APS average.	N/A (KPI created 2024–25)	Equal to or greater than the 2025 APS average	+7 percentage points	✔ Yes

Measurement methodology

Survey population

The 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 FWO uses quantitative data published by the APSC as part of the APS Employee Census results to compare the wellbeing policies and support index score for the FWO to the APS average.

Survey question

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.

As the APS Employee Census data is maintained externally to the FWO, it ensures anonymity and provides employees with assurance that they can provide true sentiment.

Questions may vary within the APS Employee Census from year to year.

Survey distribution

FWO staff are invited to participate via a direct personalised email containing an individual link to the APS Employee Census.

Survey frequency

The APS Employee Census is an annual survey of staff sentiment that is open to all staff working for the FWO. 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.

Survey response rate and result

The wellbeing policies and support index score is calculated and distributed to the FWO by the APSC.

To calculate the index score, each respondent's answers to the set of questions for the index are recorded to fall on a scale of between 0 to 100%. The recorded responses are then averaged across the index questions to provide an index score for that respondent. An index score is only assigned to a respondent where they have responded to all the set of questions comprising that index. The FWO's wellbeing policies and support index score is calculated by averaging the scores for all staff.





Analysis and further information

KPI 6.2 is assessing effectiveness. High levels of employee wellbeing are associated with high performance of staff which will ensure the FWO continues to deliver high quality services.

The measure is a comparison of the wellbeing policies and support index score for the FWO compared to the APS average.

Each year the APSC undertakes the APS Employee Census, which is an annual employee perception survey of the APS workforce, that has been conducted since 2012. The APS Employee Census collects employee opinions and perspectives on a range of topics, such as employee engagement, leadership, communication, innovation, and wellbeing.

The overall APS wellbeing policies and support index score for 2024–25 was 72%, compared to the FWO's wellbeing policies and support index score of 78%.

The variation between the APS and FWO scores are calculated using the exact figures. Rounding is performed at the last stage of the calculation to maximise accuracy of the results. The results reflected above of +7 percentage points are calculated within the APS Employee Census using exact, non-rounded figures.

Our strategic enforcement approach

The Fair Work Ombudsman (FWO) has undergone a significant period of evolution in the past 2 years in relation to its approach to compliance and enforcement of the *Fair Work Act 2009* (FW Act). We have adopted a new operating model and restructured our agency, as outlined in our Corporate Plan, to most effectively implement our vision of 'Working for Fairer Workplaces'. This vision 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.

At the centre of our operating model is strategic enforcement. This supports us in fulfilling our statutory compliance and enforcement functions through informed, impactful decisions about how we prioritise and allocate our finite investigative resources.

Strategic enforcement enables us to proactively address the root causes of non-compliance by understanding systemic issues, industry dynamics, and behavioural drivers. We can go beyond resolving individual Requests for Assistance and develop enforcement strategies that are informed by intelligence and evidence, and undertake interventions that deter non-compliance, to have an ongoing impact at sector levels.

Strategic enforcement informs every aspect of our work. It ensures we can effectively achieve our role as the workplace regulator, to promote harmonious, productive and cooperative workplace relations and compliance with the FW Act and fair work instruments – including through the provision of education, assistance and advice.

Compliance and Enforcement Policy

Our Compliance and Enforcement (C&E) Policy was revised in January 2025 to reflect our strategic enforcement approach and changes to our jurisdiction. The C&E Policy is grounded in the strategic enforcement principles of prioritisation, deterrence, sustainability and achieving system-wide impact. These principles guide how we allocate resources and make decisions to ensure effective outcomes that benefit the workplace community.

The C&E Policy outlines the factors we consider when determining how to respond to a request for assistance or evidence of non-compliance. We are committed to using the full range of regulatory tools available to ensure that workers receive their lawful entitlements and that employers are supported to understand and meet their workplace obligations. To enhance our regulatory reach, we work closely with other regulators (state and Commonwealth) as well as employer organisations and unions.

Our compliance framework is structured around 3 key responses:

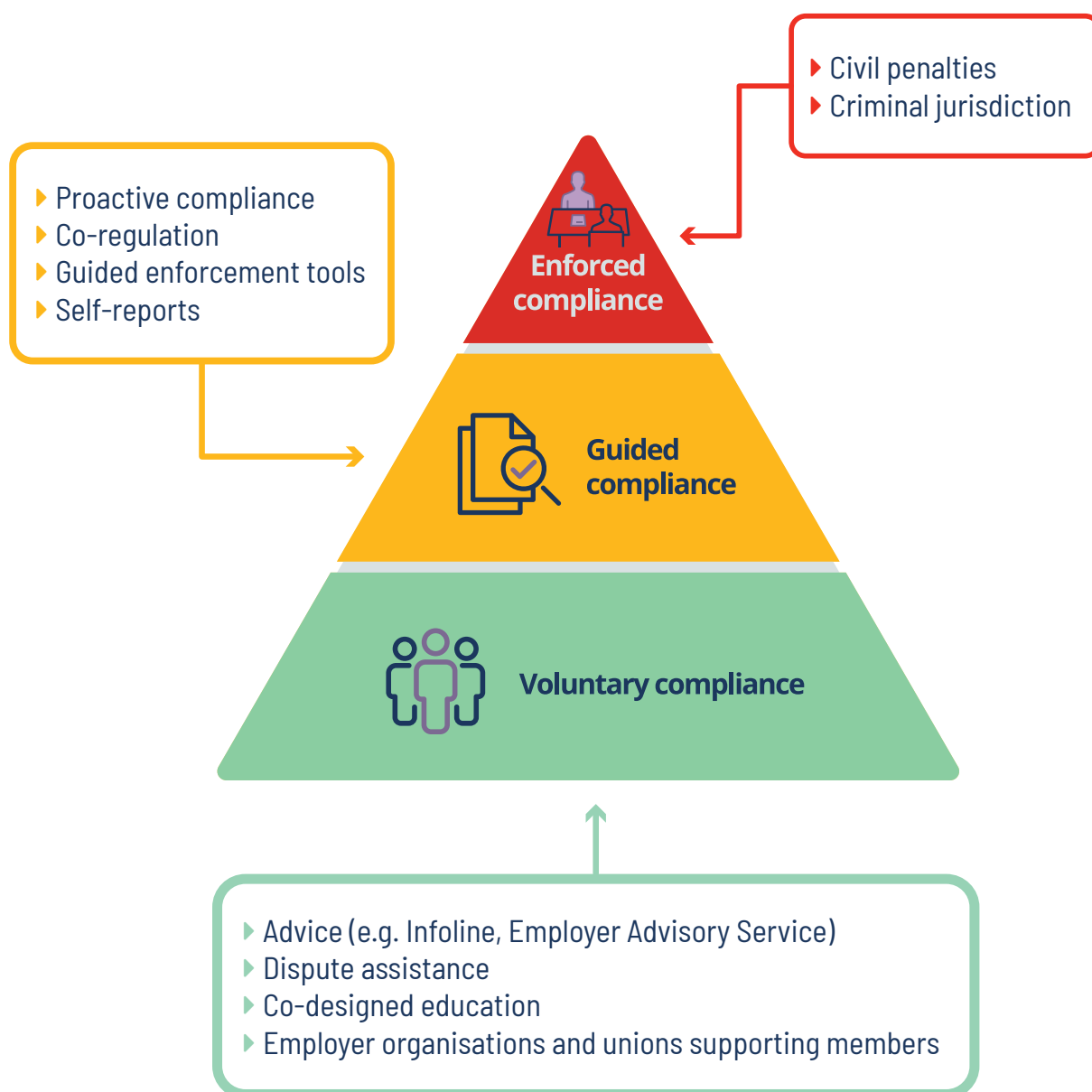
- **Encouraging voluntary compliance** through education and advice.
- **Guiding compliance** where direction is required.
- **Enforcing compliance** when it is in the public interest.

The policy also includes pathways for addressing serious contraventions, and provisions for the new criminal jurisdiction including referrals to the Commonwealth Director of Public Prosecutions (CDPP) to consider commencing criminal prosecution for intentional underpayment of entitlements. This underscores our approach to holding to account those who intentionally underpay workers.

The C&E Policy is available on our website, [fairwork.gov.au](https://www.fairwork.gov.au).



Figure 2: Our strategic enforcement regulatory model



Criminal underpayment offences

From 1 January 2025, it is a criminal offence to intentionally underpay an employee's wages or entitlements under the *Fair Work Legislation Amendment (Closing Loopholes No. 2) Act 2024* (Closing Loopholes laws).

The FWO can investigate criminal offences under the FW Act and refer matters to the Australian Federal Police (AFP) for investigation, or the CDPP for prosecution. The maximum penalties for committing a criminal underpayment offence or related offence include substantial fines and up to 10 years' imprisonment for individuals.

The criminal investigation function complements our existing use of civil enforcement powers, noting that referral of matters for prosecution is reserved for the most serious allegations of conduct involving intentional underpayments. In deciding whether to commence a criminal investigation, we will consider relevant information, including the seriousness of the alleged conduct and the need for specific and general deterrence.

Prior to a referral to the CDPP, we can also enter into a cooperation agreement with a person who has reported intentional conduct, positively engaged with us, and agrees to remedy their conduct and ensure future compliance. We have developed *A guide to cooperation agreements* to assist employers and individuals to voluntarily engage with us if they believe they have committed an offence. The guide is available on our website (fairwork.gov.au).

Assurances for small business

There is a framework in place to provide assurances for small businesses that have unintentionally underpaid their workers. The Voluntary Small Business Wage Compliance Code (Code), declared by the Minister in December 2024, allows small business employers to demonstrate that they took reasonable steps to ensure workers received their correct wages and entitlements. We have developed a guide to the Code, to help small business employers understand how to comply with their obligations and avoid criminal prosecution if they did not intentionally underpay employees.

A small business employer will be viewed as compliant with the Code if they have taken steps to correctly pay their employees. Small business employers can find more information in our publication *A guide to paying employees correctly and the Voluntary Small Business Wage Compliance Code*, available on our website (fairwork.gov.au).

These resources, along with practical tools such as the Pay and Conditions Tool (PACT), our Employer Advisory Service and Small Business Showcase, support small business employers in understanding their obligations and taking proactive steps to comply with workplace laws.





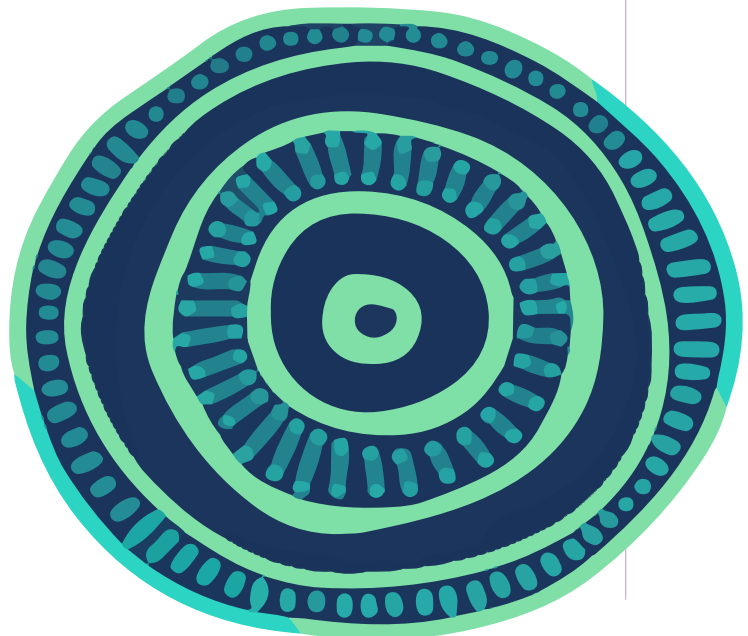
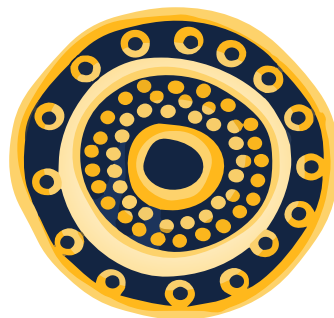
Establishment of a criminal investigations function

In the lead up to the commencement of the criminal underpayment offence taking effect on 1 January 2025 we:

- ▶ created a new Criminal Investigations Branch within the FWO
- ▶ identified and implemented new physical and technology infrastructure to undertake criminal investigations
- ▶ developed processes and policies
- ▶ delivered staff training.

In addition, we have established inter-agency arrangements, including with the AFP, CDPP and Services Australia. These relationships are essential to conduct high quality criminal investigations in accordance with legislative requirements.

The FWO has undertaken significant work to educate the community about the criminal underpayment offence. This has included a multi-channel communications campaign, website content, presentations and the development of tailored guidance materials. For more information on website and education resources see Information, education, advice and assistance on page 30.



Increasing trust and awareness

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

Expanding our reach and working constructively with key stakeholders and the broader community is essential to increasing trust and awareness of our brand and services. Through stakeholder collaboration, community engagement, social media, advertising campaigns and media releases, we strengthen public confidence in our role and reinforce our commitment to ensuring fair workplaces.

Stakeholder and community engagement

Genuine consultation and collaboration are essential to enabling effective regulation and achieving meaningful outcomes. We recognise that to be an effective and efficient regulator, we must be responsive to the evolving needs and expectations of the community.

We value the expertise, knowledge and experience our stakeholders contribute, which helps inform our work and ensure it remains relevant and impactful. Regular engagement with our standing tripartite Advisory Group – comprising peak employer and worker representatives – and reference groups, focused on priority areas, provides meaningful opportunities for collaboration. These groups demonstrate the effectiveness of working together and the strength of our collective capability to inform and implement initiatives. For more information on our advisory and reference groups see Information, education, advice and assistance on page 30.

Our commitment to stakeholder engagement, including the principles that guide our approach, are set out in our Stakeholder Engagement Strategy available on our website (fairwork.gov.au/about-us/engagement-and-collaboration). We regularly review this strategy to ensure it remains fit for purpose and responsive to the changing needs of our stakeholders. As part of this year's review, we consulted with internal staff and our Advisory Group.

To further support the workplace community, we commenced development of a new Cooperative Initiatives Grants (CIG) Program during the reporting period. Feedback on the design of the CIG Program was sought through public consultation on GrantConnect to ensure it is well-targeted and responsive to the needs of workplace participants.

The CIG Program will fund organisations to partner with other organisations to work collaboratively to identify and resolve workplace issues and promote compliance and positive change across the spectrum of workplace participants. More information about the CIG Program is available on GrantConnect (www.grants.gov.au).





Community engagement

Community engagement is a vital part of our role. It helps ensure that workplace participants and the broader community are aware of their obligations and responsibilities, and the support we provide. We share timely and relevant information through various channels, including presentations, workshops, and webinars, to inform the community about new initiatives, updates to relevant workplace relations issues and our resources.

We work closely with intermediaries, such as community organisations, cross-government networks, and legal centres, to extend our reach to vulnerable communities, including migrant workers. These trusted groups play an important role in helping individuals understand their workplace rights and connect with our services.

In 2024–25, we hosted 3 forums with community legal centres that offer workplace relations and employment advice. These sessions facilitated valuable two-way discussions that helped us gain practical insights from legal advocates to identify ways to strengthen support for at-risk cohorts. We recognise the importance of ongoing engagement with intermediaries and will continue to share resources and facilitate referrals to ensure vulnerable workers are better supported to seek assistance and resolve workplace issues.

Presentations and workshops

Public speaking events, such as presentations, panel events, and other engagements are strategic opportunities to deliver key messages and help inform and influence our stakeholders to build sustainable cultures of compliance.

This year staff across the agency, including the Ombudsman, Anna Booth, delivered 66 presentations to various industry associations, education providers, community bodies, unions, professional services advisors and other government organisations.

Webinars

Our webinar program continues to be an important engagement channel, allowing us to reach broad and diverse audiences efficiently. We are continuously improving our webinar program in response to stakeholder and participant feedback, ensuring we deliver information that is tailored to participant needs.

In 2024–25, we delivered 24 webinars, including 10 about general workplace relations, 11 on specific workplace topics, and 3 industry specific webinars.

Webinars covered information for priority cohorts and sectors such as young workers and international students, small business, building and construction, horticulture and agriculture. Topics included workplace essentials and legislation changes such as the Closing Loopholes reforms, criminalisation of underpayments, and changes related to fixed term contracts.

Social media and engagement

We continue to build a strong social media presence to raise awareness of the FWO, and keep employers and workers informed about their workplace rights and obligations. Through our channels:

- ▶ we promote our tools and resources – including our website, Pay and Conditions Tool (PACT), anonymous reporting tool and our webinars
- ▶ share important updates on workplace laws, including award updates, legislative changes and workplace entitlements.

Our social media following across the different platforms has grown to almost 400,000, and as at 30 June 2025:

- ▶ **Facebook** remains our most common social media channel for people to interact with us, with more than 240,000 followers, an increase of 21% from 2023–24
- ▶ **LinkedIn** experienced growth of 20% from last year, with more than 123,000 followers
- ▶ **Instagram** increased to more than 8,500 followers, up 121% from 2023–24
- ▶ **X** continues to provide an opportunity for short-form communications with more than 20,000 followers.

We delivered 11 advertising campaigns in 2024–25, to improve awareness of minimum workplace entitlements, reach vulnerable audiences and inform the community of legislative changes. Campaigns included:

- ▶ **Building and construction apprentices and trainees** which used short-form video to share workplace rights information across the platforms 16–25-year-olds use most. The campaign delivered more than 12.8 million impressions (the number of times a piece of content is displayed on a user's screen) across:
 - » Meta, with over 25,000 completed video views and 8.3 million impressions
 - » Tik Tok, which had over 78,000 views and 1.6 million impressions
 - » Snapchat, with over 49,000 video completions and nearly 840,000 impressions
 - » Streaming and podcasting platforms that achieved completion rates of 99–100%, with podcast placements achieving 100% completion across all publishers.
- ▶ **Know your bare minimums** raised awareness of basic workplace entitlements, particularly minimum wages and the National Employment Standards (NES) in persistently non-compliant sectors, including hospitality, retail, manufacturing, security, building and construction, agriculture, and healthcare and social assistance. The campaign involved:
 - » a dedicated landing page on our website (fairwork.gov.au/bareminimums) promoting our tools and resources
 - » advertisements on Meta, LinkedIn, and digital display networks, which achieved more than 30 million impressions and over 30,000 clicks to the website
 - » running 7 in-language versions of the campaign to support culturally and linguistically diverse audiences, with more than 5.1 million impressions and over 9,000 clicks achieved on Meta – engagement was highest with Arabic, Thai and Traditional Chinese language audiences
 - » advertisements on Chinese social media platform Weibo reaching more than 180,000 people and generating over 1.3 million impressions.





- ▶ **Right to disconnect laws** were explained over 3 social media campaigns aimed at driving traffic to our website (fairwork.gov.au):
 - » Campaign 1 launched across Meta (Facebook and Instagram) and LinkedIn upon commencement of the legislation for non-small business and generated more than 12.6 million impressions and over 7,000 clicks to the website.
 - » Campaign 2, in January 2025, focused on preparing small business for the upcoming changes and generated more than 1.7 million impressions and over 19,000 clicks across Meta and LinkedIn.
 - » Campaign 3, in June 2025, reminded the small business community that the laws begin to apply to small business on 26 August 2025 and involved key messages translated into 6 languages across Facebook.

We respond to a range of public queries initiated through our social media channels, providing timely information and support where appropriate. In 2024-25, we provided more than 1,000 responses to our followers on Facebook, Instagram, LinkedIn and X. For more information on responding to enquiries see Online enquiries and My account on page 34.



Communicating to young workers

During the year we designed targeted communications to specifically reach and connect with younger audiences and encourage interaction with our services.

Our young workers campaign which ran from the end of October 2024 to the start of December 2024 aimed to educate and empower 15–24-year-olds with information about their workplace rights. Media placement, creative approach and messaging was informed by data and market research about young workers' behaviours, experiences and concerns.

By adopting a user-generated video style and the relatable tagline: Take control of what's yours, we leveraged the unique format of youth-focused social channels (including paid TikTok advertisements for the first time) to achieve strong engagement results, providing a foundation for future campaigns in emerging digital spaces.

Overall, our videos were seen more than 24 million times, generating over 51,000 clicks across our platforms. We also saw significant growth in our Instagram followers during the campaign period.

- ▶ **Meta (Facebook and Instagram)** advertising delivered 10 million impressions and 11,000 clicks from our video. Our organic posts on Facebook reached more than 8,760 impressions, with Instagram reaching 7,226.
- ▶ **TikTok** reached more than 984,000 users, generating 4.5 million impressions and 10,000 clicks, driven by platform-tailored, on-trend creative.
- ▶ **Snapchat** generated 7.8 million impressions and 28,000 clicks, with the highest click-through rate of all platforms.
- ▶ **Spotify** delivered over 1.1 million impressions, with mobile devices showing the highest engagement and click rates accounting for 44% of impressions and 79% of clicks.
- ▶ **Vevo and video placement** recorded over 421,000 video completions.

To support the campaign, we provided stakeholders, including government organisations, education and training providers, unions, industry bodies and associations, with information and digital campaign materials to further expand our messages and reach.



Media

Our media releases and subsequent media coverage support our regulatory objectives. They:

- ▶ raise awareness among employers and workers about their workplace rights and obligations
- ▶ increase awareness of who we are and what we do
- ▶ reinforce the importance of compliance
- ▶ highlight the consequences of non-compliance, acting as a general deterrent
- ▶ promote our website and resources.

We published 135 media releases in 2024–25. Ombudsman, Anna Booth, also completed approximately 50 media interviews across radio, television, print and podcast, reinforcing our commitment to compliance, highlighting enforcement outcomes, and helping to educate the wider community on how to meet their workplace obligations.

Media activities also have an important role in maintaining and building trust with the community, particularly vulnerable cohorts, and encouraging individuals to seek assistance with workplace issues. We often provide translated media releases to in-language news services on matters that are of a strategic interest to culturally and linguistically diverse audiences.

We translated 16 of our media releases, with translations into a combined 15 languages: Simplified Chinese, Traditional Chinese, Hindi, Korean, Malay, Indonesian, Italian, Greek, Filipino, Nepali, Thai, Vietnamese, Punjabi, Japanese and Spanish. As a result, we saw approximately 66 in-language news articles covering the matters in the 16 translated releases. The media releases translated often involved matters where visa holders had been underpaid.

Email subscription services

Our email subscription service provides targeted information on various topics including updates to pay rates and entitlements, new website information and resources, and industry and award-specific updates.

As at 30 June 2025 we had 439,800 active email subscribers. In 2024–25 we sent more than 64 email updates and digital newsletters, totalling more than 4.5 million emails to our subscriber base.



Information, education, advice and assistance

Employers and workers understand their workplace rights and obligations

Advisory and reference groups

Engagement and collaboration with the workplace community is critical to enabling effective regulation, promoting confidence in our role as a regulator and supporting us to exercise our statutory mandate.

Through our commitment to tripartism we can:

- ▶ effectively and efficiently collaborate with employer organisations and unions to support them to educate their members
- ▶ engage with the workplace community about issues that affect them
- ▶ enable workplace participants to foster cooperative, productive and sustainably compliant workplaces.

We have established 9 tripartite groups, including an Advisory Group with 2 sub-committees and 6 sector-specific reference groups. Reference groups are based on the agency's priority sectors and allow us to identify and properly understand issues within each priority area and explore collaborative education and compliance opportunities.

Advisory Group

The Advisory Group is made up of peak employer organisations and worker representatives who represent the broad interests of the workplace community.

Following the inaugural meeting of the Advisory Group in April 2024, the group met 3 times during 2024–25.

Members of the Advisory Group include:

- ▶ Australian Chamber of Commerce and Industry
- ▶ Australian Council of Trade Unions
- ▶ Australian Industry Group
- ▶ Business Council of Australia
- ▶ Council of Small Business Organisations of Australia.

The Advisory Group has established a Small Business Sub-Committee and Large Corporates Sub-Committee to engage members on the specific challenges and opportunities within these sectors as required.

Our Advisory Group has provided critical input into a range of key strategic initiatives that have shaped our work and informed the development of various projects and resources, including:

- ▶ our Statement of Intent
- ▶ our revised C&E Policy
- ▶ through the sub-committees, the Voluntary Small Business Wage Compliance Code guide, our series of 3 right to disconnect videos for small business, and our *guide to cooperation agreements*.

Our priority sector reference groups enable meaningful engagement with key stakeholders on important industry-specific issues. These forums provide a platform for stakeholders to offer advice and feedback on the unique challenges faced within their sectors. They also support co-design and education opportunities aligned with our broader regulatory activities, can inform our compliance activities and help identify strategic initiatives that promote a culture of workplace compliance across industries. Our priority sector reference groups include:

- ▶ Aged Care Services Reference Group
- ▶ Agriculture Reference Group
- ▶ Building & Construction Reference Group
- ▶ Disability Support Services Reference Group
- ▶ Fast Food, Restaurants & Cafes Reference Group
- ▶ Higher Education Reference Group.

We provide information about how we engage and collaborate with the workplace community, including our tripartite groups, on our website: Engagement and collaboration (fairwork.gov.au/about-us/engagement-and-collaboration).

You can read more about our Stakeholder and community engagement on page 24.



Website

Our website, fairwork.gov.au, is our primary customer service channel, with more than 28.7 million visits in 2024–25. As our largest and busiest platform, it is a critical channel for providing information, education, advice and assistance to employers and workers on workplace rights and obligations.

Information is provided in a variety of formats to meet the diverse needs of our users. This includes developing easy to read guides, visual aids and infographics, as well as interactive support through our virtual assistant Frankie. These features help ensure that information is accessible, engaging and tailored to different ways people seek information.

We frequently review and enhance our website content to meet the evolving needs of the community, and ensure information is accurate. In 2024–25 we updated the website in response to changes to the FW Act as part of the new Closing Loopholes laws. This included significant new information and resources about:

- ▶ right to disconnect laws, which started on 26 August 2024 for non-small business
- ▶ criminal underpayment laws which started on 1 January 2025 (including the Voluntary Small Business Wage Compliance Code and cooperation agreements)
- ▶ casual employment changes
- ▶ independent contractor changes.

We also made proactive enhancements to our website, that focused on simplifying language, refining guidance and providing more practical and tailored information and tools to help people navigate workplace issues and resolve matters cooperatively. These improvements included:

- ▶ Updated content related to *Fair Work Legislation Amendment (Secure Jobs, Better Pay) Act 2022* (Secure Jobs, Better Pay) reforms, including new case studies explaining prohibited job advertisements, pay secrecy laws, and protections against sexual harassment in the workplace.
- ▶ Significant updates to our Awards and Agreements sections, offering more detailed, practical information to support users in understanding these instruments and determining coverage.
- ▶ Made our virtual assistant, Frankie, available across more pages on our website and expanded the information and topics it can answer, including content about the new criminal underpayment offence and right to disconnect laws.

- ▶ Published new pages with tailored information, including for workers and employers in the higher education sector, workplace relations professionals, supporting employees with disability, and information for host employers about the Pacific Australia Labour Mobility (PALM) Scheme Arrival Briefing.

In-language information and resources

We've expanded our translated information and resources to help culturally and linguistically diverse customers understand their workplace rights and obligations.

We updated our auto-translation tool with bespoke translations relating to the Closing Loopholes laws and have introduced machine translation for 36 languages on our Small Business Showcase.

In 2024–25 our customers translated pages on our website 129,653 times using the auto-translation tool. Most of these translations were to Simplified Chinese, Japanese, Korean, Spanish and French, with the top 5 most translated pages being:

1. Pay & wages
2. Pay guides
3. Contact us
4. Minimum wages
5. Send us an anonymous tip off.

Table 1: Website translation tool most popular languages

Language	Number of pages translated
Simplified Chinese	51,688
Japanese	14,933
Korean	14,783
Spanish	12,282
French	8,584

We also provide our anonymous reporting tool in 16 languages other than English. Further information about anonymous reports is available on page 51.

Online education and compliance tools

Our range of online tools and resources provides employers and workers with information to help facilitate compliance with workplace laws and support best practice workplace relations. Through our range of fact sheets and templates, our comprehensive suite of online learning courses and Pay and Conditions Tool (PACT), we empower workplace participants with the information they need to resolve their workplace issue. We also made more than 360 updates across our suite of more than 220 tools and resources, including a major update to our Record My Hours smartphone app.

For more information about our collaborative approach to developing education resources see page 39, Joint education activities.

Fact sheets, best practice guides and templates

Our fact sheets outline minimum rights, responsibilities and entitlements under Australian workplace laws and provide advice on specific topics. Our fact sheets were viewed 2.7 million times in 2024–25. The most viewed fact sheet was notice of termination and redundancy pay, followed by parental leave and related entitlements, and maximum weekly hours.

Our best practice guides help small businesses and workers with a range of workplace issues, providing guidance on adopting best practice initiatives to achieve happier, fairer and more productive workplaces. Collectively, our best practice guides were viewed 580,303 times. The most downloaded best practice guides were on parental leave, privacy in the workplace, and flexible working arrangements.

Our interactive templates, that allow employers and workers to generate a tailored template for their circumstances, were downloaded 33,239 times. Additionally, our other templates were downloaded 278,234 times.

Online learning centre

Our online learning centre provides free interactive online courses that assist employers and workers to build skills and develop strategies to manage workplace issues. Customers commenced 57,771 online learning courses in 2024–25. The 5 most popular courses were:

1. Difficult conversations in the workplace (for employees)
2. Difficult conversations in the workplace (for managers)
3. Managing performance
4. Diversity and discrimination
5. Starting a new job.

Library

Our online library is available on our website and provides customers with access to tailored workplace relations content that may not be covered elsewhere on the website. Our Advisers also use information from the website and our library when giving advice over the phone.

In 2024–25 our online library articles were viewed more than 1.6 million times. The most viewed articles in our library related to annual and personal leave entitlements, retail casual penalty rates and resignation notice periods.

PACT

Our online Pay and Conditions Tool, PACT, allows employers and workers to easily determine minimum pay rates, allowances and penalty rates, and minimum entitlements under the NES based on award type. PACT can also assist customers to identify possible awards through an occupation and industry search to enable them to find their minimum pay and entitlements.

Customers visited PACT more than 5.7 million times, performing over 5.2 million calculations. The top industries viewed in PACT were:

- hospitality
- building, construction and on-site trades
- retail
- health support services
- manufacturing.





Phone services

The Fair Work Infoline encourages voluntary compliance by providing high quality advice, assistance and education to help promote workplace-level conversations and resolutions.

Our advisers offer guidance to workers and employers to understand and apply their rights and obligations so that if a workplace problem arises, it can be resolved in the workplace in the first instance. Where an enquiry is unable to be resolved it may be escalated to our dispute assistance services or referred for further investigation (for more information see page 38, Responding to Requests for Assistance).

In 2024–25, we answered 287,616 phone calls with the majority of those seeking assistance being workers or their representatives (74%). The most common industry types we received enquiries about via our Fair Work Infoline related to:

- ▶ health care and social assistance (15%)
- ▶ construction (13%)
- ▶ accommodation and food services (9%).

The most common enquiries answered by our Fair Work Infoline advisers related to:

- ▶ base rates of pay (19%)
- ▶ final pay (9%)
- ▶ notice and payment in lieu (7%).

We welcome feedback from the public about their experience with us. It helps us to know what we're doing well and what changes we need to make. More information about how we manage feedback is available on page 80, External scrutiny.

In 2024–25 we received considerable positive feedback about our Infoline service and advisers.



A massive thank you to [Adviser] ... he had very good communication skills, strong knowledge and active listening skills ... researched my questions and easily resolved my enquiry ... then emailed me resources ... It is wonderful to know that such fantastic people exist ...



... I want to take a moment to express my deepest gratitude for the exceptional service I received ... It was, without a doubt, the most positive and supportive experience I have ever had with a public servant ... [the] thoughtful guidance and detailed explanations provided me with clarity and reassurance during a time when I felt overwhelmed and uncertain ... [Adviser] handled my case – with a level of professionalism and compassion that made me feel truly heard and supported.



I want to express my gratitude ... for the speedy and concise help they provided me as an employee and the excellent customer service provided by your agent ... From the initial enquiry to following up and calling me back with the answer and help I was offered to assist me in resolving my issue ...

Online enquiries and My account

We also provide assistance to our customers via our online channels including My account, email and social media.

In 2024–25 we answered more than 24,716 enquiries via our online channels, with most enquiries (90%) submitted via My account, our online customer portal providing tailored workplace information and advice.

Of those we answered via My account, 79% were from workers or their representatives. The most common industries these enquiries related to were:

- ▶ health care and social assistance (17%)
- ▶ accommodation and food services (12%)
- ▶ professional, scientific and technical services (9%)
- ▶ administrative and support services (8%)
- ▶ retail trade (8%).

Small business services and engagement

Providing education and assistance to small business remains an enduring priority for the FWO. We are committed to supporting small business employers and their workers to understand their workplace obligations and navigate the unique challenges within the sector.

We offer tailored information and advice and keep small business informed of changes to workplace laws via:

- ▶ our website including our Small Business Showcase
- ▶ targeted social media campaigns and subscriber emails
- ▶ our Small Business Helpline
- ▶ our Employer Advisory Service.

Our Small Business Showcase offers tailored information and resources, covering the employment lifecycle: hiring new employees, managing staff, and ending employment. During the reporting period we added content about:

- ▶ the new obligations under the NES that provide a pathway to permanent employment for casual workers
- ▶ the new criminal underpayment laws
- ▶ the Voluntary Small Business Wage Compliance Code.

For more information see page 22, Assurances for small business.

During 2024–25 our Small Business Helpline answered 46,774 calls. Customers can access the Small Business Helpline on 13 13 94 and select option 3. Those seeking assistance via the Small Business Helpline were often in the following industries:

- ▶ construction
- ▶ other services
- ▶ health care and social assistance
- ▶ professional, scientific and technical services
- ▶ retail trade.

In 2024–25, we resolved 1,733 Requests for Assistance relating to small businesses, recovering \$998,096 for 262 workers.

We also engage directly with representatives of small businesses and their workers through our Small Business Sub-Committee. For more information about our tripartite approach see Advisory and reference groups on page 30.

Employer Advisory Service

We recognise the importance of providing education and support for small business employers to navigate changes to workplace relations laws. Our Employer Advisory Service (EAS) offers tailored and reliable written advice to help small business understand and comply with their obligations under the FW Act.

In 2025, the EAS provided its 10,000th piece of written advice since the service began 4 years ago. This is a significant milestone that highlights the ongoing need for tailored and accurate advice to assist small businesses.

Questions about award coverage were prominent across all industries, but most markedly for small businesses in the professional, scientific and technical services and other services industries. Enquiries from the health care and social assistance industries included a noticeably higher percentage of questions about hours of work, breaks and rosters than other industries.

Overall, 10% of enquiries came from small businesses that were yet to employ staff, 43% from microbusinesses with fewer than 5 employees, and 47% from small businesses with 5–14 employees.



EAS supporting small business

The owner of a small business in the building industry was struggling with how workers were managing their leave. Despite having plenty of accrued annual leave, some staff were requesting unpaid leave at short notice to take holidays – and in some cases, proceeding with their plans even when leave wasn't approved. When staff did apply for leave, they often gave little notice, making it difficult for the business to plan and manage workloads.

We provided technical advice confirming that unpaid leave for holidays is not a workplace entitlement and can be refused at the employer's discretion. We also explained that the relevant award is silent on the process and notice requirements for requesting annual leave, giving the business flexibility to set expectations.

To support a long-term solution that could improve workplace planning and cooperation, we suggested the business develop a clear leave policy – one that detailed how and when staff should apply for leave, notice expectations, and the process for approval. We directed the owner to our best practice guides on Consultation and cooperation in the workplace, Managing underperformance and Effective dispute resolution, along with our online learning courses for managers.

For more information about customer feedback on the EAS see the Annual Performance Statement 2024–25 on page 06.



Resolving workplace disputes

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

We are committed to working with employers, workers and their representatives to resolve workplace disputes and remediate non-compliance with workplace laws. We find that workplace issues are most effectively addressed when resolved cooperatively between parties, with the support of clear advice and education (see Information, education, advice and assistance on page 30).

In most cases, our dispute assistance services assist parties to successfully resolve their matters, enabling quicker resolution. Our services are available to anyone in the workplace community and are designed to promote voluntary compliance by providing practical, impartial advice and information.





Pathways to resolving disputes

When an enquiry cannot be resolved through initial advice, we may escalate the matter. As outlined in our C&E Policy each request for assistance is reviewed, assessed and triaged by our Fair Work Officers to determine the most appropriate response.

A Fair Work Officer's role is to help both parties understand the law, communicate, and make informed choices. This may include:

- ▶ helping each party identify and understand the issues in a dispute
- ▶ giving advice and information about each party's workplace rights and obligations
- ▶ facilitating discussions between the parties
- ▶ exploring ways to resolve the dispute
- ▶ explaining proposed resolutions and other possible options
- ▶ providing information about third parties who may be able to help.

Where we determine a matter warrants additional attention or investigation, we may initiate guided compliance actions.

In deciding whether to allocate investigative resources, we consider issues such as whether allegations of non-compliance are:

- ▶ within our jurisdiction
- ▶ being treated by other agencies, employer organisations, unions, advocates or other alternative services
- ▶ isolated events arising between the parties
- ▶ credible, can be corroborated or other necessary evidence can be provided
- ▶ more appropriately resolved directly between the parties (for instance, where an attempt to resolve a dispute at the workplace level has not occurred).

For more information on enforcement actions see Strategic compliance and enforcement on page 40.

In 2024–25 FWO staff members received a number of positive comments from the public about our services when assisting with disputes.



Thank you for all of the information and assistance. The process was easy to understand when I finally had the courage to make the step to stand up for myself ... your staff are incredibly patient in explaining the process and laws. Really grateful. Thank you.



I would like to express my sincere appreciation for the outstanding support provided by [Officer] ... He exemplifies all the qualities of an exceptional professional: empathy, clear communication, attention to detail, problem-solving, accountability, integrity, and a deep commitment to client advocacy ... I'm sincerely grateful for his help and guidance. Thank you, [Officer], for going above and beyond.

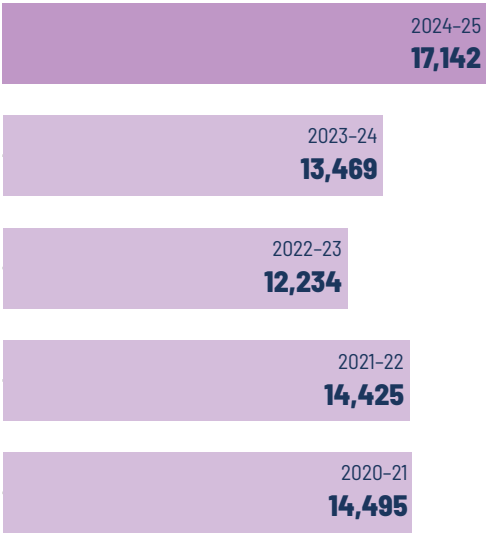


I wanted to take a moment to acknowledge how incredibly helpful [Officer] has been ... she has been kind, patient, and genuinely supportive throughout what has been a really stressful and emotional time for me ... Her calm and professional approach really helped to ground me when I was feeling overwhelmed, and I'm so grateful for her support. It's not easy reaching out for help in situations like this, but having someone like [Officer] on the other end made such a difference. I honestly can't thank her enough.

Responding to Requests for Assistance

In 2024–25, we helped resolve 18,570 workplace disputes. Most of these matters (92%) were finalised via a dispute assistance channel. The remaining 8% of completed workplace disputes were resolved via enforcement action (see page 40, Strategic compliance and enforcement). Through our dispute assistance channels, 2,120 workers were able to recover more than \$7.3 million.

Figure 3: Disputes completed via our dispute assistance services over the past 5 financial years



We have an enduring priority to assist vulnerable workers, including young workers. Young workers accounted for 25% of our completed Requests for Assistance. This cohort remain a vulnerable group due to their limited experience in the workplace, and reduced awareness of workplace rights. We continue to provide support to young workers, including apprentices and trainees, through our communication campaigns and compliance strategies. For more information on our targeted campaigns see Social media and engagement on page 26.

Migrant workers are entitled to the same workplace rights, protections and entitlements as other Australian workers. Visa holder and migrant worker matters escalated to Requests for Assistance were often in relation to accommodation and food services (39%). For more on matters within this sector see Fast food, restaurants and cafes on page 46.

In instances where we identify that another regulator is better placed to deal with issues that arise in workplace disputes, we can refer a customer to the relevant organisation for further assistance. We have entered into a number of formal arrangements with Commonwealth and state regulators to assist our mission of promoting compliance. These arrangements can involve sharing information and intelligence, joint education and compliance activities, and referring instances of non-compliance for their consideration and action. See page 52, Working with other regulators for more information.

Assisting small claims

Not all workplace disputes can be resolved with our assistance. In such cases, there may be alternative pathways available or options to work with another regulator who may be better placed to deal with issues that arise. One option is for parties to take legal action through the small claims jurisdiction of the FW Act. While we do not provide legal representation, we can assist with small claims by offering general information and guiding people through the process. In 2024–25 we assisted with 163 small claims matters which recovered more than \$264,000.



Joint education activities

By strengthening our collaboration with government and non-government stakeholders, we aim to maximise our impact through a shared responsibility for ensuring compliance with Australian laws.

We have delivered a range of educational resources, developed through joint initiatives with stakeholders, such as our reference groups which includes both employer organisations and unions, to equip and empower workers and employers to resolve workplace disputes.

These joint efforts aim to ensure our information and resources are practical, widely accessible, and address the needs of specific cohorts and industry sectors.

In 2024–25 we released several new resources developed through enhanced stakeholder and tripartite engagement, including:

- ▶ in consultation with our Small Business Sub-Committee and the Department of Employment and Workplace Relations (DEWR):
 - » key messaging and videos for small business employers about the Right to Disconnect
 - » our Guide to paying your employees correctly to support the introduction of the Voluntary Small Business Wage Compliance Code
- ▶ in partnership with the Fair Work Commission (FWC):
 - » multilingual videos for small business on pay, entitlements and agreement making
 - » the *Which Fair Work Can Help You?* guide, which outlines how the FWC and the FWO can assist workers and employers on key issues
- ▶ a multilingual resource for seafarers in the maritime industry developed in close consultation with DEWR, and key industry stakeholders including and the International Transport Workers' Federation.



Strategic compliance and enforcement

Non-compliance is deterred through strategic compliance and enforcement activities

Our strategic compliance and enforcement approach is tailored to the specific circumstances and context of each matter. We use our discretion to work with employers and workers to resolve workplace disputes efficiently. As stated previously, wherever possible, we apply supported dispute resolution techniques to encourage voluntary and guided compliance. For more information about our approach see page 20, Our strategic enforcement approach.

Where parties to a dispute are unable to achieve resolution through cooperative compliance options, we may initiate an investigation into the duty holder. If a breach is identified, we will determine an appropriate response and will act proportionately to the significance of the breach and the impact (or potential impact) to the regulated community.

This may include issuing an employer with an infringement notice (IN) or a compliance notice (CN) to remedy the contravention, entering into an enforceable undertaking (EU) or commencing litigation. In 2024–25 we:

- ▶ issued 743 infringement notices with \$838,000 in penalties paid
- ▶ issued 1,220 compliance notices recovering \$8.2 million for 3,438 workers
- ▶ entered into 8 enforceable undertakings recovering more than \$47 million for underpaid workers
- ▶ filed 73 litigations.

In 2024–25, we recovered more than \$358 million in unpaid wages for more than 249,000 workers, representing real money returned to workers who earned it. These significant recoveries were achieved through our dispute assistance services, targeted investigations, our assurance programs relating to large employers, and self-reported underpayments. This outcome reflects the resolution of matters cooperatively within the workplace, as well as the strength of our guided and enforced compliance approach and use of enforcement tools.

Proactive activities

Proactive activities are informed by our data and intelligence and are aligned with our priority areas focusing on specific industry sectors, issues, or organisations. These activities allow us to detect non-compliance via site inspections, deliver tailored education and advice, apply appropriate compliance and enforcement tools, and recover underpayments for affected workers.

In 2024–25 we completed 1,442 proactive activities, recovering \$35.2 million in unpaid wages for 16,642 workers.

The top contraventions from our proactive activities were:

- ▶ employment advertisements that contravene workplace laws
- ▶ underpayment of hourly rate
- ▶ failure to correctly pay weekend penalty rates.

As of 7 January 2023, it is a contravention for employment advertisements (job ads) to include pay rates that breach the FW Act or an industrial instrument (such as a modern award, enterprise agreement, workplace determination or FWC order).

We are enhancing our capabilities to support Fair Work Inspectors to identify non-compliance in job advertisements, to support more rapid intervention to prevent underpayments. The public can also flag alleged illegal job ads via our anonymous reporting tool.



Employment advertisement case studies

Case study 1: A sole trader based in regional Victoria, offering services in the disability support industry, placed an ad on a job ad website seeking a casual Disability Support Worker. The rate advertised started at \$22 per hour, around \$10 per hour below minimum award rates. The job ad also noted that they were seeking workers with prior experience with complex clients.

A Fair Work Inspector contacted the employer and issued an infringement notice. The employer changed the job ad to comply with minimum wages, confirming they had not yet interviewed or employed any candidates based on the job ad.

Our early intervention helped ensure that potential candidates were offered their correct wages and entitlements.

Case study 2: A fast food restaurant in Mornington placed an ad seeking experienced casual kitchen hands, with a starting pay rate of \$17 per hour – around \$15 per hour below minimum award rates.

A Fair Work Inspector contacted the employer and issued an infringement notice. The employer paid the penalty, and the job ad was removed.

Given the high proportion of vulnerable workers, including young and migrant workers, employed in these industries, interventions like this are important for preventing exploitation and improving recruitment practices in the industry.





Building and construction

Improving compliance in the building and construction sector continues to be a priority for the FWO, and we will continue to investigate reports of non-compliance and hold to account those who act outside the law.

We conduct intelligence-led targeted investigations in the building and construction sector, including site visits where appropriate, focusing on underpayments and workplace rights across the commercial and residential building industries.

During 2024–25 our work in the building and construction sector resulted in:

- ▶ 103 CNs issued
- ▶ 24 INs issued
- ▶ 13 litigations commenced
- ▶ assistance with 13 small claims matters.

Our work in the building and construction sector recovered more than \$9.8 million in unpaid entitlements for over 1,850 workers. In the past financial year, we have increased recoveries for unpaid workers in the building and construction sector by 224%. Since assuming responsibility, in late 2022, for enforcing the FW Act across the entirety of the building and construction industry (commercial and residential), the FWO has recovered more than \$17 million for workers in this sector.

Apprentices continue to make up a significant portion of disputes, with 21% involving an apprentice.

In line with our enduring priority to provide education and assistance to vulnerable workers, we are undertaking a program of work relating to apprentices and trainees in the building and construction sector. Under the program, we are:

- ▶ providing targeted education, advice and assistance to apprentices and trainees and their employers, with a specific focus on female apprentices
- ▶ proactively investigating potential breaches of the law via rolling intelligence-led investigations examining compliance with minimum wages, rights and entitlements, as well as potential breaches of the general protections provisions of the FW Act and allegations of sexual harassment
- ▶ taking appropriate compliance action in accordance with our C&E Policy.

During the reporting period, we commenced investigations into allegations of sexual harassment within the building and construction sector. The FW Act prohibits sexual harassment in connection with work, and we can commence court action against the individual harasser and an employer, if the employer is found to have not taken sufficient steps to prevent the sexual harassment from occurring in the workplace.

We are working with industry experts, and stakeholders, including our Building and Construction Reference Group, to ensure our response is informed and collaborative in addressing sexual harassment within this sector, and to ensure those vulnerable to workplace discrimination and harassment based on gender feel supported to access our services.

In July 2024, the then Minister for Employment and Workplace Relations wrote to the FWO regarding alleged serious misconduct within the branches of the Construction and General Division of the Construction, Forestry and Maritime Employees Union (CFMEU), involving possible FW Act contraventions.

The FWO continues to progress investigations in relation to multiple branches of the Construction and General Division of the CFMEU and a number of officials and employers with an alleged association with the CFMEU. We are also continuing to work with law enforcement agencies and other regulators as appropriate.

In 2025, we commenced legal proceedings against the CFMEU and its former Victorian Secretary John Setka. The matter is ongoing.

Following the transfer of matters to the FWO following the abolition of the Australian Building and Construction Commission, we also achieved significant litigation outcomes regarding unlawful conduct of the CFMEU and its officials, including court-ordered penalties totalling:

- ▶ \$247,540 against the CFMEU and 3 of its officials for taking adverse action against a site safety manager for entering an exclusion zone and disregarding the safety of those on site at the Yatala Labour Prison upgrade project in Adelaide
- ▶ \$168,000 against the CFMEU and one of its officials for improper conduct, at the West Gate Tunnel construction project in Melbourne
- ▶ \$131,100 against the CFMEU and 2 of its officials for unlawful conduct at the South State Secondary College construction project in Brisbane.



Aged care services

Aged care services is a new priority area for the FWO. The sector employs a high number of migrant workers, who can be at risk of exploitation due to language barriers and a reluctance to report issues.

Common issues raised by aged care workers, include:

- ▶ underpayment of base rates of pay
- ▶ non-payment of overtime and penalty rates
- ▶ non-payment of allowances
- ▶ non-payment of final entitlements upon leaving their employment.

In 2024–25 we completed 136 matters in the aged care services sector, issuing 2 INs and 6 CNs. We recovered more than \$10.6 million for over 11,000 workers in this sector, which includes \$7.9 million in recoveries as a result of our enforceable undertaking we entered into with Southern Cross Care in 2023–24.

In February 2025, we commenced investigations into 20 aged care providers across 27 sites in Victoria, New South Wales, South Australia, Queensland and Western Australia. Investigations are ongoing and our focus is on pay and entitlements for personal care workers, nurses, and nursing assistants providing direct care to older people in their homes and at residential aged care facilities. Our targeted activity was informed by engagement with our Aged Care Services Reference Group, and our data and intelligence including history of non-compliance, anonymous reports to us, and/or their employment of visa holders. Importantly, we worked closely with employer organisations and unions in the aged care sector in designing these targeted investigations.



Disability support services

Disability support services is a priority area for the FWO. Industry reports show that the sector faces several challenges, including the rise in gig platforms for disability care workers.

Disability support workers are often visa holders, migrant workers and employees with limited English. Employees in this industry may also work part-time or casually and shiftwork is common (for example nightwork, broken shifts), which increases the risk of non-compliant rostering arrangements and exploitation.

Throughout the year, we consulted closely with industry experts and stakeholders, including our Disability Support Services Reference Group, to improve our website information and resources. Insights and feedback from the sector help ensure that our content meets the needs of our stakeholders.

During 2024–25 our work in the disability support services sector (including other social assistance services) resulted in:

- ▶ 10 INs issued
- ▶ 39 CNs issued
- ▶ 2 EUs.

Our work in the disability support services sector (including other social assistance services) recovered more than \$20 million in unpaid entitlements for 7,307 workers.

We secured a \$7,012 penalty against the operator of a disability support services business operating in southern New South Wales. The sole trader was penalised in response to failing to comply with a CN that required them to back-pay 2 employees who were underpaid their minimum wages, overtime, annual leave entitlements and public holiday entitlements, as well as shift loading and sleepover allowances.

We entered into an EU with South Australian allied health services charity, Townsend House Inc, after they self-reported non-compliance to us. A misunderstanding of the treatment of additional hours employees had worked, combined with payroll system errors, resulted in \$76,000 of underpayments to 80 workers. To help ensure Townsend House prioritises workplace compliance, among other actions under the EU, relevant staff are required to undertake workplace relations training.



Agriculture

The agriculture sector is critically important to the Australian economy. With an increasing number of temporary visa holders working in the sector, we remain committed to improving compliance.

With persistent high incidence of non-compliance and its unique characteristics, agriculture remains a priority area for the FWO. These characteristics include the:

- ▶ nature of work (manually intensive and seasonal)
- ▶ prevalence of labour hire arrangements
- ▶ high proportion of vulnerable, young and/or visa holder workers
- ▶ transient workforce
- ▶ location of workplaces (often remote).

In 2024–25 we completed 358 matters in the agriculture sector, issuing 21 INs and 42 CNs.

Our compliance activities recovered \$361,620 for 192 workers.

The most common contraventions related to:

- ▶ underpayment of wages (17%)
- ▶ termination pay (14%)
- ▶ annual leave entitlements (8%).

We secured \$166,860 in court-ordered penalties against one of Australia's largest celery producers, A & G Lamattina & Sons Pty Ltd, for underpaying 3 casual farmhands more than \$91,000. The Court found the underpayment of the non-English speaking migrant employees was deliberate and that the company failed to meet its obligations under the Horticulture Award, including paying minimum wages, casual loading, overtime and public holiday rates.

We entered into an EU with Goulburn Valley fruit growing company, R J Cornish & Co, after they made unlawful wage deductions of nearly \$127,000 from 112 employees. Fair Work Inspectors found the company had made unlawful deductions from workers' wages for the hire of equipment. Affected workers were employed on a casual basis as fruit pickers, with some of the underpaid employees being on working holiday visas.

We also undertook a series of joint investigations with the Australian Taxation Office (ATO) and Department of Home Affairs (Home Affairs) to investigate farm worker exploitation. See page 52 Working with other regulators for more information.



Horticulture Strategy 2021–2024

In June 2025, we released the findings of our Horticulture Strategy. From December 2021 through to November 2024, Fair Work Inspectors targeted growers and labour hire providers in 15 regional hotspots identified as high-risk for non-compliance with workplace laws.

We conducted 360 site inspections, engaging with 545 businesses and commencing 512 investigations.

Throughout the campaign, we promoted our Horticulture Showcase (horticulture.fairwork.gov.au), our virtual hub of workplace information and resources for the industry.

Key findings from our investigations include:

- ▶ 68% of non-compliance was by labour hire providers
- ▶ non-compliance by growers didn't appear deliberate
- ▶ piecework requirements were not met including record-keeping and payment of the guaranteed minimum hourly rate
- ▶ poor record-keeping and incorrect pay slips continue to be a major problem in the sector
- ▶ growers had a good understanding of their obligations but arrangements for working with labour hire providers were inconsistent.

We took the following enforcement actions:

- ▶ 166 INs issued with \$760,405 in penalties imposed
- ▶ 95 CNs issued with \$384,168 recovered for 464 workers
- ▶ one EU with \$126,859 recovered for making deductions that weren't permitted.

We have since commenced a targeted 2-year compliance campaign focusing on the 5 regions identified as being the most non-compliant.

Ahead of the public release of the Horticulture Compliance Report, we consulted with industry experts and stakeholders, including our Agriculture Reference Group, to ensure accuracy and increase awareness of our work in the sector.

Our media release about the Horticulture Compliance Report received widespread coverage, reaching a cumulative potential media audience of 11 million people. This included the Ombudsman, Anna Booth completing 6 different radio interviews.

The findings of our strategy are available on our website, Horticulture Compliance Report (fairwork.gov.au/about-us/compliance-and-enforcement/inquiries/horticulture-compliance-report).





Fast food, restaurants and cafes

Fast food, restaurants and cafes remain a priority due to persistent and significant non-compliance in the sector. Workers are commonly young, and include visa holders, who may be unaware of their workplace rights or unwilling to speak up. Many are employed in a casual or part-time capacity.

In 2024–25 we recovered \$3.1 million for 1,814 underpaid fast food, restaurant and cafe workers. Our work in the sector resulted in:

- ▶ 268 INs issued
- ▶ 431 CNs issued
- ▶ 30 assisted small claims
- ▶ 14 litigations commenced.

Of the anonymous reports we received, 18% related to the fast food, restaurants and cafes sector. The sector also accounted for 13% of all our disputes completed.

To expand the reach of important workplace relations information within this sector, we undertook joint communications with members of our Fast Food, Restaurants & Cafes Reference Group. In December 2024 we published a post on our Facebook and Instagram channels in collaboration with Reference Group members on unpaid work. The post tagged most members of the Reference Group with a message: 'if an employee's required to be at work, they must be paid for that time.' The posts had around 40,000 views during the 2024–25 financial year.

In 2024–25 we completed 26 targeted compliance activities across 115 sites, as part of our national Food Precincts Program, recovering \$219,401. Workplaces with high concentrations of vulnerable workers were selected for auditing.

Further recoveries achieved as a result of targeted campaign activities, conducted across the 2023–24 and 2024–25 reporting periods include:

- ▶ \$447,339 for 365 underpaid food outlet employees in Brisbane, following surprise inspections of 51 mostly 'cheap eats' venues. \$162,000 in fines for pay slip and record-keeping breaches were also issued. We found 44 businesses had breached workplace laws.
- ▶ \$217,806 for 209 underpaid food outlet employees in Cairns, following surprise inspections of 35 businesses, with 23 businesses non-compliant.
- ▶ \$223,107 for 447 underpaid food outlet employees on the Sunshine Coast, following surprise inspections of 21 businesses in the Noosa Shire food precincts. We found 13 food outlets had breached workplace laws.

Our investigations into food outlets uncovered common breaches, including:

- ▶ underpayment of minimum wages and penalty rates
- ▶ unpaid overtime and allowances
- ▶ failures in record-keeping.

We also secured more than \$16 million in court-ordered penalties against employers in the sector. This included our largest ever penalty of \$15.3 million ordered against the former operators of Sushi Bay outlets, for deliberately exploiting vulnerable migrant workers. For more information about our Sushi Bay litigation case study see page 56.

Also of note, \$132,840 in penalties was ordered against the Australian franchisor of the Chatime bubble tea chain and its managing director, after the franchisor failed to pay wages and entitlements to its own employees, and the managing director was found to be involved in some of those underpayments. This followed our investigations finding widespread underpayments of more than \$160,000 affecting 152 workers across 19 stores in Sydney and Melbourne, many of whom were international students.





Din Tai Fung case study

We shared the story of migrant worker 'Jet' who found himself in a tough spot as a visa holder worker in Australia. His pay at restaurant Din Tai Fung seemed far too low, but he needed a job. Our short video highlighted Jet's journey to report his employer for underpayment.

To reach culturally and linguistically diverse audiences, the case study was translated into multiple languages and shared via in-language media outlets, including SBS Chinese (with a Chinese version of the video) and SBS Indonesian. We also promoted in-language social media content on Chinese platforms.

Additionally, we published the case study across our social media channels, including Facebook, LinkedIn and YouTube.

In this case the court imposed more than \$4 million in penalties against Jet's former employer for what was described as 'a calculated scheme to rob employees of their hard-earned wages'.

The case study underscores the seriousness of exploiting vulnerable workers and aims to deter employers who wilfully ignore their legal obligations.

It also aims to build trust with vulnerable workers and the broader migrant working community. In Jet's own words: 'The Ombudsman we can trust.'



Large corporates

Large corporate entities are a priority as we continue to see concerning levels of non-compliance with workplace laws by some of Australia's biggest employers.

The FWO has invested significant resources for the past 5 years into not only identifying and rectifying breaches of workplace laws by large corporations, but also in improving systems, governance and processes to ensure large corporations are more proactively monitoring their compliance to ensure their staff are correctly paid. Through these investments and working constructively with the large corporate sector, we have seen improvements in workplace law compliance; however, issues persist that require the FWO's intervention.

While we are focused on identifying and addressing the root causes of underpayments within the large corporates sector, there continues to be cultural, governance and leadership deficits that result in systemic underpayments.

Our investigations have identified systematic non-compliance in the large corporate sector due to:

- ▶ failure to prioritise compliance with workplace laws
- ▶ ineffective governance
- ▶ inadequate mechanisms for encouraging and resolving employee complaints, or for considering complaints as potential indicators of systemic non-compliance
- ▶ a lack of investment in payroll systems, expertise and auditing
- ▶ complacency, or the adoption of high-risk workplace relations strategies without adequate controls in place.

Within this environment there is also inadequate consideration given to drafting and implementing enterprise agreements in a way that enables the integration with payroll systems, supported by appropriate record-keeping and regular compliance testing and validation.

To help remediate these systemic payroll and governance issues we have worked closely with our stakeholders and subject matter experts to develop a guide that assists employers who have become aware of actual or suspected non-compliance and ways to address this issue. For more information on the Payroll Remediation Program Guide developed in consultation with our Large Corporates Sub-Committee see page 57.

While many large corporates underpayments are self-reported to us, there is significant work involved in verifying the number of underpayments and taking appropriate action. Our investigations may determine that underpayments are significantly higher than the initial self-report or the amount calculated by the employer.

In 2024–25 some of the common issues identified through self-reporting, included:

- ▶ incorrect deductions of annual leave or personal leave (particularly for shift workers)
- ▶ incorrect award coverage or classification
- ▶ non-payment of overtime or penalties
- ▶ non-payment of applicable allowances and incorrect leave accruals.

As a result of activities, including issuing 5 INs and 7 CNs, we recovered almost \$213 million in underpayments for almost 118,000 workers within the large corporate sector.

We also finalised an EU with Hamilton Island Enterprises, the operator of the resort and related businesses on Hamilton Island in the Great Barrier Reef in Queensland, who have back-paid staff more than \$28.1 million. Most of the underpayments were the result of paying annual salaries that were insufficient to cover minimum award entitlements, including overtime rates, penalty rates, allowances and annual leave loading.



University sector

The university sector remains a priority, with our investigations revealing systemic non-compliance.

We continue to find underpayments of casual professional and casual academic staff. This includes:

- ▶ unpaid work for marking, lecture/tutorial attendance and other student interactions
- ▶ the application of incorrect classifications
- ▶ unpaid entitlements
- ▶ improper use of piece rates.

We are working with a range of stakeholders including our Higher Education Reference Group, to help drive a culture of compliance in this sector. Examples of this include collaboration on the newly updated Higher Education content on our website. We also continue to engage with universities directly, other peak bodies and government agencies to raise concerns and encourage universities to proactively review compliance with workplace laws.

In 2024–25 we entered into 4 enforceable undertakings (EU) with universities. These EUs required the 4 universities to repay workers (including interest and superannuation), implement a broad range of measures to ensure compliance with workplace laws going forward and make a contrition payment to the Commonwealth's Consolidated Revenue Fund. The 4 universities included:

- ✔ **University of Melbourne**, which underpaid 25,576 current and former workers more than \$54 million between 2014 and 2024. We previously secured \$74,590 in penalties against the university for taking adverse action against 2 casual academics who exercised their rights to make complaints or enquiries about their work. Melbourne University also paid a \$600,000 contrition payment.
- ✔ **University of Sydney**, which underpaid 14,727 current and former workers more than \$19 million between 2014 and 2022. Sydney University also paid a \$500,000 contrition payment.
- ✔ **La Trobe University**, which underpaid 6,700 workers more than \$9.3 million between 2015 and 2022. La Trobe University also paid a \$220,000 contrition payment.
- ✔ **Griffith University**, which underpaid 5,457 current and former workers approximately \$5.95 million between 2015 and 2024. Griffith University also paid a \$175,000 contrition payment.

We encourage workplaces to take proactive measures to ensure they are meeting workplace laws and support a culture that enables workers to raise concerns and promptly rectify non-compliance.



Anonymous reporting

Our anonymous report tip-off tool allows members of the public to let us know about a workplace that isn't following the law, anonymously. Information from anonymous tip-offs, along with our operational data and research, help inform our proactive compliance activities.

We received 25,608 anonymous reports in 2024–25, up 50% from the 17,021 reports received in 2023–24.

To make it easier for members of the public to submit a tip-off, in August 2024 the anonymous report form was relocated to the home page of our website. In November 2024, the anonymous tip-off form was also updated to include new options to anonymously report workplace issues such as:

- ▶ freedom of association
- ▶ sexual harassment
- ▶ discrimination
- ▶ job ads that are potentially in breach of workplace laws.

Vulnerable workers are active users of the tool, with young workers submitting most reports (33%) and apprentices and trainees accounting for 9%. For more information on our communication campaigns to support young workers see Social media and engagement on page 26.

The tool is available in 16 languages, supporting culturally and linguistically diverse individuals to report workplace issues in their own language and removing one of the barriers preventing this cohort from reporting exploitation.

In 2024–25 we received 1,561 anonymous reports in a language other than English:

- ▶ 19% Simplified Chinese
- ▶ 15% Traditional Chinese
- ▶ 15% Korean
- ▶ 14% Japanese
- ▶ 37% other languages.

Most of these reports related to:

- ▶ accommodation and food services (35%)
- ▶ administrative and support services (13%)
- ▶ agriculture, forestry and fishing (11%)
- ▶ manufacturing (8%)
- ▶ retail trade (7%).



25,608
anonymous reports



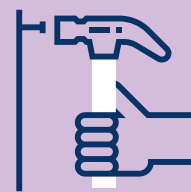
1,561
submitted in a language other than English



50%
increase on 2023–24



33%
submitted by young workers



9%
apprentices and trainees

Working with other regulators

Working with other regulators through joint compliance operations is a key part of our strategic enforcement approach, enhancing deterrence by drawing on the expertise, intelligence and regulatory powers of other government agencies. Through joint investigations, information sharing, and coordinated action, we can broaden the reach and impact of our compliance activities.

We work closely with agencies such as the Australian Border Force (ABF), the Australian Securities and Investment Commission, the ATO, and state labour hire authorities, encouraging use of their regulatory tools to deliver stronger deterrence. These joint operations enable real-time intelligence sharing, help identify systemic non-compliance and have been effective in disrupting illegal activity across sectors.

In November 2024, under the Shadow Economy Taskforce, we partnered with the ATO and Home Affairs to conduct unannounced site inspections across farms in the Lockyer Valley region of southeast Queensland.

Surprise visits targeted labour hire providers in the agriculture sector suspected of non-compliance, including paying workers cash-in-hand to avoid obligations, underpaying wages and failing to provide other entitlements.

Businesses operating in the shadow economy deliberately undercut competitors and gain an unfair advantage, undermining workers' rights and fair market conditions. By conducting joint activities, we aim to ensure compliance with workplace, tax, superannuation, and immigration laws.

In October 2024 and March 2025, we undertook further joint operations with the ATO, ABF, and the Victorian Labour Hire Authority to disrupt suspected phoenix activity and tax evasion within the labour hire sector in Victoria. Through shared intelligence and information, we focused our resources on the highest risk entities to successfully dismantle a network, predominantly serving the agricultural industry, identified as non-compliant with tax obligations, and exploiting vulnerable workers.

We have also worked with the ATO and Home Affairs to conduct several joint site inspections across the fast food, restaurants and cafes sector. We conducted surprise inspections of businesses across Brisbane and Melbourne employing vulnerable workers. The activity focused on checking time and wage records and providing on-site education and resources to assist migrant workers and their employers understand that migrant workers have the same workplace rights as all other workers.

Pacific Australia Labour Mobility (PALM) scheme

The Pacific Australia Labour Mobility (PALM) scheme allows eligible Australian businesses to hire workers from 9 Pacific Island countries and Timor-Leste when there aren't enough local workers available. The program is jointly administered by DEWR and the Department of Foreign Affairs and Trade (DFAT).

Our role to support the PALM scheme includes:

- ▶ conducting workplace history checks on potential approved employers
- ▶ developing English and in-language resources for PALM scheme workers on their workplace rights and obligations
- ▶ delivering presentations to provide arriving PALM scheme workers with information to help them settle into working and living in Australia
- ▶ conducting site inspections and investigations of approved employers and host employers.

In 2024–25, we reached approximately 5,092 workers by delivering 339 presentations (incorporating in-person and virtual presentations).

As a result of compliance activities involving PALM scheme-approved employers since 1 July 2019 we have:

- ▶ commenced 288 investigations
- ▶ issued 14 INs and 72 CNs
- ▶ recovered more than \$807,000 for 2,000 workers.





Modern slavery or human trafficking

We work collaboratively across government to combat migrant worker exploitation. In extreme cases, exploitation can take the form of human trafficking, slavery and slavery-like practices which impacts not only migrant workers and their families, but also businesses that do the right thing and the broader Australian community.

Through continued engagement with government partners such as the Attorney General's Department, the Australian Anti-Slavery Commissioner, DEWR, AFP, Home Affairs, and the ABF, we share information to detect and disrupt employers who exploit vulnerable migrant workers.

Strengthening Reporting Protections Pilot and Workplace Justice Visa Pilot

The Australian Government introduced the Strengthening Reporting Protections Pilot and Workplace Justice Visa Pilot in July 2024 to strengthen protections for eligible visa holders experiencing workplace exploitation. Both pilots are administered by Home Affairs, with the FWO participating in these pilots as a certifying government agency.

The pilot supports workers who may have experienced workplace exploitation and who have contacted us for assistance. Where a visa holder has provided us with information regarding alleged workplace exploitation, the pilot program allows a Fair Work Inspector or Fair Work Officer to provide a certificate stating that the worker has approached us for assistance and we are investigating the matter. This may then be considered by Home Affairs in applying visa protections.

Enforcement outcomes

Infringement notices (INs)

An IN is a fine that can be issued to an employer who has breached the FW Act relating to record-keeping or pay slips. An IN can be issued for one or more breaches.

When deciding whether to issue an IN a Fair Work Inspector may consider:

- ▶ the employer's compliance history
- ▶ how serious the breach is
- ▶ if the employer intentionally didn't follow the law
- ▶ if the employer didn't keep the right records to avoid paying employees what they're owed.

In 2024–25 we issued 743 INs, with penalties paid totalling \$838,179.

Compliance notices (CNs)

A CN is a notice issued by a Fair Work Inspector as a non-punitive mechanism to address alleged contraventions, allowing an employer to fix a breach of the FW Act, instead of commencing court proceedings.

A CN requires that the person take specified action to remedy the identified contraventions, including calculating and repaying any underpayments where relevant, and/or requires the person to produce reasonable evidence of compliance.

If a person or business fails to comply with the directions contained in a CN and has not applied to the court to have the CN reviewed, or does not have a reasonable excuse, they are in breach of the FW Act, and we may commence litigation for non-compliance with the CN.

In 2024–25 we issued 1,220 CNs and recovered \$8.24 million in unpaid wages.

Enforceable undertakings (EUs)

Enforceable undertakings are a court-enforceable, legally binding written agreement between us and someone who we reasonably believe to have contravened the FW Act. In 2024–25, we executed 8 EUs and recovered a total of \$47.1 million for underpaid employees.

The terms of any EU depend on the circumstances and are informed by our C&E Policy available on our website fairwork.gov.au.

Enforceable undertakings are a mechanism the FWO uses to effectively deal with contraventions of the FW Act without requiring the considerable costs involved in court proceedings. EUs are an effective tool we use to change behaviour and secure sustainable systemic compliance.

For example, the FWO has used EUs to help drive meaningful and significant changes to compliance with workplace laws within Australia's universities sector. In 2024–25, we entered into 4 EUs with major Australian universities – the University of Melbourne, the University of Sydney, La Trobe University and Griffith University. In total we have entered into 7 EUs with universities in Australia since 2022, securing over \$102 million in underpaid wages for 65,358 current and former workers. Critically, we have also secured long-term, legally enforceable commitments from these universities that will ensure they will take a far more robust and systemic approach to workplace law compliance. For more on our outcomes in this sector see University sector on page 49.

To encourage behavioural change and facilitate a sustainable culture of compliance, we are more likely to accept an undertaking from a person who is committed to:

- ▶ taking meaningful steps to improve compliance, including stronger governance and accountability measures
- ▶ building workplace relations knowledge and skills for managers responsible for compliance
- ▶ implementing clear policies and procedures to support compliance
- ▶ seeking and following advice from qualified workplace relations professionals or legal experts
- ▶ conducting regular audits either by in-house or independent experts, including speaking directly with employees to verify records and claims
- ▶ creating ways for workers to raise issues and contribute to monitoring compliance, such as through representative forums
- ▶ expressing some form of contrition for wrongdoing and agreeing to demonstrate contrition through a payment either to the Consolidated Revenue Fund, or another entity whose objectives are strategically aligned with the FWO's statutory purpose and that is approved by the FWO in the circumstances (for example, the Cleaning Accountability Framework). During the year, payments totalling \$2,059,804.45 were made to the Consolidated Revenue Fund and \$425,000 were provided to the Cleaning Accountability Framework.

To ensure transparency and enhance general deterrence, we publish all executed EUs on our website (fairwork.gov.au) and generally will also issue a media release about the enforcement outcome.





Litigations

Litigation is reserved for contraventions that are serious, significant and/or systemic in nature, or in circumstances where litigation would uphold the integrity of our enforcement tools or serve the public interest.

Litigation is an essential enforcement mechanism for deterrence and providing clarity about obligations and rights under workplace laws. For information on how we address potential criminal conduct see Criminal underpayment offences on page 22.

We are more likely to litigate cases involving:

- ▶ deliberate and/or repeated non-compliance with workplace laws
- ▶ exploitation of vulnerable workers
- ▶ failure to cooperate with us and fix contraventions after being given the opportunity to do so
- ▶ parties who have a prior history of contraventions who have not taken adequate steps to ensure compliance despite being advised of the consequences in the past.

We initiated 73 litigations in 2024–25 and secured more than \$23.7 million in penalties, including our highest ever penalty of \$15.3 million against the former operators of Sushi Bay outlets. For more information see Serious contraventions on page 56.

In 2024–25 we secured our third largest penalty of \$5,146,100 against Blue Sky Kids Land Pty Ltd, Q Fay Trading Pty Ltd and their company directors. Blue Sky Kids Land Pty Ltd paid 4 migrant workers who spoke limited English as little as \$10 an hour. The penalties were also imposed for a range of workplace breaches including hindering or obstructing Fair

Work Inspectors and providing false or misleading records. Some of the contraventions committed by Blue Sky Kids Land Pty Ltd and one of the directors were considered serious contraventions under the FW Act because they were committed deliberately and systematically.

We achieved our largest total penalties in relation to breaches of section 348 of the FW Act, which makes coercion in respect of industrial activity unlawful. The \$657,105 in penalties against the Mining and Energy Union and 5 then union officials were for conduct that included verbal abuse of workers at the Oaky Creek North coal mine in central Queensland.

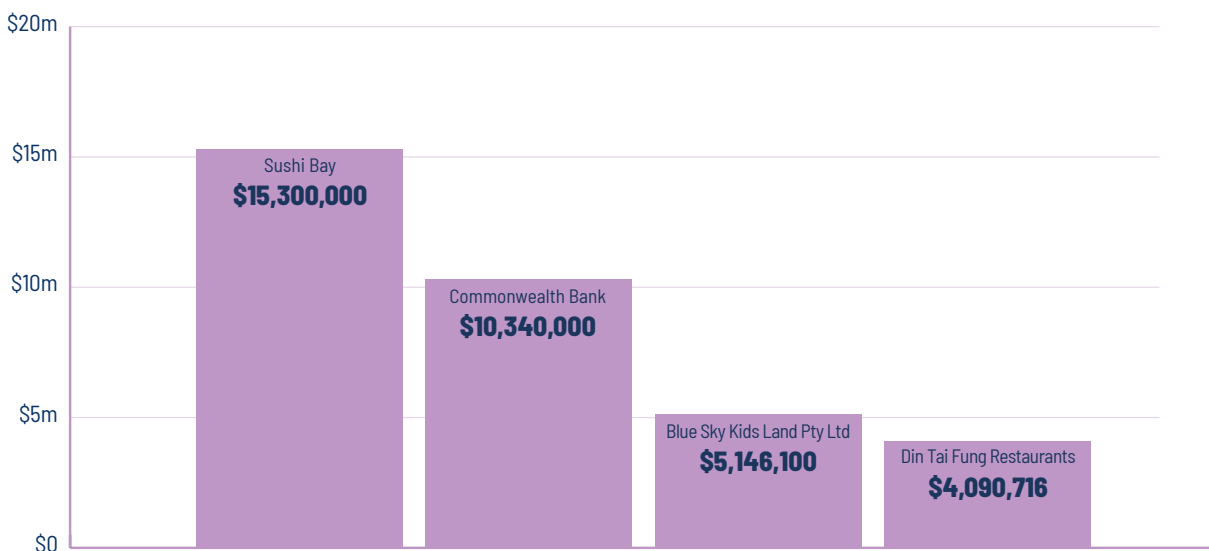
We also secured a penalty of \$197,000 against Sydney health and wellness research company, Doll House Training Pty Ltd, for contraventions including sham contracting involving workers with disability. The business terminated or threatened to terminate 3 workers with disabilities and re-engaged them as independent contractors to perform substantially the same work.

Gender equity in briefings

We remain committed to the Law Council of Australia's Equitable Briefing Policy, which aims to drive cultural change and improve gender equality in the number of briefs issued to barristers across the country. In 2024–25, the FWO briefed female counsel 34 times and male counsel 45 times.

When briefing barristers, a range of factors are considered during the selection process, including the nature of the matters, availability of counsel and the urgency of proceedings.

Figure 4: Record penalties awarded by the courts



Serious and systemic non-compliance

Serious and systemic non-compliance is detected and addressed

Serious contraventions

Under the FW Act we may make use of tougher provisions via litigation to ensure those who commit serious contraventions are held to account, and as a general deterrent to others from engaging in such conduct.

A serious contravention is where a person knowingly contravened an obligation under workplace laws or was reckless as to whether the contravention would occur. Under the FW Act, the maximum penalties for serious contraventions are 10-times the penalties that would ordinarily apply.

Serious contraventions often involve the exploitation of vulnerable workers who may lack awareness of their entitlements or be reluctant to complain.

In May 2025, we secured \$395,000 in penalties against the operator and manager of Mr Viet restaurants in Adelaide. The penalties were imposed for:

- ▶ underpaying or not paying minimum rates including loading and overtime rates
- ▶ failing to compensate employees for meal breaks
- ▶ providing false records
- ▶ making employees spend their own money to buy food and beverages for the managers and other staff as punishment for mistakes made at work.

The operator back-paid one worker \$10,000, which they then made the worker withdraw and give back.

Sushi Bay litigation case study

In August 2024, we secured our largest ever total penalty of **\$15.3 million** against the former operators of Sushi Bay outlets across New South Wales, and in Darwin and Canberra for deliberately exploiting vulnerable migrant workers, including underpaying staff more than \$650,000.

The companies underpaid 163 workers – mostly Korean nationals on student, working holiday and 457 skilled worker visas – and falsified records to try to cover it up.

The deliberate and systematic nature of the conduct meant that some of the breaches were ‘serious contraventions’ under the FW Act reflecting the record penalties handed down.

Our media release on the penalty decision in this case was covered by more than 100 news outlets, including syndications. This included 4 radio interviews by the Ombudsman, Anna Booth.





Systemic non-compliance

Payroll Remediation Program Guide

Addressing systemic non-compliance within the large corporates sector remains a priority for the FWO. By understanding the root causes of non-compliance, we can better support employers to identify and remedy issues when they arise and put in place practices to sustain compliance.

In April 2025, we released our Payroll Remediation Program Guide to support organisations – particularly large corporations – that have identified systemic and widespread underpayments.

The guide provides a practical and structured framework to help employers address non-compliance, remediate the impact to affected workers, and implement meaningful cultural, and operational change to prevent future breaches.

The guide draws on our extensive experience in assessing self-reported underpayment matters and incorporated feedback from peak business associations, unions and industry bodies through the Large Corporates Sub-Committee, and legal and accounting firms.

While tailored for large-scale remediation efforts, other employers will also find general information to help with their compliance.

The Payroll Remediation Program Guide is available on our website, fairwork.gov.au.

For more information about our compliance activities in this specific area see Large corporates on page 48.

Supply chains

Complex contracting arrangements, especially in industries such as cleaning and horticulture, increase potential opportunities to exploit vulnerable workers by underpaying or denying them entitlements.

A supply chain exists where businesses contract out work, including labour and services beyond one tier of engagement. So, if the work is then contracted to another business which in turn contracts another business, this creates a supply chain. Lead firms must ensure all employees engaged by various employers in their supply chain are receiving the correct minimum entitlements under workplace laws. Otherwise, the lead firm that receives the benefit of the labour could, in certain circumstances, be accountable for the non-compliance and subsequent enforcement action.

Labour hire arrangements are a common feature in supply chains. In these cases, workers are employed by a labour hire company to perform work for another business. The labour hire employer is legally responsible for paying these workers and ensuring their entitlements are met.

The findings of our Horticulture compliance report show persistently high levels of non-compliance with these labour hire arrangements in the agriculture sector. See Horticulture Strategy 2021–2024 on page 45 for more information.

We have also continued to work with the Cleaning Accountability Framework (CAF), an industry initiated multistakeholder body to build a sustainable culture of compliance and improve conditions and work standards in property cleaning services. Through their programs, CAF identify and address systemic issues and collaborate with stakeholders to achieve cultural transformation.



3



Part 3**Management and accountability**

ANAO audit report

Workforce demographics

Workforce management

Property and environment management

Corporate governance

External scrutiny

Financial management



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

To deliver on our purpose of promoting harmonious, productive, cooperative, and compliant workplace relations in Australia, we must ensure our internal systems, capabilities, and ways of working are robust, inclusive, and fit for purpose. We are committed to building a high-performing agency with an engaged and productive workforce – where employees are proud of the work they do and motivated to contribute to our shared goals.

Our ways of working continue to evolve to meet the expectations of the Australian public and uphold the integrity of the FWO. Our governance frameworks enable transparent decision-making, effective risk management, and accountability, and ensure that we meet our legislative requirements as well as the expectations of the community.

These efforts matter, because they strengthen our ability to serve more than 14.6 million workers and 1 million businesses across Australia. By investing in our people and systems, we ensure that the FWO remains a trusted, responsive regulator, that delivers on our vision of 'Working for Fairer Workplaces'.



ANAO audit report

In August 2024, the Australian National Audit Office (ANAO) commenced an independent performance audit examining the effectiveness of the FWO's exercise of its regulatory functions under the *Fair Work Act 2009* (FW Act).

The purpose of the audit was to evaluate the effectiveness with which the FWO performs its regulatory responsibilities, including whether the FWO has appropriate governance arrangements.

Key findings

The audit concluded that:

- ▶ the FWO has established largely fit-for-purpose governance arrangements to support its regulatory function
- ▶ strategies to encourage voluntary compliance and detect non-compliance are largely effective, although not fully integrated into broader business planning
- ▶ enforcement arrangements are largely effective, though improvements are needed in how regulatory performance is measured and reported
- ▶ stakeholder engagement is generally well-managed, though the risk of regulatory capture has not been separately assessed.

The ANAO made 3 recommendations aimed at strengthening regulatory oversight and monitoring of our regulatory activities.

- ▶ **Recommendation 1:** The FWO delivers a framework for the implementation and monitoring of regulatory priority areas and activities that is integrated with business planning and is risk-based.
- ▶ **Recommendation 2:** The FWO ensures that internal governance bodies perform strategic oversight and monitoring of regulatory objectives and outcomes and consider the efficiency and effectiveness of regulatory activities.
- ▶ **Recommendation 3:** The FWO ensures that there is:
 - » documentation of the completion of mandatory steps set out in policies and procedures for investigations
 - » appropriate review and quality assurance of investigations to improve levels of compliance and to take corrective action where necessary.

FWO response

In response to the findings, we have committed to a range of improvements, including:

- ▶ developing a risk-based framework to inform the implementation of, and oversee regulatory activities in, our priority areas
- ▶ a comprehensive review of internal governance frameworks to enhance strategic oversight
- ▶ implementing a quality assurance framework for investigations and reviewing supporting policies, procedures, and IT systems.

These actions aim to enhance the FWO's accountability, regulatory impact, and shows our commitment to continuous improvement.

The ANAO report is available on the ANAO's website: *Effectiveness of the Office of the Fair Work Ombudsman's Regulatory Functions* (www.anao.gov.au/work/performance-audit/effectiveness-of-the-office-of-the-fair-work-ombudsmans-regulatory-functions).

Workforce demographics

As at 30 June 2025, the FWO employed 1,054 ongoing, 8 non-ongoing and 0 casual employees under the *Public Service Act 1999* (Public Service Act).

In 2024–25 we had a total of 130 ongoing engagements, 25 non-ongoing engagements, 40 internal promotions and 109 broadband movements.

The size, location and makeup of our workforce is detailed below.

Table 2: Ongoing employees by location as at 30 June 2025

	Man/Male			Woman/Female			Non-binary*			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
NSW	91	8	99	130	32	162	0	0	0	0	0	0	0	0	0	261
Qld	54	5	59	88	30	118	0	0	0	0	0	0	0	0	0	177
SA	30	4	34	64	19	83	0	0	0	0	0	0	0	0	0	117
Tas	13	3	16	12	8	20	0	0	0	0	0	0	0	0	0	36
Vic	94	9	103	145	62	207	0	0	0	0	0	0	0	0	0	310
WA	24	3	27	32	14	46	0	0	0	0	0	0	0	0	0	73
ACT	25	3	28	27	8	35	0	0	0	0	0	0	0	0	0	63
NT	0	1	1	2	0	2	0	0	0	0	0	0	0	0	0	3
Total	331	36	367	500	173	673	0	0	14	0	0	0	0	0	0	1054*

*14 employees identified as non-binary, and to protect their identification they have been added to the total figure only.

Table 3: Ongoing employees by location as at 30 June 2024

	Man/Male			Woman/Female			Non-binary*			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
NSW	85	5	90	115	41	156	0	0	0	0	0	0	0	0	0	246
Qld	47	4	51	80	23	103	0	0	0	0	0	0	0	0	0	154
SA	27	2	29	51	20	71	0	0	0	0	0	0	0	0	0	100
Tas	13	2	15	11	7	18	0	0	0	0	0	0	0	0	0	33
Vic	94	5	99	122	61	183	0	0	0	0	0	0	0	0	0	282
WA	27	2	29	22	14	36	0	0	0	0	0	0	0	0	0	65
ACT	20	3	23	27	9	36	0	0	0	0	0	0	0	0	0	59
NT	0	0	0	3	1	4	0	0	0	0	0	0	0	0	0	4
Total	313	23	336	431	176	607	0	0	7	0	0	0	0	0	0	950*

*7 employees identified as non-binary, and to protect their identification they have been added to the total figure only.

**Table 4:** Non-ongoing employees by location as at 30 June 2025

	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
NSW	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qld	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1
SA	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	2
Tas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vic	0	1	1	1	0	1	0	0	0	0	0	0	0	0	0	2
WA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ACT	1	0	1	2	0	2	0	0	0	0	0	0	0	0	0	3
NT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	3	1	4	4	0	4	0	0	0	0	0	0	0	0	0	8

Table 5: Non-ongoing employees by location as at 30 June 2024

	Man/Male			Woman/Female			Non-binary*			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
NSW	4	1	5	4	1	5	0	0	0	0	0	0	0	0	0	10
Qld	4	0	4	5	1	6	0	0	0	0	0	0	0	0	0	10
SA	2	0	2	2	0	2	0	0	0	0	0	0	0	0	0	4
Tas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vic	3	0	3	8	1	9	0	0	0	0	0	0	0	0	0	12
WA	1	0	1	3	3	6	0	0	0	0	0	0	0	0	0	7
ACT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	14	1	15	22	6	28	0	0	3	0	0	0	0	0	0	46*

* 3 employees identified as non-binary, and to protect their identification they have been added to the total figure only.

Table 6: Ongoing employees by classification as at 30 June 2025

	Man/Male			Woman/Female			Non-binary*			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
SES Band 2	2	0	2	2	0	2	0	0	0	0	0	0	0	0	0	4
SES Band 1	5	0	5	10	0	10	0	0	0	0	0	0	0	0	0	15
EL 2	27	1	28	30	4	34	0	0	0	0	0	0	0	0	0	62
EL 1	51	4	55	74	34	108	0	0	0	0	0	0	0	0	0	163
APS 6	84	4	88	106	49	155	0	0	0	0	0	0	0	0	0	243
APS 5	113	13	126	168	53	221	0	0	0	0	0	0	0	0	0	347
APS 4	26	7	33	55	19	74	0	0	0	0	0	0	0	0	0	107
APS 3	23	7	30	54	14	68	0	0	0	0	0	0	0	0	0	98
APS 2	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1
APS 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	331	36	367	500	173	673	0	0	14	0	0	0	0	0	0	1054

*14 employees identified as non-binary, and to protect their identification they have been added to the total figure only.

Table 7: Ongoing employees by classification as at 30 June 2024

	Man/Male			Woman/Female			Non-binary*			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
SES Band 2	2	0	2	2	0	2	0	0	0	0	0	0	0	0	0	4
SES Band 1	5	0	5	6	1	7	0	0	0	0	0	0	0	0	0	12
EL 2	27	0	27	28	4	32	0	0	0	0	0	0	0	0	0	59
EL 1	45	3	48	71	35	106	0	0	0	0	0	0	0	0	0	154
APS 6	78	3	81	94	52	146	0	0	0	0	0	0	0	0	0	227
APS 5	104	10	114	148	52	200	0	0	0	0	0	0	0	0	0	314
APS 4	32	4	36	50	23	73	0	0	0	0	0	0	0	0	0	109
APS 3	20	3	23	31	9	40	0	0	0	0	0	0	0	0	0	63
APS 2	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1
APS 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	313	23	336	431	176	607	0	0	7	0	0	0	0	0	0	950*

*7 employees identified as non-binary, and to protect their identification they have been added to the total figure only.

**Table 8:** Non-ongoing employees by classification as at 30 June 2025

	Man/Male			Woman/Female			Non-binary*			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
SES Band 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SES Band 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
EL 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
EL 1	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	2
APS 6	1	0	1	2	0	2	0	0	0	0	0	0	0	0	0	3
APS 5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
APS 4	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	2
APS 3	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	1
APS 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
APS 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	3	1	4	4	0	4	0	0	0	0	0	0	0	0	0	8

Table 9: Non-ongoing employees by classification as at 30 June 2024

	Man/Male			Woman/Female			Non-binary*			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
SES Band 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SES Band 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
EL 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
EL 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
APS 6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
APS 5	1	0	1	1	1	2	0	0	0	0	0	0	0	0	0	3
APS 4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
APS 3	13	1	14	21	5	26	0	0	0	0	0	0	0	0	0	40
APS 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
APS 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	14	1	15	22	6	28	0	0	3	0	0	0	0	0	0	46*

*3 employees identified as non-binary, and to protect their identification they have been added to the total figure only.

Table 10: Employees by employment status as at 30 June 2025

	Ongoing			Non-ongoing			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	
SES Band 2	4	0	4	0	0	0	4
SES Band 1	15	0	15	0	0	0	15
EL 2	57	5	62	0	0	0	62
EL 1	126	38	164	2	0	2	166
APS 6	191	53	244	3	0	3	247
APS 5	283	66	349	0	0	0	349
APS 4	86	26	112	2	0	2	114
APS 3	79	24	103	0	1	1	104
APS 2	1	0	1	0	0	0	1
APS 1	0	0	0	0	0	0	0
Total	842	212	1054	7	1	8	1062

Table 11: Employees by employment status as at 30 June 2024

	Ongoing			Non-ongoing			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	
SES Band 2	4	0	4	0	0	0	4
SES Band 1	11	1	12	0	0	0	12
EL 2	55	4	59	0	0	0	59
EL 1	116	38	154	0	0	0	154
APS 6	173	55	228	0	0	0	228
APS 5	254	62	316	2	1	3	319
APS 4	86	27	113	0	0	0	113
APS 3	51	12	63	35	8	43	106
APS 2	1	0	1	0	0	0	1
APS 1	0	0	0	0	0	0	0
Total	751	199	950	37	9	46	996

Table 12: Employment type by location as at 30 June 2025

	Ongoing	Non-ongoing	Total
NSW	266	0	266
Qld	179	1	180
SA	117	2	119
Tas	36	0	36
Vic	316	2	318
WA	74	0	74
ACT	63	3	66
NT	3	0	3
Total	1054	8	1062

Table 13: Employment type by location as at 30 June 2024

	Ongoing	Non-ongoing	Total
NSW	248	12	260
Qld	155	10	165
SA	100	4	104
Tas	33	0	33
Vic	286	12	298
WA	65	8	73
ACT	59	0	59
NT	4	0	4
Total	950	46	996



**Table 14:** Workplace diversity profile as at 30 June 2025

Self-disclosure category	Ongoing	Non-ongoing	Total
People with a disability	58	0	58
People from a culturally diverse background	214	1	215
People from an Aboriginal and Torres Strait Islander background	13	0	13
Total	285	1	286

Table 15: Workplace diversity profile as at 30 June 2024

Self-disclosure category	Ongoing	Non-ongoing	Total
People with a disability	39	3	42
People from a culturally diverse background	182	9	191
People from an Aboriginal and Torres Strait Islander background	13	0	13
Total	234	12	246

Workforce management

Capability development

During 2024–25, we continued to invest in building workforce and leadership capability and partnered with business areas to deliver targeted initiatives that enhance the technical and regulatory expertise of our workforce.

Some of our achievements include:

- ▶ ongoing delivery of the tailored Certificate IV in Government Investigations and introduction of the tailored Diploma of Government Investigations, supporting compliance with the Australian Government Investigations Standards 2022
- ▶ launching structured manager support initiatives, including a manager portal, guides, workshops, new manager orientation and tailored manager training
- ▶ implementing a Senior Executive Service (SES) Performance Leadership Framework by providing a customised SES 360 degree feedback and development program, to embed a culture of transparency and accountability for SES performance
- ▶ supporting employees to undertake formal and accredited courses delivered by trusted providers and/or through our study assistance scheme
- ▶ delivering formal and informal learning and development activities in focus areas such as core Australian Public Service (APS) skills and tradecraft specialisation
- ▶ providing a continuing professional development (CPD) program to maintain technical knowledge and professional skills
- ▶ offering all employees access to an online learning platform containing self-paced courses that have enabled employees to upskill while working flexibly.

We remain committed to strengthening workforce capability so that our people have the right skills to achieve our goals as a regulator. This investment helps to position the FWO as an employer of choice and is critical to attracting and retaining an engaged workforce that can deliver an effective and responsive public service.

Employee engagement

Our 2025 APS Employee Census results confirm that our people are engaged, motivated, and proud to work at the FWO. Our Employee Engagement Index score of 78% is above the APS average and met the target for KPI 6.1: FWO employees are engaged, committed and prepared to achieve our objectives.

The results also showed that employees consider the FWO an attractive and purpose-driven employer, with 91% saying they would recommend us as a good place to work, and 95% believing strongly in the purpose and objectives of the agency.

Our commitment to wellbeing is demonstrated through KPI 6.2: FWO employees feel supported by the FWO, and we met the target set for the Wellbeing Policies and Support Index with a score of 78%, +4 percentage points from 2024 and +7 percentage points from the APS average. These results further position the FWO as a model employer, and we will continue to invest in employee engagement and wellbeing to foster a safe, inclusive, and purpose-driven workplace.

The FWO is committed to flexible work practices and a large portion of our staff take advantage of opportunities to work from home. Our work from home arrangements have had a significant engagement and well-being benefit to our staff and agency and we continue to work with our staff to facilitate flexible working arrangements.

We have made significant changes in the past year to improve how we communicate, consult and collaborate internally with all our staff. We have established a Consultation hub on our intranet, which is the home of all internal consultation activities at our agency. Through the hub, we provide opportunities for staff to provide feedback and ideas about proposed agency changes or initiatives, and keep staff informed about the progress of consultation activities.

We have also worked hard to improve communication across the FWO. This includes implementing monthly town halls where FWO staff can get updates on key matters affecting the agency and ask questions of key decision makers (predominantly our SES team). We have also invested in reinvigorating our Agency Consultative Forum, which provides a forum for employees and their representatives to be consulted about workplace matters that may affect them. Similarly, we are also regularly engaging with members and representatives of the Community and Public Sector Union to ensure we have open channels of communication about the needs and feedback of our staff.





Ethics and values

The APS Values, Code of Conduct and Employment Principles underpin our positive workplace culture – one that encourages and recognises high performance, strong leadership and inclusion. Our agency promotes high ethical standards and behaviours by our staff.

Our intranet contains information about:

- ▶ APS Values and Code of Conduct
- ▶ unacceptable behaviour, including workplace discrimination, bullying and harassment
- ▶ conflicts of interest, acceptance of gifts and hospitality
- ▶ procedures for determining breaches of the APS Code of Conduct
- ▶ procedures for facilitating and dealing with public interest disclosures.

Information on the APS Values, Code of Conduct and Employment Principles are also included in induction training for new employees, mandatory training for existing employees and incorporated in employee performance plans.

Diversity and inclusion

In 2024–25, the Agency strengthened its commitment to fostering a diverse, inclusive and culturally safe workplace through the delivery of strategic initiatives including:

✓ **Renewal of the Innovate Reconciliation Action Plan (RAP)**

We renewed our Innovate RAP, reinforcing our commitment to reconciliation and to embed the voices, cultures and contributions of First Nations people in our policies, programs and culture.

✓ **Successful inaugural First Nations Employee Network Forum**

We hosted our first national First Nations Employee Network Forum, bringing together First Nations employees from across the country to share experiences, strengthen cultural connections and provide input into agency priorities. The forum established a platform for ongoing collaboration and leadership development for First Nations employees.

✓ **Finalisation of the Disability Employment Strategy**

We completed the development of a dedicated Disability Employment Strategy, providing a structured approach to improving the attraction, retention and career development of people with disability, while enhancing workplace accessibility and inclusive practices.

✓ **Appointment of a Culturally and Linguistically Diverse Executive Champion and establishment of a Culturally and Linguistically Diverse Employee Network**

To further promote cultural diversity and inclusion, we appointed a Culturally and Linguistically Diverse Executive Champion and established a Culturally and Linguistically Diverse Employee Network. These measures enhance representation, support employee voices, and inform culturally responsive policy and practice.

These achievements form part of our broader strategy to cultivate a workforce that reflects the diversity of the Australian community and upholds the principles of equity, respect and inclusion.

Disability reporting

Australia's Disability Strategy 2021–31 is the overarching framework for inclusive policies, programs and infrastructure that will support people with disability to participate in all areas of Australian life. This sets out the practical changes that will be made to improve the lives of people with disability in Australia. It acts to ensure the principles underpinning the United Nations Convention on the Rights of Persons with Disabilities are incorporated into Australia's policies and programs that affect people with disability, and their families and carers.

A range of reports on progress of the strategy's actions and outcomes will be published and be available on the Disability Gateway website (www.disabilitygateway.gov.au/ads).

Disability reporting is included in the Australian Public Service Commission's State of the Service reports and the APS Statistical Bulletin. These reports are available at www.apsc.gov.au.

Remuneration and employment conditions

The FWO 2024–27 Enterprise Agreement (the Agreement) came into effect on 24 April 2024.

The Agreement covers all APS 1 to EL 2 employees and provides access to a range of leave, flexible working arrangements, allowances and other benefits. It also provides for an Agency Consultative Forum (see the Agreement section 433–434) that facilitates staff consultation on workplace and policy matters.

Information on employee entitlements, rights and obligations under the Agreement and associated policies are available on the FWO intranet.

Table 16: Employee workplace agreements, common law contracts, and individual flexibility agreements by classification, as at 30 June 2025

Classification	2025 Enterprise Agreement	2024 Enterprise Agreement	2025 Common law contract	2024 Common law contract	2025 Individual flexibility arrangement	2024 Individual flexibility arrangement	2025 total	2024 total
SES Band 2	0	0	4	4	0	0	4	4
SES Band 1	0	2	15	10	0	0	15	12
EL 2	57	53	0	0	5	6	62	59
EL 1	161	152	0	0	5	2	166	154
APS 6	248	228	0	0	0	0	248	228
APS 5	348	319	0	0	0	0	348	319
APS 4	116	113	0	0	0	0	116	113
APS 3	102	106	0	0	0	0	102	106
APS 2	1	1	0	0	0	0	1	1
APS 1	0	0	0	0	0	0	0	0
Total	1033	974	19	14	10	8	1062	996

Table 17: Salary ranges by classification level as at 30 June 2025

Classification	Minimum salary	Maximum salary
SES Band 2	\$333,706	\$384,060
SES Band 1	\$266,700	\$316,299
EL 2	\$147,269	\$201,314
EL 1	\$127,792	\$153,394
APS 6	\$100,493	\$115,525
APS 5	\$92,824	\$98,346
APS 4	\$83,317	\$90,372
APS 3	\$74,881	\$80,713
APS 2	\$66,001	\$72,889
APS 1	\$58,779	\$61,081



Executive remuneration

During the reporting period ended 30 June 2025 the FWO had 5 executives who met the definition of key management personnel (KMP). Their names and the length of terms as KMP are summarised below.

Staff acting in SES or other highly paid positions for a total period less than 3 months are not included in the FWO executive remuneration disclosure.

Table 18: Name, position, and length of term as KMP

Name	Position	Term as KMP
Anna Booth	Fair Work Ombudsman	Full term
Michael Campbell	Group Manager Operations	Full term
Rachel Volzke	Group Manager Legal and Policy / Chief Counsel	Full term
Mark Scully	Group Manager Corporate and Engagement / Chief Operating Officer	Full term
Michelle Carey	Group Manager Regulatory Transformation	Full Term

The remuneration and other benefits for the position of the Fair Work Ombudsman are set by the Remuneration Tribunal. All other KMP are remunerated through common law contracts.

In the notes to the financial statements for the period ending 30 June 2025, the FWO disclosed the following KMP remuneration expenses.

Table 19: KMP remuneration expenses

Expenses	2025 \$'000
Short-term employee benefits	1,888
Post-employment benefits	257
Other long-term employee benefits	93
Termination benefits	-
Total key management personnel remuneration expenses	2,238

In accordance with the Public Governance, Performance and Accountability Rule 2014, this information is further disaggregated as shown in Table 20.

During the reporting period ending on 30 June 2025, the Agency had 15 other senior executives who did not meet the definition of a KMP.

The remuneration of these senior executives is disclosed in remuneration bands in Table 21.

Remuneration within each band is calculated as an average.

The average amounts for the relevant category are based on the number of senior executives within the relevant band, not the full-time equivalent.

Table 20: Disaggregated KMP remuneration expenses

Name	Position title	Short-term benefits \$'000			Post-employment benefits \$'000	Other long-term benefits \$'000		Termination benefits \$'000	Total remuneration \$'000
		Base salary ¹	Bonuses	Other benefits and allowances	Superannuation contributions	Long service leave	Other long- term benefits		
Anna Booth	Fair Work Ombudsman	458	–	–	30	8	–	–	496
Michael Campbell	Group Manager	385	–	–	67	31	–	–	483
Rachel Volzke	Group Manager	378	–	–	58	26	–	–	462
Mark Scully	Group Manager	353	–	–	52	15	–	–	420
Michelle Carey	Group Manager	314	–	–	50	13	–	–	377
Total		1,888	–	–	257	93	–	–	2,238

1. Base salary includes annual leave accruals and higher duties payments during the year

Table 21: Senior executives remuneration expenses (non-KMP)

Total remuneration bands	Number of senior executives	Short-term benefits \$'000			Post-employment benefits \$'000	Other long-term benefits \$'000		Termination benefits \$'000	Total remuneration \$'000
		Average base salary	Average bonuses	Average other benefits and allowances	Average superannuation contributions	Average long service leave	Average other long- term benefits	Average termination benefits	Average total remuneration
\$0 – \$220,000	1	117	–	–	17	6	–	–	140
\$295,001 – \$320,000	4	259	–	–	41	9	–	–	309
\$320,001 – \$345,000	3	261	–	–	41	23	–	–	325
\$345,001 – \$370,000	5	285	–	–	46	20	–	–	351
\$370,001 – \$395,000	2	301	–	–	54	21	–	–	375





Work health and safety (WHS)

We continue to focus on supporting and developing worker psychological and physical wellbeing, emphasising prevention, early intervention, and rehabilitation and injury management. We also conduct regular reviews of our WHS related policies, guides and fact sheets to ensure they remain fit for purpose.

Our 2024–25 health and safety initiatives included:

✔ Risk management and assessment

We undertook hazard and risk identification, assessment, removal or mitigation, management and evaluation including a WHS Risk Assessment, Family and Domestic Violence Risk Assessment and a Psychosocial Risk Assessment.

✔ Training and information

We continued to provide WHS training and information to support managers and staff, including the provision of mandatory online training on workplace sexual harassment for all staff and workers. Additional training was available to all staff on Compassionate Foundations (suicide prevention), and we piloted Trauma Informed Human Resources training and Vicarious Trauma and Compassion Fatigue for Employees for staff in identified positions.

✔ Staff consultation and engagement

We continue to maintain a Health and Safety Committee, who advise and consult with the broader agency on WHS policy-related matters, reviews trends in claim and incident data, and contributes to workplace health and safety initiatives. Staff consultation and engagement in WHS was further supported through the Enforcement Branch Health and Wellbeing Taskforce, to identify and recommend actions to improve the wellbeing of employees. We also recognised RUOK? Day and Suicide Prevention Day to support mental health in the workplace.

✔ Wellbeing and mental health support services

Employees can access confidential support services via our Employee Assistance Provider and the Before Blue Program, to assist with everyday challenges such as stress and burnout, work, relationships, or health concerns. An annual influenza vaccination program was also provided.

✔ Supporting a safe workplace

We promote and support a safe workplace through ergonomic assessments, flexible work options, early intervention in rehabilitation cases, and provision of equipment to support safe workplaces at home and in the office.

Health and Safety Committee

The Health and Safety Committee (HSC), is the primary conduit for consultation with workers, advises the FWO and its Corporate Board on WHS, and reviews and provides recommendations for WHS matters, including the implementation of relevant legislation and policy, preventative initiatives and reporting on WHS incidents. In 2024–25 the HSC met 4 times with agenda items including:

- ▶ risk assessments including sexual harassment, COVID-19, WHS and family and domestic violence
- ▶ review of the outcomes of a Comcare Proactive Inspection
- ▶ Fair Work Inspector workloads
- ▶ First Aid Officer provisions.

Work health and safety incident reporting

Under section 38 of the *Work Health and Safety Act 2001* (WHS Act), we are required to notify Comcare of any deaths, serious injury or illness, or dangerous incidents arising out of work.

There were 2 notifiable incidents (related to serious injury or illness) reported to Comcare in 2024–25.

Under Schedule 2, Part 3 of the WHS Act, we are required to report on any investigations undertaken by Comcare or any notices we received under Part 10 of the WHS Act. There were no investigations conducted, or notices received under Part 10 of the WHS Act during 2024–25.

APS Strategic Commissioning Framework

In 2024–25 FWO took steps to reduce our external workforce in line with the APS Strategic Commissioning Framework. Our targets for 2024–25 aimed to reduce the spend on the Melbourne-based administration job family by \$45,000 (GST excluded) and achieved an actual reduction of approximately \$33,000 (GST excluded) in relevant supplier expenditure in 2024–25.

Property and environment management

We are committed to environmental strategies to enhance the sustainable management of our offices. Consideration is given to ensure that new leases align with value for money as well as meeting emissions reductions outlined in our Emissions Reduction Plan.

As an agency we seek to provide energy-efficient spaces, buildings, equipment and appliances, support the use of recycled products, and participate in sustainable recycling programs. In the past year, to implement awareness initiatives we established a Green Team comprised of staff from across the agency.

In collaboration with our property services provider, Jones Lang LaSalle (JLL), we actively engage with building managers and owners to support initiatives that reduce waste, energy and water consumption, and greenhouse gas emissions.

APS Net Zero 2030 emissions reporting

APS Net Zero 2030 is the government's policy for Australian Public Service (APS) to reduce its greenhouse gas emissions to net zero by 2030 and transparently report on its emissions.

A part of the Net Zero in Government Operations Strategy (www.finance.gov.au/government/climate-action-government-operations/aps-net-zero-emissions-2030), non-corporate Commonwealth entities, corporate Commonwealth entities and Commonwealth companies are required to report on their operational greenhouse gas emissions.

Table 22: 2024–25 Greenhouse gas emissions inventory (location-based method)

Emission Source	Scope 1 t CO ₂ -e	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e
Electricity (location-based approach)	n/a	546.09	59.65	605.74
Natural gas	–	n/a	–	–
Solid waste	–	n/a	2.39	2.39
Refrigerants	–	n/a	n/a	–
Fleet and other vehicles	4.27	n/a	1.09	5.35
Domestic commercial flights	n/a	n/a	371.50	371.50
Domestic hire car	n/a	n/a	–	–
Domestic travel accommodation	n/a	n/a	102.42	102.42
Other energy	–	n/a	–	–
t CO₂-e	4.27	546.09	537.05	1,087.41

Note: the table above presents emissions related to electricity usage using the location-based accounting method. CO₂-e = Carbon Dioxide Equivalent.
n/a = not applicable.



**Table 23:** 2024–25 Electricity greenhouse gas emissions

Emission Source	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e	Electricity kWh
Electricity (location-based approach)	546.09	59.65	605.74	864,117.24
Market-based electricity emissions	553.98	75.23	629.21	683,925.57
Total renewable electricity consumed	n/a	n/a	n/a	180,191.67
Renewable power percentage ¹	n/a	n/a	n/a	157,226.13
Jurisdictional renewable power percentage ^{2, 3}	n/a	n/a	n/a	22,965.54
GreenPower ²	n/a	n/a	n/a	–
Large-scale generation certificates ²	n/a	n/a	n/a	–
Behind the meter solar ⁴	n/a	n/a	n/a	–
Total renewable electricity produced	n/a	n/a	n/a	–
Large-scale generation certificates ²	n/a	n/a	n/a	–
Behind the meter solar ⁴	n/a	n/a	n/a	–

Note: The table above presents emissions related to electricity usage using both the location-based and the market-based accounting methods.

CO₂-e = Carbon Dioxide Equivalent.

Electricity usage is measured in kilowatt hours (kWh).

1. Listed as mandatory renewables in 2023–24 Annual Report. The renewable power percentage (RPP) accounts for the portion of electricity used, from the grid, that falls within the Renewable Energy Target (RET).
2. Listed as voluntary renewables in 2023–24 Annual Report.
3. The Australian Capital Territory is currently the only state with a jurisdictional renewable power percentage (JRPP).
4. Reporting behind the meter solar consumption and/or production is optional. The quality of data is expected to improve over time as emissions reporting matures.

A portion of electricity and solid waste emissions from FWO operations are included in the emissions reporting of the Department of Employment and Workplace Relations (DEWR), the Department of Social Services, Services Australia and Australian Securities and Investments Commission.

FWO's electricity and solid waste emissions include some emissions from the operations of DEWR and Australian Skills Quality Authority.

Not all solid waste data was available at the time of the report and amendments to data may be required in future reports.

Emissions from hire cars for 2024–25 are incomplete due to a lack of robust data. The quality of data is expected to improve over time as emissions reporting matures.

Corporate governance

We are dedicated to upholding high standards of governance, acknowledging the importance of proactively managing risk to fulfil our purpose. To support this objective, we have established a range of boards and sub-committees that provide leadership and oversight throughout this process.

FWO Governance Review

An internal FWO Governance Review was undertaken during the reporting period to enhance and clarify the Agency's governance framework.

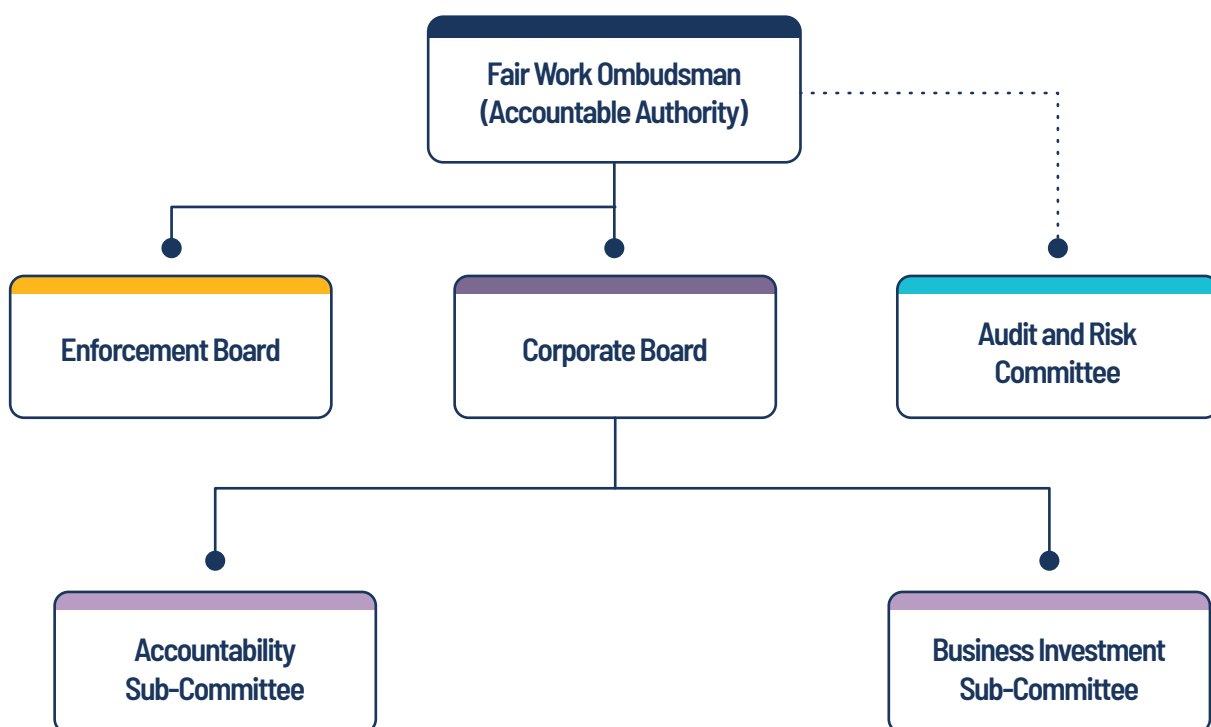
Drawing on the findings of the ANAO audit report (see page 61), the review implemented a series of targeted reforms across the FWO's boards and sub-committees.

Changes included:

- ▶ establishing clearer decision-making protocols
- ▶ revising Terms of Reference
- ▶ strengthening Secretariat oversight
- ▶ the retirement of the Critical Technology Projects Board
- ▶ integration of governance principles into SES performance plans.

These changes reflect a commitment to collective, deliberative decision-making and strategic accountability, ensuring the FWO's governance remains fit for purpose.

Figure 5: FWO governance structure as at 30 June 2025





Corporate Board

The Corporate Board is the key advisory body for the accountable authority in discharging their duties, responsibilities and accountabilities under the PGPA Act and other Commonwealth legislation, and government policies.

The Corporate Board was chaired by the Group Manager of Corporate and Engagement and consisted of SES Band 2 Officers from each group and the Ombudsman. Following the FWO's Governance Evaluation Review, changes were made to the composition of the Corporate Board. From 1 July 2025, Ombudsman Anna Booth became Chair of Corporate Board.

The Corporate Board is also supported by sub-committees:

- ▶ **Accountability Sub-Committee** has oversight of and makes recommendations for approval of strategic decisions with respect to corporate matters, compliance with the PGPA Act and frameworks, and government policies including regulator performance, security, data governance and privacy.
- ▶ **Business Investment Sub-Committee** has oversight of and makes recommendations for approval of information and communications technology-related matters and projects.

Enforcement Board

The Enforcement Board is the key advisory body of the agency ensuring a risk-based and proportionate response with respect to the accountable authority's statutory powers and functions under the FW Act.

The Enforcement Board advises and informs the FWO's priority areas, the publicly available Compliance and Enforcement (C&E) Policy, and establishes and monitors the agency's annual compliance and enforcement program of work. It also ensures that our research, education and other activities align with these.

The Enforcement Board was chaired by the Group Manager of Operations. Members of the board include the Ombudsman and Group Manager of Regulatory Transformation, with the Group Manager of Legal and Policy a standing attendee, and the Group Manager of Corporate and Engagement in attendance as required. Following the annual governance review and commencement of the criminal underpayments jurisdiction, an update to the Terms of Reference for Enforcement Board provides that from 1 July 2025, Ombudsman Anna Booth and the Group Manager of Operations are the members of the Enforcement Board.

Audit and Risk Committee

The Audit and Risk Committee provides independent advice to the Fair Work Ombudsman as the accountable authority on the FWO's financial and performance reporting, risk management framework, internal control systems and policy compliance.

The Audit and Risk Committee's Charter sets out the role of the Committee and can be found on our website (fairwork.gov.au/about-us/accountability/our-policies).

In 2024–25 the Audit and Risk Committee comprised of 4 independent members: 3 independent of government and a senior government official.

During the financial year the Committee met 5 times.

Details of the Audit and Risk Committee membership in 2024–25, including remuneration, experience and qualifications of members are provided in Table 24 on page 78.

Table 24: Membership details of the Audit and Risk Committee

Member name	Qualifications, knowledge, skills or experience (include formal and informal as relevant)	Number of meetings attended	Total number of meetings held	Total annual remuneration (GST inc.)	Additional information (including role on Committee)
Mr Jeff Lamond PSM	Formal economics and accounting qualifications, graduate qualification in legal studies. Substantial experience (7 years) as Chief Executive Officer (CEO) of small company. 34 years public service employment (13 years at SES including Band 1 and Band 2, and 6.5 as a statutory office holder – APS Merit Protection Commissioner). Managed own consultancy since 2008, covering employment, values and ethics and personnel policy. For 10 years served as Internal Ombudsman in 2 agencies addressing personnel, entitlements and management issues. Substantial committee experience, having chaired or sat as independent member on 7 Audit and Risk Committees for a range of Australian Government agencies.	4	5	\$15,840	Independent Member and Chair
Ms Jennifer Taylor PSM	Formal management qualifications. Graduate Australian Institute of Company Directors. Substantial experience as CEO of the Statutory Agency Comcare and various Deputy Secretary positions with Australian Government departments. Experience in public sector operating environment including sound understanding of all legislative, regulatory and policy requirements and financial statements review. Extensive committee experience as chair or member. Experience as Chair of the Ethics Committee, Australian Institute of Health and Welfare.	5	5	\$13,982.94**	
Ms Bronwyn Davies	Formal economics and accounting qualifications. Extensive experience as Chief Auditor within the aviation safety industry and more than 17 years' experience in auditing and management across the finance and transport industries. Acted as an independent member on several previous Audit and Risk Committees, including experience as Chair of Australian Building and Construction Commission and Southern Downs Regional Council.	5	5	\$13,954.98**	
Mr Glen Casson*	Formal engineering qualifications. Extensive experience as a Chief Financial Officer (CFO) within the Australian Government and more than 22 years in the Australian Public Service across a range of IT, audit and finance roles.	2	2	\$0	Independent Member First Assistant Secretary Department of Finance

*Glen Casson ended his tenure as member in September 2024, therefore only attended 2 meetings.

**Includes all expenditure associated with meetings and travel.





Business planning

The Corporate Plan serves as the primary planning document for the FWO, outlining our objectives and strategies designed to achieve our purpose over at least 4 reporting periods. The Corporate Plan explains functions, priorities, key activities and performance measures.

The Corporate Plan is submitted to the Department of Finance and the portfolio minister annually and is made available to external stakeholders via our website.

Our internal branch plans align with the Corporate Plan to outline the work each branch will perform, supporting the agency in meeting its vision, purpose and functions. Branch plans are updated annually to reflect changes in our priorities and/or operating environment. Performance against these plans is monitored by senior management.

Business continuity

Our Business Continuity Management (BCM) Framework involves the development, implementation and maintenance of plans and procedures to enable the Agency to effectively manage significant disruptions or an adverse incident.

The BCM Framework defines the roles and responsibilities of key personnel and provides a coordinated approach to ensure critical or core business activities can continue or be recovered in a timely manner, ensuring we uphold our regulatory obligations and minimise operational disruptions impacting our customers or our employees.

Risk and countering fraud

Our Risk Management Framework is a structured and systematic approach designed to identify, assess, and manage potential risks that could impact the agency's ability to achieve its objectives. The framework establishes the principles, processes, and accountability mechanisms that ensure risks across both operational and corporate areas are recognised, evaluated, and addressed.

The Corporate Board oversees the strategic risk register, which identifies our strategic risks, including key causes, consequences and controls. We are continuing to mature our approach to risk management and working with our senior leadership to strengthen our Risk Management Framework.

Following internal consultation, we developed a risk-based Internal Audit Plan designed to identify any weaknesses across our control environment, and importantly to highlight potential issues before they escalate. The Audit and Risk Committee monitors the Internal Audit Plan and identified recommendations.

Fraud controls and investigations

Our Fraud and Corruption Control Plan and risk assessment reflects our commitment to managing and responding to fraud and corruption risks. It enables us to prevent, detect and correct controls to address identified risks and to implement treatments to further mitigate these risks. Designated risk and control owners monitor and report on the implementation and effectiveness of controls.

Our Accountability Sub-Committee provides assurance that the agency's fraud and corruption controls are effective in overseeing our fraud and corruption controls, and the Audit and Risk Committee provides assurance to the accountable authority regarding the adequacy of the policies, procedures, and risk assessments related to fraud and corruption.

External scrutiny

We value feedback from our customers about their experience with us. In addition to actively seeking feedback and gathering insights through our performance measures surveys, we also encourage our customers to provide feedback via the online feedback form.

In the 2024–25 financial year we received a total of 890 instances of feedback, service complaints and requests for review. This included 127 instances from customers highlighting their positive experience with the FWO.

While feedback and complaints represent a relatively minor portion of our overall community interactions, they offer important insights that drive business improvements and present opportunities to further enhance our service offerings.

Table 25: FWO constructive feedback, service complaints and requests for review received and finalised

	2024–25	2023–24
Received	763	886
Finalised	747	851

Reports to the Commonwealth Ombudsman

In 2024–25, the FWO was subject to one formal Commonwealth Ombudsman investigation, with no adverse findings.

The Commonwealth Ombudsman, under section 712F(6) of the FW Act, presents a quarterly report to parliament about examinations conducted by the FWO.

These reports are accessible on the Commonwealth Ombudsman website (www.ombudsman.gov.au/publications-resources).

Freedom of information

Entities subject to the *Freedom of Information Act 1982* (FOI Act) are required to publish information to the public as part of the Information Publication Scheme (IPS). This requirement is in Part II of the FOI Act and has replaced the former requirement to publish a section 8 statement in an annual report. Each agency must display on its website a plan showing what information it publishes in accordance with the IPS requirements.

Further information about the IPS is available at the Office of the Australian Information Commissioner (OAIC) website (www.oaic.gov.au/freedom-of-information/freedom-of-information-guidance-for-government-agencies/proactive-publication-and-administrative-access/administrative-access).

FOI requests

We received 82 requests for information under the FOI Act in 2024–25, compared with 63 requests received in 2023–2024. The FWO's disclosure log is available on our website (fairwork.gov.au).

Information Publication Scheme (IPS)

We are required to publish information to the community as part of the FOI Act IPS. This requirement is in Part II of the FOI Act.

Under section 8(1) of the FOI Act we are required to publish an IPS Agency Plan outlining what information we publish under the IPS and how we comply with the IPS. Our Agency Plan can be found on our website (fairwork.gov.au).





Privacy

We are committed to protecting the privacy of individuals who provide us with their personal information and ensure staff know what to do in the event of a suspected privacy breach.

In the 2024–25 reporting period the FWO:

- ▶ Completed 3 Privacy Impact Assessments (PIAs) for new projects and processes. This compared with 6 PIAs in 2023–24.
- ▶ Reported one eligible data breach to the OAIC, under the Notifiable Data Breach Scheme. This compared with 3 eligible data breaches in 2023–24.

The FWO has a privacy management plan in place. We continuously review and update our privacy program to ensure it remains responsive to changing community attitudes towards privacy and escalating threats in the cybersecurity environment.

Judicial decisions or administrative reviews

There have been no judicial decisions, or decisions of the Administrative Appeals Tribunal or the Australian Information Commissioner that have had a significant effect on the operations of the FWO in 2024–25.

Financial management

Performance assessment against the Commonwealth Procurement Rules

Our approach to procuring goods and services, including consultancies, adheres to the Commonwealth Procurement Framework ensuring compliance with the Commonwealth Procurement Rules (CPRs), Procurement Connected Policies (PCPs) and the FWO's Accountable Authority Instructions. The CPRs and PCPs are also applied to all procurement activities and are supported by the FWO procurement guide and procurement templates.

All reportable procurement contracts are listed on the AusTender website (www.tenders.gov.au).

Purchase-provider arrangements

In 2024–25, the FWO continued the purchase of ICT services and other administrative functions on a fee-for-service basis under a memorandum of understanding (MOU) with its portfolio agency, the Department of Employment and Workplace Relations (DEWR). The management of enterprise resource planning services (such as the accounts payable function) are provided under a MOU with the Service Delivery Office within the Department of Finance.

The FWO also undertakes purchase-provider arrangements under MOUs with the Fair Work Commission, Services Australia, Department of Defence, and Department of Home Affairs. Expenditure on these government shared services is detailed as part of FWO's supplier expenditure within our financial statements and is not included as part of FWO's reportable contract expenditure detailed below.

Procurement initiatives to support small and medium businesses

In 2024–25, non-corporate Commonwealth entities were required to source at least 25% of procurements with a value up to \$1 billion from small to medium enterprises (SMEs); and to procure 40% of contracts with a value of up to \$20 million from SMEs.

The FWO supports small business participation in the Commonwealth Government procurement market. Small and medium enterprises and small enterprises participation statistics are available on the Department of Finance's website (www.finance.gov.au/government/procurement/statistics-australian-government-procurement-contracts).

The FWO supports and encourages fair engagement with SMEs by:

- ▶ Including SMEs in its sourcing strategies through open tender panel arrangements (both whole of government coordinated and 'piggybacking' cooperative panels) and through limited tenders.
- ▶ Using the Commonwealth Contracting Suite (for procurements under \$1 million) which reduces the burden for SMEs when contracting with the Commonwealth.

Procurement to support Indigenous enterprises

The FWO's procurement guide and supporting procurement templates include requirements for officials to adhere to the Indigenous Procurement Policy.

In 2024–25, 13 contracts were awarded to Indigenous suppliers directly or through subcontracting agreements, totalling \$280,220 (GST inclusive).





Reportable consultancy contracts

During 2024–25, 4 new reportable consultancy contracts were entered into involving total actual expenditure of \$134,156 (GST inclusive). In addition, 3 ongoing reportable consultancy contracts were active during the period, involving total actual expenditure of \$159,043 (GST inclusive).

Annual reports contain information about actual expenditure on reportable consultancy contracts. Information on the value of reportable consultancy contracts is available on the AusTender website.

Table 26: Expenditure on reportable consultancy contracts (2024–25)

	Number	Expenditure \$'000 (GST inc.)
New contracts entered into during the reporting period	4	134
Ongoing contracts entered into during a previous reporting period	3	159
Total	7	293

Table 27: Organisations receiving a share of reportable consultancy contract expenditure (2024–25)

Name of Organisation	Organisation ABN	Expenditure \$'000 (GST inc.)
Jones Lang Lasalle Advisory Services Pty Limited	56 003 262 600	85
O'Connor Marsden & Associates Pty Limited	94 135 783 792	70
Ipsos Public Affairs Pty Ltd	52 070 101 352	67
Houston Kemp Pty Ltd	11 169 176 069	63
Clonalvy Nominees Pty Ltd & Others T/A McGrath Nicol Advisory	34 824 776 937	5

* Of the 7 contracts (new and ongoing), 2 contracts have \$0 expenditure.

Reportable non-consultancy contracts

During 2024–25, 184 new reportable non-consultancy contracts were entered into involving total actual expenditure of \$10,841,169 (GST inclusive). In addition, 288 ongoing reportable non consultancy contracts were active during the period, involving total actual expenditure of \$22,563,814 (GST inclusive).

Annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on the AusTender website.

Table 28: Expenditure on reportable non-consultancy contracts (2024–25)

	Number	Expenditure \$'000 (GST inc.)
New contracts entered into during the reporting period	184	10,841
Ongoing contracts entered into during a previous reporting period	288	22,563
Total	472	33,404

Table 29: Organisations receiving a share of reportable non-consultancy contract expenditure (2024–25)

Name of Organisation	Organisation ABN	Expenditure \$'000 (GST inc.)
Sicard Pty Ltd	92 102 981 500	3,124
Juilliard Corporation Pty Ltd	77 007 226 904	2,358
Telstra Limited	64 086 174 781	1,400
Corporate Travel Management Group Pty Ltd	52 005 000 895	1,400
Cromwell Seven Hills Limited	61 128 764 125	1,328

**Of the 472 contracts (new and ongoing contracts), 116 contracts have \$0 expenditure due to the bulk of these being ongoing law matters, subscription services, membership fees and software licences/software as a service.





Exempt contracts

There were no requests for exemption or exemptions given from publishing a contract on AusTender.

ANAO clauses

During 2024–25 all new contracts valued at \$100,000 (GST inclusive) and above included provisions for the Auditor-General to access the contractor's premises.

Grants

The FWO continued to administer the Community Engagement Grants Program (CEG Program) which concluded on 30 June 2025. The CEG Program provided funding to organisations undertaking activities, projects and programs that provide advice, information or assistance to people about Australian workplace laws. Information on grants awarded by the FWO is available on our website (fairwork.gov.au) and the GrantConnect website (www.grants.gov.au).

Advertising

During 2024–25, we conducted 12 advertising campaigns.

Campaign expenditure for the reporting period totalled \$779,692. Amounts paid to organisations that were less than \$13,800 have not been included, consistent with the *Commonwealth Electoral Act 1918*.

No advertising campaigns for which expenditure was greater than \$250,000 were undertaken in 2024–25. Campaign advertising by Australian Government departments and agencies is available on the Department of Finance website (www.finance.gov.au/government/advertising) and provides details of campaigns where expenditure was greater than \$250,000 (excluding GST).

List of advertising campaigns undertaken in 2024–25:

- ▶ Always on (promoting legislative changes, annual wage review)
- ▶ Know your minimums
- ▶ Right to disconnect #1
- ▶ Fast food, restaurants and cafes employers
- ▶ Younger workers
- ▶ Criminal underpayments
- ▶ Right to disconnect #2
- ▶ Building and construction apprentices and trainees
- ▶ International students
- ▶ Unlawful job ads
- ▶ Casual employment
- ▶ Right to disconnect #3.

Further information on those advertising campaign contracts is available on the AusTender website (www.tenders.gov.au).

Market research

The FWO also commenced a brand awareness benchmark survey during 2024–25. The total market research expenditure for this period was \$65,798. No other market research was conducted.

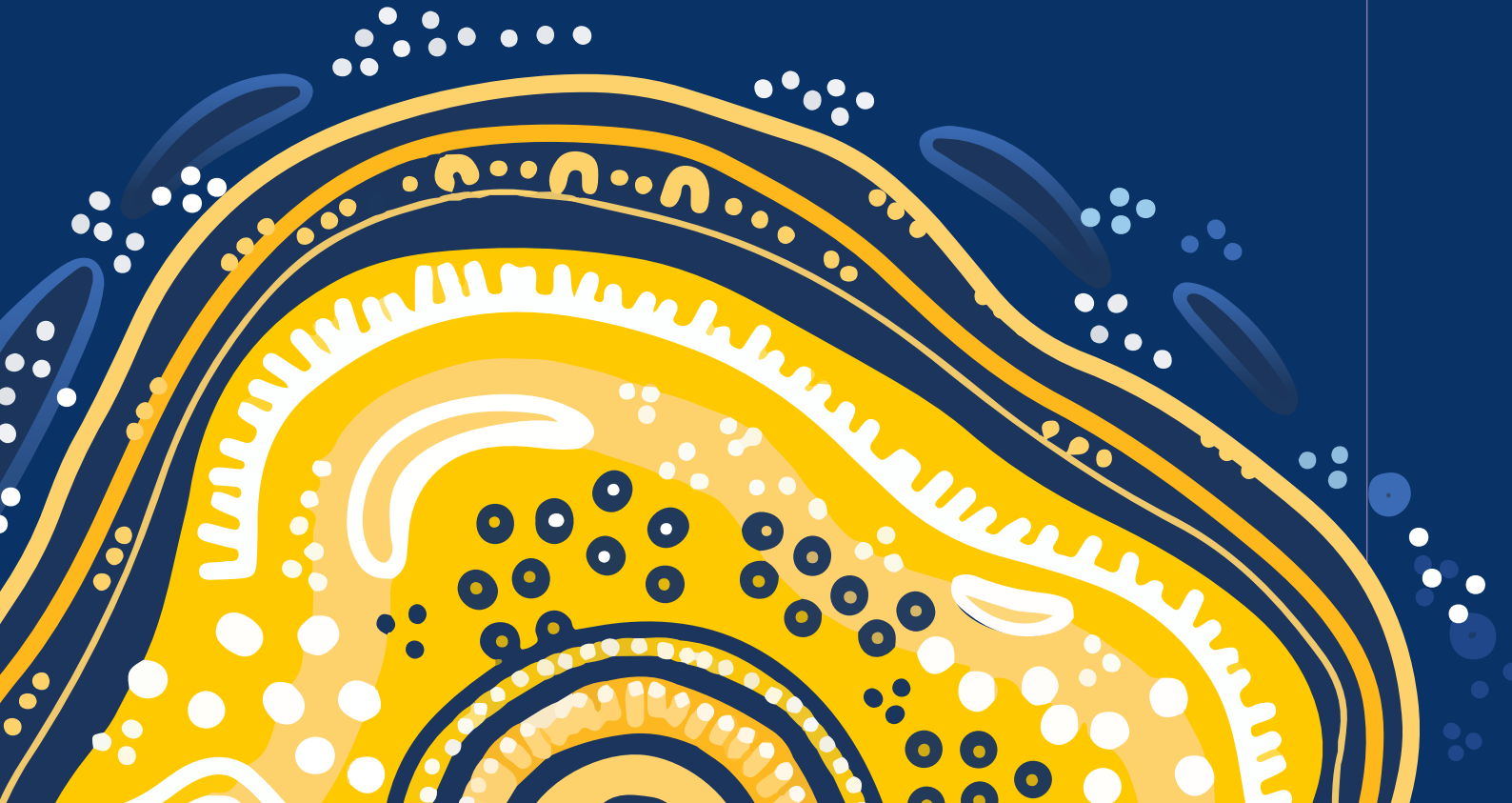


Part 4**Financial statements**

Independent auditor's report

Statement by the Accountable Authority and Chief Financial Officer

Primary financial statements and notes





INDEPENDENT AUDITOR'S REPORT

To the Minister for Employment and Workplace Relations

Opinion

In my opinion, the financial statements of the Office of the Fair Work Ombudsman (the Entity) for the year ended 30 June 2025:

- (a) comply with Australian Accounting Standards – Simplified Disclosures and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Entity as at 30 June 2025 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following as at 30 June 2025 and for the year then ended:

- Statement by the Accountable Authority and Chief Finance Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement;
- Administered Schedule of Comprehensive Income;
- Administered Schedule of Assets and Liabilities;
- Administered Reconciliation Schedule;
- Administered Cash Flow Statement; and
- Notes to the financial statements, comprising material accounting policy information and other explanatory information.

Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and their delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Entity, the Fair Work Ombudsman is responsible under the *Public Governance, Performance and Accountability Act 2013* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Simplified Disclosures and the rules made under the Act. The Fair Work Ombudsman is also responsible for such internal control as the Fair Work Ombudsman determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Fair Work Ombudsman is responsible for assessing the ability of the Entity to continue as a going concern, taking into account whether the Entity's operations will cease as a result of an administrative restructure or for any other reason. The Fair Work Ombudsman is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the assessment indicates that it is not appropriate.

GPO Box 707, Canberra ACT 2601
38 Sydney Avenue, Forrest ACT 2603
Phone (02) 6203 7300

Auditor's responsibilities for the audit of the financial statements

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Australian National Audit Office



Naveed Nisar
Audit Principal
Delegate of the Auditor-General

Canberra
26 September 2025

Statement by the Accountable Authority and Chief Financial Officer

In our opinion, the attached financial statements for the year ended 30 June 2025 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

In our opinion, at the date of this statement, there are reasonable grounds to believe that the Office of the Fair Work Ombudsman will be able to pay its debts as and when they fall due.



Anna Booth
Accountable Authority

26 September 2025



Rico Zhang
Chief Financial Officer

26 September 2025



Contents

Primary financial statements and notes	92
Statement of Comprehensive Income	92
Statement of Financial Position	93
Statement of Changes in Equity	94
Cash Flow Statement	95
Departmental Budget Variance Commentary	96
Administered Schedule of Comprehensive Income	97
Administered Schedule of Assets and Liabilities	98
Administered Budget Variance Commentary	98
Administered Reconciliation Schedule	99
Administered Cash Flow Statement	100
Notes to and forming part of the financial statements	101
1. Departmental Financial Performance	102
1.1 Expenses	102
1.2 Income	103
2. Income and Expenses Administered on Behalf of Government	104
2.1 Administered Expenses	104
2.2 Administered Income	104
3. Departmental Financial Position	106
3.1 Financial Assets	106
3.2 Non-Financial Assets	107
3.3 Payables	110
3.4 Interest Bearing Liabilities	110
4. Assets and Liabilities Administered on Behalf of Government	111
4.1 Administered Assets	111
4.2 Administered Liabilities	112
5. Funding	113
5.1 Appropriations	113
5.2 Net Cash Appropriation Arrangements	115
6. People and Relationships	116
6.1 Employee Provisions	116
6.2 Key Management Personnel	117
6.3 Related Party Disclosures	117
7. Managing Uncertainties	118
7.1 Contingent Assets and Liabilities	118
7.2 Financial Instruments	118
7.3 Fair Value Measurement	120
8. Other Information	121
8.1 Current/non-current distinction for assets and liabilities	121

Statement of Comprehensive Income

for the period ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000	Original Budget ¹ \$'000
NET COST OF SERVICES				
Expenses				
Employee benefits	1.1A	123,277	115,054	120,522
Suppliers	1.1B	37,950	36,534	46,128
Grants		1,688	1,731	1,800
Depreciation and amortisation	3.2A	21,372	24,961	17,312
Finance costs		521	246	731
Write-down and impairment of other assets	3.2A	2,282	15	–
Total expenses		187,090	178,541	186,493
Own-source income				
Rental income		471	454	450
Other	1.2A	244	211	950
Total own-source revenue		715	665	1,400
Total own-source income		715	665	1,400
Net cost of services		(186,375)	(177,876)	(185,093)
Revenue from Government	1.2B	177,039	167,672	177,039
Deficit attributable to the Australian Government		(9,336)	(10,204)	(8,054)
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of services				
Changes in asset revaluation reserve		–	215	–
Total other comprehensive income		–	215	–
Total comprehensive loss		(9,336)	(9,989)	(8,054)

The above statement should be read in conjunction with the accompanying notes.

1. The Office of the Fair Work Ombudsman's (FWO) original budget presented in the financial statements reflects the figures presented in the 2024–25 Portfolio Budget Statements (PBS). The budgeted financial statements have not been audited.



Statement of Financial Position

as at 30 June 2025

	Notes	2025 \$'000	2024 \$'000	Original Budget \$'000
ASSETS				
Financial assets				
Cash and cash equivalents	3.1A	1,161	671	482
Trade and other receivables	3.1B	129,221	122,558	108,582
Total financial assets		130,382	123,229	109,064
Non-financial assets				
Buildings ¹	3.2A	14,543	11,847	21,671
Leasehold improvements	3.2A	3,777	5,236	4,238
Plant and equipment	3.2A	2,498	351	5,184
Computer software	3.2A	15,858	24,580	40,941
Prepayments		3,825	2,440	2,058
Total non-financial assets		40,501	44,454	74,092
Total assets		170,883	167,683	183,156
LIABILITIES				
Payables				
Suppliers	3.3A	6,906	8,111	11,890
Other payables	3.3B	3,919	3,078	3,304
Total payables		10,825	11,189	15,194
Interest bearing liabilities				
Leases	3.4A	16,342	13,492	23,235
Total interest bearing liabilities		16,342	13,492	23,235
Provisions				
Employee provisions	6.1A	33,029	29,684	29,729
Total provisions		33,029	29,684	29,729
Total liabilities		60,196	54,365	68,158
Net assets		110,687	113,318	114,998
EQUITY				
Contributed equity		198,329	191,624	198,733
Reserves		5,968	5,968	5,753
Retained surplus/(Accumulated deficit)		(93,610)	(84,274)	(89,488)
Total equity		110,687	113,318	114,998

The above statement should be read in conjunction with the accompanying notes.

1. The buildings asset class is made up of right-of-use (ROU) leased assets.

Statement of Changes in Equity

for the period ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000	Original Budget \$'000
CONTRIBUTED EQUITY				
Opening balance				
Balance carried forward from previous period		191,624	176,300	192,028
Transactions with owners				
Distributions to owners				
Return of Appropriation		–	(404)	–
Contributions by owners				
Departmental Capital Budget	5.1A	6,705	15,728	6,705
Total transactions with owners		6,705	15,324	6,705
Closing balance as at 30 June		198,329	191,624	198,733
ASSET REVALUATION RESERVE				
Opening balance				
Balance carried forward from previous period		5,968	5,753	5,753
Comprehensive income				
Other comprehensive income		–	215	–
Total comprehensive income		–	215	–
Closing balance as at 30 June		5,968	5,968	5,753
RETAINED EARNINGS				
Opening balance				
Balance carried forward from previous period		(84,274)	(74,070)	(81,434)
Comprehensive income				
Deficit for the period		(9,336)	(10,204)	(8,054)
Total comprehensive income		(9,336)	(10,204)	(8,054)
Closing balance as at 30 June		(93,610)	(84,274)	(89,488)
Total Equity		110,687	113,318	114,998

The above statement should be read in conjunction with the accompanying notes.

Accounting policy

Equity injections – Amounts appropriated which are designated as ‘equity injections’ for a year (less any formal reductions) and Departmental Capital Budgets (DCBs) are recognised directly in contributed equity in that year.





Cash Flow Statement

for the period ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000	Original Budget \$'000
OPERATING ACTIVITIES				
Cash received				
Appropriations		174,791	172,446	176,738
Sale of goods and rendering of services		475	467	580
Net GST received		3,591	3,991	3,528
Other		1,422	1,570	850
Total cash received		180,279	178,474	181,696
Cash used				
Employees		120,473	116,434	120,221
Suppliers		44,163	44,251	49,686
Grants		1,688	1,731	–
Interest payments on lease liabilities		521	246	731
Section 74 receipts transferred to OPA		5,487	6,018	1,800
Total cash used		172,332	168,680	172,438
Net cash from operating activities		7,947	9,794	9,258
INVESTING ACTIVITIES				
Cash used				
Purchase of non-financial assets		8,018	2,298	6,705
Total cash used		8,018	2,298	6,705
Net cash used by investing activities		(8,018)	(2,298)	(6,705)
FINANCING ACTIVITIES				
Cash received				
Contributed equity		8,011	1,894	6,705
Total cash received		8,011	1,894	6,705
Cash used				
Principal payments of lease liabilities		7,450	9,201	9,258
Total cash used		7,450	9,201	9,258
Net cash from/(used by) financing activities		561	(7,307)	(2,553)
Net increase/(decrease) in cash held		490	189	–
Cash and cash equivalents at the beginning of the reporting period		671	482	482
Cash and cash equivalents at the end of the reporting period	3.1A	1,161	671	482

The above statement should be read in conjunction with the accompanying notes.

Departmental Budget Variance Commentary

The following provides an explanation of major variances between the Original Budget estimates, as presented in the 2024–25 Portfolio Budget Statements and actual financial position, performance and cash flows for the year.

Variances are considered to be ‘major’ where it is considered important for the reader’s understanding or is relevant to an assessment of the discharge of accountability and to an analysis of performance of the agency.

Major variances and explanations	Affected line items
Employee benefits	
Employee benefits were above budget primarily due to an increase in employee entitlement provisions, which was driven by the reduction in the government bond rate.	Statement of Comprehensive Income ▶ Employee benefits Statement of Financial Position ▶ Other payables ▶ Employee provisions Cash Flow Statement ▶ Employees
Suppliers	
Supplier expenses were lower than budget, primarily due to savings in external legal fees and contractor costs. This reflects reduced non-wage expenditure in line with whole-of-government savings initiatives and the delivery of planned activities at a lower than expected cost.	Statement of Comprehensive Income ▶ Suppliers Statement of Financial Position ▶ Trade and other receivables ▶ Suppliers Cash Flow Statement ▶ Suppliers
Non-financial assets, depreciation and amortisation	
Non-financial assets were below budget, with major variances attributable to the following: ▶ Buildings were lower than budget as major state office leases were finalised with lower rent payments and shorter lease terms than originally forecast, resulting in lower right-of-use asset and lease liability balances. ▶ Internally developed software were lower than budget, reflecting variations in the progress of capital project development activities and the write-off of assets under construction that were decommissioned. ▶ Asset purchases were higher than budget, primarily due to the replacement of plant and equipment including a laptop refresh.	Statement of Comprehensive Income ▶ Depreciation and amortisation ▶ Finance costs ▶ Write-down and impairment of other assets Statement of Financial Position ▶ Trade and other receivables ▶ Buildings ▶ Computer software Cash Flow Statement ▶ Interest payments on lease liabilities ▶ Principal payments of lease liabilities ▶ Purchase of non-financial assets ▶ Contributed equity



Administered Schedule of Comprehensive Income

for the period ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000	Original Budget \$'000
NET COST OF SERVICES				
Expenses				
Unclaimed monies – claims	2.1A	590	2,803	–
Write-down and impairment of assets	2.1B	5,364	19,570	–
Total expenses		5,954	22,373	–
Income				
Revenue				
Non-taxation revenue				
Fees and fines	2.2A	10,634	39,845	28,751
Unclaimed monies – lodgements	2.2B	3,712	6,598	–
Total non-taxation revenue		14,346	46,443	28,751
Gains				
Other gains	2.2C	1,485	–	–
Total gains		1,485	–	–
Total income		15,831	46,443	28,751
Net contribution by services		9,877	24,070	28,751
Surplus		9,877	24,070	28,751
OTHER COMPREHENSIVE INCOME				
Total other comprehensive income		–	–	–
Total comprehensive income		9,877	24,070	28,751

The above schedule should be read in conjunction with the accompanying notes.

Administered Schedule of Assets and Liabilities

as at 30 June 2025

	Notes	2025 \$'000	2024 \$'000	Original Budget \$'000
ASSETS				
Financial assets				
Cash and cash equivalents		1	–	–
Trade and other receivables	4.1A	6,345	5,134	4,536
Other financial assets	4.1B	124	2,023	968
Total financial assets		6,470	7,157	5,504
Total assets administered on behalf of Government		6,470	7,157	5,504
LIABILITIES				
Payables				
Other payables	4.2A	1	13	–
Total payables		1	13	–
Provisions				
Unclaimed monies provision	4.2B	4,973	6,458	–
Total provisions		4,973	6,458	–
Total liabilities administered on behalf of Government		4,974	6,471	–
Net assets (liabilities)		1,496	686	5,504

The above schedule should be read in conjunction with the accompanying notes.

Administered budget variance commentary

In comparing the Administered Schedule of Comprehensive Income and Administered Schedule of Assets and Liabilities to the original budget as published in the 2024–25 Portfolio Budget Statements, the variances relate to:

Collection of penalties

Court penalties handed down by the courts were lower than anticipated at budget.

In 2025, the lower than anticipated number of cases resulted in lower fees and fines recognised, as well as a decreased estimate of impairment expense based on an assessment of the collectability of debts undertaken.

Due to the nature of these penalties and how they are awarded, the FWO is unable to accurately estimate these items at the time of establishing budgets.

Unclaimed monies

Unclaimed monies were previously presented as assets held in trust and therefore were not recognised in the Administered primary statements. In 2024 this presentation was updated in line with the *Fair Work Act 2009* (FW Act). However, the presentation was not reflected in the 2024–25 budget due to timing.

Administered Reconciliation Schedule

for the period ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000
Opening assets less liabilities as at 1 July		686	956
Net contribution by services			
Income		15,831	46,443
Expenses		(5,954)	(22,373)
Transfers (to)/from the Australian Government			
Appropriation transfers from the OPA			
Special appropriations (limited)		603	881
Appropriation transfers to the OPA			
Transfers to the OPA		(9,670)	(25,221)
Closing assets less liabilities as at 30 June		1,496	686

The above schedule should be read in conjunction with the accompanying notes.

Accounting policy

Administered cash transfers to and from the Official Public Account

Revenue collected by the FWO for use by the Government rather than the FWO is administered revenue. Collections are transferred to the Official Public Account (OPA) maintained by the Department of Finance. Conversely, cash is drawn from the OPA to make payments under Parliamentary appropriation on behalf of Government. These transfers to and from the OPA are adjustments to the administered cash held by the FWO on behalf of the Government and reported as such in the schedule of administered cash flows and in the administered reconciliation schedule.

Administered Cash Flow Statement

for the period ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000
OPERATING ACTIVITIES			
Cash received			
Unclaimed monies from employers		3,712	6,598
Fees and Fines		5,959	18,623
Total cash received		9,671	25,221
Cash used			
Unclaimed monies paid to individuals		603	881
Total cash used		603	881
Net cash from operating activities		9,068	24,340
Cash from Official Public Account			
Appropriations		603	881
Total cash from Official Public Account		603	881
Cash to Official Public Account			
Appropriations		(9,670)	(25,221)
Total cash to Official Public Account		(9,670)	(25,221)
Net increase in cash held		1	-
Cash and cash equivalents at the beginning of the reporting period		-	-
Cash and cash equivalents at the end of the reporting period		1	-

This schedule should be read in conjunction with the accompanying notes.



Notes to and forming part of the financial statements for the period ended 30 June 2025

Overview

The FWO is a non-corporate Commonwealth entity for the purposes of the *Public Governance, Performance, and Accountability Act 2013* (PGPA Act) and is an independent statutory office created under the FW Act on 6 March 2023.

The FWO is responsible for the delivery of the outcome, 'compliance with workplace relations legislation through advice, education and where necessary enforcement'. Our functions include:

- ▶ promoting harmonious, productive and cooperative workplace relations
- ▶ promoting and monitoring compliance with Australian workplace laws
- ▶ providing education, assistance and advice to employers, employees, outworkers, outworker entities and organisations
- ▶ inquiring into and investigating breaches of the FW Act or a fair work instrument, and
- ▶ taking appropriate enforcement action, including by commencing court proceedings.

The Basis of preparation

The financial statements are required by section 42 of the PGPA Act.

The financial statements have been prepared in accordance with:

- a. *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR); and
- b. Australian Accounting Standards and Interpretations – including simplified disclosures for Tier 2 Entities under AASB 1060 issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial statements have been prepared on an accrual basis and in accordance with the historical cost convention, except for certain assets and liabilities at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position.

The financial statements are presented in Australian dollars and values are rounded to the nearest thousand dollars.

New accounting standards

All new, revised or amending standards that were issued prior to the sign-off date and are applicable to the current reporting period did not have a material impact on the FWO's financial statements.

Taxation

The entity is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST).

Reporting of Administered Activities

Administered revenues, expenses, assets, liabilities and cash flows are disclosed in the administered schedules and related notes.

Except where otherwise stated, administered items are accounted for on the same basis and using the same policies as for departmental items, including the application of Australian Accounting Standards.

Events after the reporting period

No significant events have occurred after the reporting date that are likely to affect either the ongoing structure or financial activities of the FWO.

1. Departmental Financial Performance

This section analyses the financial performance of the FWO for the year ended 30 June 2025.

1.1 Expenses

	2025 \$'000	2024 \$'000
1.1A: Employee benefits		
Wages and salaries	86,611	83,440
Superannuation		
Defined contribution plans	13,857	12,887
Defined benefit plans	2,903	2,800
Leave and other entitlements	18,927	14,514
Separation and redundancies	922	1,402
Other employee expenses	57	11
Total employee benefits	123,277	115,054

Accounting policy

Accounting policies for employee related expenses are contained in the People and Relationships section on page 116.

1.1B: Suppliers

Goods and services supplied or rendered

Audit services	183	184
Consultants	693	650
Contractors	2,686	3,314
Education campaigns	1,007	817
Government shared services	10,902	11,052
Information and communications technology	5,435	4,421
Legal fees	5,705	6,801
Office and other expenses	2,754	2,670
Property	3,746	3,255
Training and development	1,830	1,194
Travel	1,985	1,242
Total goods and services supplied or rendered	36,926	35,600
Goods supplied	3,427	2,926
Services rendered	33,499	32,673
Total goods and services supplied or rendered	36,926	35,600

Other suppliers

Workers compensation expenses	388	214
Short-term leases ¹	636	720
Total other suppliers	1,024	934
Total suppliers	37,950	36,534

1. In 2025 the FWO has short-term lease commitments of \$0.036 million (2024: \$0.133 million) for property and \$0.032 million (2024: \$0.058 million) for motor vehicles. The above lease disclosures should be read in conjunction with the accompanying notes 3.2 and 3.4.



Accounting policy

Short-term leases and leases of low-value assets

The FWO has elected not to recognise right-of-use assets and lease liabilities for short-term leases of assets that have a lease term of 12 months or less and leases of low-value assets (less than \$10,000). The lease payments associated with these leases are recognised as an expense on a straight-line basis over the lease term.

1.2 Income

	2025 \$'000	2024 \$'000
1.2A: Other revenue		
Resources received free of charge – ANAO audit fees	77	75
Other	167	136
Total other revenue	244	211

Accounting policy

Resources received free of charge

Resources received free of charge are recognised as revenue when, and only when, a fair value can be reliably determined, and the services would have been bought if they had not been donated. Use of these resources is recognised as an expense. Resources received free of charge are recorded as either revenue or gains depending on their nature.

Other income

AASB 1058 applies to transactions where they do not meet the revenue recognition requirements of AASB 15. This standard applies when a not-for-profit entity receives volunteer services, such as the resources received free of charge costs above or enters other transactions where an asset is acquired for significantly less than its fair value but principally enables the entity to further its objectives, such as donations, bequests, and grants that do not contain sufficiently specific performance obligations.

1.2B: Revenue from Government		
Appropriations		
Departmental appropriations	177,039	167,672
Total revenue from Government	177,039	167,672

Accounting policy

Revenue from government

Amounts appropriated for departmental appropriations for the year (adjusted for any formal additions and reductions) are recognised as revenue from government when the FWO gains control of the appropriation, except for certain amounts that relate to activities that are reciprocal in nature, in which case revenue is recognised only when it has been earned. Appropriation receivables are recognised at their nominal amounts.

2. Income and Expenses Administered on Behalf of Government

This section analyses the activities that the FWO does not control but administers on behalf of the Government. Unless otherwise noted, the accounting policies adopted are consistent with those applied for departmental reporting.

2.1 Administered Expenses

	2025 \$'000	2024 \$'000
2.1A: Unclaimed monies – claims		
Unclaimed wages to individuals ¹	590	894
Provision movement ²	–	1,909
Total unclaimed monies expense	590	2,803

1. Unclaimed monies relate to wages owing by employers to individuals. When the employer has not been able to locate the individual, the FWO can agree for these amounts to be transferred to the FWO to manage the disbursement to individuals, once a claim has been made. Refer Note 2.2B and Note 4.2A.
2. The FWO has recognised a provision for future claims to be made by individuals, refer to Note 4.2B. In 2025 the remeasurement of the provision resulted in a gain, refer to Note 2.2C.

2.1B: Write-down and impairment of assets

Impairment of other receivables – court-awarded penalties	5,364	19,570
Total write-down and impairment of other assets	5,364	19,570

Accounting policy

Litigations undertaken by the FWO may result in penalties being handed down by the courts against employers and directors of the employing entity. These penalties are held as administered debtors in the accounts of the FWO. An assessment of the recoverability of the debt is carried out and if a debt is deemed to not be recoverable, a provision is established against the debtor and the associated cost is expensed.

2.2 Administered Income

2.2A: Fees and fines

Court-awarded penalties	7,672	36,507
Infringement notices	902	1,037
Other fees from regulatory services	2,060	2,301
Total fees and fines	10,634	39,845

Fees and fines revenue comprises court-awarded penalties and infringement notices relating to breaches of the *Fair Work Act 2009* and contrition payments made to the FWO under the terms of enforceable undertakings. The court-awarded penalty and enforceable undertaking revenues are recognised at the nominal amount due, refer Note 4.1A. Revenue from infringement notices are recognised on receipt of payment.





	2025 \$'000	2024 \$'000
2.2B: Unclaimed monies – lodgements		
Unclaimed wages from employers	3,712	6,598
Total unclaimed monies – lodgements	3,712	6,598

Unclaimed monies are received from employers who are unable to locate individuals entitled to wages owed. Once agreed with the FWO, amounts are transferred to the FWO for distribution to individuals as and when they come forward. This discharges the employer obligations under the *Fair Work Act 2009*. Refer to Note 2.1A and Note 4.2A.

Accounting policy

All administered revenues are revenues relating to ordinary activities performed by the FWO on behalf of the Australian Government. As such, administered appropriations are not revenues of the individual agency that oversees distribution of the funds as directed.

2.2C: Other gains

Gain on remeasurement of unclaimed monies provision ¹	1,485	–
Total other gains	1,485	–

1. In 2025 the Australian Government Actuary reviewed unclaimed monies provision with the remeasurement in the provision resulting in a gain.

3. Departmental Financial Position

This section analyses the FWO assets used to conduct its operations and the operating liabilities incurred as a result. Employee-related information is disclosed in the People and Relationships section on page 116.

3.1 Financial Assets

	2025 \$'000	2024 \$'000
3.1A: Cash and cash equivalents		
Cash on hand or on deposit	1,000	535
Cash held by contracted agents	161	136
Total cash and cash equivalents	1,161	671

Accounting policy

Cash and cash equivalents

Cash is recognised at its nominal amount. Cash and cash equivalents includes:

- a) cash on hand;
- b) demand deposits in bank accounts with an original maturity of three months or less that are readily convertible to known amounts of cash and subject to insignificant risk of changes in value; and
- c) cash held in the OPA for special accounts.

3.1B: Trade and other receivables

Goods and services receivables		
Goods and services	703	651
Total goods and services receivables	703	651
Appropriation receivables		
Appropriation receivable	127,979	121,551
Total appropriation receivables	127,979	121,551
Other receivables		
GST receivable from the ATO	444	304
Other	95	52
Total other receivables	539	356
Total trade and other receivables	129,221	122,558

No provision for impairment is required as at balance date. Credit terms for goods and services were within 20 days (2024: 20 days).



Accounting policy

Trade and other receivables

Trade and other receivables that are held for the purpose of collecting the contractual cash flows where the cash flows are solely payments of principal and interest, which are not provided at below-market interest rates, are subsequently measured at amortised cost using the effective interest method adjusted for any loss allowance.

Impairment of financial assets

Financial assets are assessed for credit risk on initial recognition and subsequently assessed for impairment at the end of each reporting period.

3.2 Non-Financial Assets

3.2A: Reconciliation of the opening and closing balances of property, plant and equipment and intangibles

	Buildings \$'000	Leasehold improvements \$'000	Plant and equipment \$'000	Computer software ¹ \$'000	Total \$'000
As at 1 July 2024					
Gross book value	55,403	5,912	6,592	40,944	108,851
Accumulated depreciation, amortisation and impairment	(43,556)	(676)	(6,241)	(16,364)	(66,837)
Total as at 1 July 2024	11,847	5,236	351	24,580	42,014
Additions					
Purchase or internally developed	–	235	3,037	4,746	8,018
Right-of-use assets	10,298	–	–	–	10,298
Impairments recognised in net cost of services	–	–	–	(2,282)	(2,282)
Depreciation and amortisation	–	(1,694)	(890)	(11,186)	(13,770)
Depreciation on right-of-use assets	(7,602)	–	–	–	(7,602)
Total as at 30 June 2025	14,543	3,777	2,498	15,858	36,676
Total represented by:					
Gross book value	65,702	6,147	6,714	42,155	120,718
Accumulated depreciation, amortisation and impairment	(51,159)	(2,370)	(4,216)	(26,297)	(84,042)
Total as at 30 June 2025	14,543	3,777	2,498	15,858	36,676
Carrying amount of right-of-use assets	14,543	–	–	–	14,543

1. The carrying amount of computer software at 30 June 2025 comprised internally generated software.
2. There were no significant commitments for the acquisition of property, plant, equipment and intangible assets on 30 June 2025 (2024: nil).

Accounting policy

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Non-financial assets are initially measured at their fair value plus transaction costs where appropriate.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and income at their fair value at the date of acquisition, unless acquired as a consequence of the restructuring of administrative arrangements. In the latter case, assets are initially recognised as contributions by owners at the amounts at which they were recognised in the transferor's accounts immediately prior to the restructuring.

Asset recognition threshold

Purchases of leasehold improvements and other property, plant and equipment are recognised initially at cost in the Statement of Financial Position, except for purchases costing less than \$2,000, which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located. This is particularly relevant to 'make good' provisions in property leases recognised by the FWO where an obligation exists to restore the property to its original condition at the end of the lease term. These costs are included in the value of the FWO's leasehold improvements assets with a corresponding provision for the 'make good' recognised where one exists.

Lease right-of-use (ROU) assets

Leased ROU assets are capitalised at the commencement date of the lease and comprise the initial lease liability amount (initial direct costs incurred when entering into the lease less any lease incentives received). These assets are accounted for by the FWO as separate asset classes to corresponding assets owned outright, but included in the same column as where the corresponding underlying assets would be presented if they were owned.

Following initial recognition, an impairment review is undertaken for any right-of-use lease asset that shows indicators of impairment and an impairment loss is recognised against any right-of-use lease asset that is impaired. No impairment loss has been recognised in 2025 (2024: nil). Lease ROU assets continue to be measured at cost after initial recognition.

Revaluations

Following initial recognition at cost, leasehold improvements (excluding ROU assets) and other property, plant and equipment assets are carried at fair value, or an amount not materially different from fair value. Valuations are conducted with sufficient frequency to ensure that the carrying amounts of assets did not differ materially from the assets' fair values as at the reporting date. The regularity of independent valuations depended upon the volatility of movements in market values for the relevant assets.

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve except to the extent that it reversed a previous revaluation decrement of the same asset class that was previously recognised in the surplus/deficit. Revaluation decrements for a class of assets are recognised directly in the surplus/deficit except to the extent that they reverse a previous revaluation increment for that class.

Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the asset restated to the revalued amount.

An independent desktop valuation was conducted during 2024–25 by Jones Lang LaSalle Advisory Services Pty Limited of the FWO's non-financial assets.





Depreciation

Depreciable property, plant and equipment assets are written-off to their estimated residual values over their estimated useful lives using the straight-line method of depreciation. Leasehold improvements are depreciated on a straight-line basis over the lesser of the estimated useful life of the improvements and the unexpired period of the lease.

Depreciation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate.

Depreciation rates applying to each class of depreciable assets are based on the following useful lives:

Asset Class	2025	2024
Leasehold improvement	Lesser of term and useful life	Lesser of term and useful life
Plant and equipment	5 years	5 years
Computer equipment	3–8 years	3–8 years

The depreciation rates for ROU assets are based on the commencement date to the earlier of the end of the useful life of the ROU asset or the end of the lease term.

Impairment

All assets were assessed for impairment at 30 June 2025. Where indications of impairment exist, the asset's recoverable amount is estimated, and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount.

The recoverable amount of an asset is the higher of its fair value less costs of disposal and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset. Where the future economic benefit of an asset is not primarily dependent on the asset's ability to generate future cash flows, and the asset would be replaced if the FWO were deprived of the asset, its value in use is taken to be its depreciated replacement cost.

No indicators of impairment were found for leasehold improvements or property, plant and equipment.

Derecognition

An item of leasehold improvements or other property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

Intangibles

The FWO's intangibles comprise internally developed software for internal use. These assets are carried at cost less accumulated amortisation and accumulated impairment losses.

Software is amortised on a straight-line basis over its anticipated useful life. The useful lives of the FWO's software are 3–6 years (2024: 3 years).

All software assets were assessed for indications of impairment as at 30 June 2025.

3.3 Payables

	2025 \$'000	2024 \$'000
3.3A: Suppliers		
Trade creditors and accruals	6,906	8,111
Total suppliers	6,906	8,111
3.3B: Other payables		
Salaries and wages	3,918	3,075
Other	1	3
Total other payables	3,919	3,078

Accounting policy

Suppliers and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods and services have been received and irrespective of having been invoiced.

3.4 Interest Bearing Liabilities

3.4A: Leases		
Lease liabilities	16,342	13,492
Total leases	16,342	13,492
Maturity analysis – contractual undiscounted cash flows		
Within 1 year	7,565	4,457
Between 1 to 5 years	9,398	9,486
Total leases	16,963	13,943

The above lease disclosures should be read in conjunction with the accompanying notes 1.1B and 3.2A.

Accounting policy

For all new contracts entered into, the FWO considers whether the contract is, or contains, a lease. A lease is defined as a ‘contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration’.

Once it has been determined that a contract is or contains a lease, the lease liability is initially measured at the present value of the lease payments unpaid at commencement date, discounted using the interest rate implicit in the lease, if that rate is readily determinable, or the FWO’s incremental borrowing rate.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is measured to reflect any reassessment or modification to the lease. When the lease liability is remeasured, the corresponding adjustment is reflected in the ROU asset or profit and loss depending on the nature of the reassessment or modification.





4. Assets and Liabilities Administered on Behalf of Government

This section analyses the assets and liabilities that the FWO does not control but administers on behalf of Government. Unless otherwise noted, the accounting policies adopted are consistent with those applied for departmental reporting.

4.1 Administered Assets

	2025 \$'000	2024 \$'000
4.1A: Trade and other receivables		
Other receivables		
Court-awarded penalties	33,291	14,659
Total trade and other receivables (gross)	33,291	14,659
Less expected credit loss allowance		
Other receivables – Court-awarded penalties	(26,946)	(9,525)
Total trade and other receivables (net)	6,345	5,134

All receivables are expected to be settled within 12 months.

Accounting policy

Where receivables are not subject to concessional treatment, they are carried at amortised cost using the effective interest method. Gains and losses due to impairment, derecognition and amortisation are recognised through profit or loss.

Administered receivables represents debts owed to the FWO by employers, workers and organisations as a result of court-awarded penalties.

4.1B: Other financial assets		
Accrued revenue	124	15,723
Less expected credit loss allowance	–	(13,700)
Total other financial assets	124	2,023

All other financial assets are expected to be settled within 12 months.

4.2 Administered Liabilities

	2025 \$'000	2024 \$'000
4.2A: Other payables		
Unclaimed monies ¹	-	13
Other	1	-
Total other payables	1	13

1. Where the FWO has received unclaimed monies from employers and a claim has been made by 30 June, and the claim has been substantiated, a payable is recognised, with settlement made within 20 days.

4.2B: Unclaimed monies provision

<i>Fair Work Act 2009 claims</i>	4,973	6,458
Total unclaimed monies provision	4,973	6,458

Accounting policy

The provisions recognised in the Administered Schedule of Assets and Liabilities are for estimated claims payable from collections of unclaimed monies administered by the FWO. The provision as at 30 June 2025 is based on the valuation undertaken by an independent actuary. The 30 June 2024 provision was based on total payments made on claims historically compared to lodgements received from employers.

Accounting judgements and estimates

The provision as at 30 June 2025 was estimated by an independent actuary based on unclaimed lodgements as at the balance date and actuarial assumptions for future claims. The actuarial assumptions for each group of unclaimed monies have been derived from a combination of relevant historic claims patterns and future expectations to reflect the current practices of the FWO Unclaimed Monies Team in searching for possible claimants to the unclaimed monies.

No interest or discounting is applied in calculating this provision as the impact is not considered material in view of experience to date.

The unclaimed monies lodged with the FWO fall into two broad groups:

- ▶ Lodgements from employers in order to discharge their obligations under section 559 of the FW Act.
- ▶ Unclaimed monies as a result of litigation by the FWO against employers and referred to the FWO Unclaimed Monies Team by the FWO's legal team.

The total outstanding unclaimed monies has increased in recent years due to the Government's initiative to proactively identify underpayments by large corporate employers and aid them to rectify any breaches through a dedicated corporate sector assurance team. The total balance of unclaimed monies in 2024–25 is \$22.417 million (2024: \$19.291 million).



5. Funding

This section identifies the FWO funding structure.

5.1 Appropriations

5.1A: Annual appropriations ('recoverable GST exclusive')

Annual appropriations for 2025

	Annual appropriation \$'000	Adjustments to appropriation ¹ \$'000	Total appropriation \$'000	Appropriation applied in 2025 (current and prior years) \$'000	Variance ² \$'000
Departmental					
Ordinary annual services	177,039	5,487	182,526	174,302	8,224
Capital budget ³	6,705	–	6,705	8,011	(1,306)
Total departmental	183,744	5,487	189,231	182,313	6,918

- Adjustments to appropriation comprised PGPA Act section 74 receipts including \$3.591 million in retainable GST. In prior years, retainable GST was excluded from the appropriation note.
- The variance between total appropriation and appropriation applied in 2025 relates to additional capital spend on the whole of agency laptop refresh and software projects, with the underspend in ordinary annual services due to reduced non-wage expenditure in line with Government expectations and planned activities achieved at lower than expected cost.
- Departmental Capital Budgets (DCBs) are appropriated through Appropriation Acts (No. 1, 3, 5). They form part of ordinary annual services and are not separately identified in the appropriation acts.

Annual appropriations for 2024

	Annual appropriation ¹ \$'000	Adjustments to appropriation ² \$'000	Total appropriation \$'000	Appropriation applied in 2024 (current and to prior years) \$'000	Variance ³ \$'000
Departmental					
Ordinary annual services	169,901	2,521	172,422	168,761	3,661
Capital budget ⁴	16,535	–	16,535	1,894	14,641
Total departmental	186,436	2,521	188,957	170,655	18,302

- Ordinary annual services appropriation of \$2.229 million and a capital budget of \$0.807 million has been withheld under section 51 of the PGPA Act.
- Adjustments to appropriation comprised PGPA Act section 74 receipts of \$2.521 million.
- The variance between total appropriation and appropriation applied in 2024 relates to unspent capital budget due to delays in capital projects and amounts withheld under section 51 of the PGPA Act.
- Departmental Capital Budgets are appropriated through Appropriation Acts (No. 1, 3, and 5). They form part of ordinary annual services and are not separately identified in the appropriation acts.

5.1B: Unspent annual appropriations ('recoverable GST exclusive')

	2025 \$'000	2024 \$'000
Departmental		
Appropriation Act (No. 1) 2021–22 – Ordinary Annual Services ¹	–	3,857
Appropriation Act (No. 1) 2021–22 – DCB ¹	–	807
Supply Act (No. 3) 2022–23 – Ordinary Annual Services ²	21,687	21,687
Appropriation Act (No. 1) 2022–23 – DCB ³	404	404
Appropriation Act (No. 1) 2023–24 – Ordinary Annual Services ³	2,229	102,083
Appropriation Act (No. 1) 2023–24 – DCB ³	807	5,937
Appropriation Act (No. 1) 2023–24 – Cash	–	671
Appropriation Act (No. 3) 2023–24 – Ordinary Annual Services	–	8,267
Appropriation Act (No. 3) 2023–24 – DCB	5,419	8,300
Appropriation Act (No. 1) 2024–25 – Ordinary Annual Services	115,855	–
Appropriation Act (No. 1) 2024–25 – DCB	6,705	–
Appropriation Act (No. 1) 2024–25 – Cash	1,161	–
Total departmental unspent appropriations	154,267	152,013

1. Appropriation Acts are automatically repealed 3 years after they have been passed by Parliament. As such, the unspent appropriations from 2021–22 totalling \$4.654 million relating to the National Labour Hire Registration Scheme (NLHRS), that had previously been quarantined, were repealed on 1 July 2024. Appropriations relating to 2022–23 will be repealed from 1 July 2025.
2. \$21.687 million has been withheld under section 51 of the PGPA Act. Of this, \$17.944 million relates to funding transferred from the former Australian Building and Construction Commission (ABCC) and \$3.743 million relates to the Registered Organisations Commission (ROC) function transferred to Fair Work Commission.
3. The following amounts have also been withheld under section 51 of the PGPA Act relating to the NLHRS:
 - ▶ \$0.404 million in Appropriation Act (No. 1) 2022–23 – DCB;
 - ▶ \$2.229 million in Appropriation Act (No. 1) 2023–24 – Ordinary Annual Services;
 - ▶ \$0.807 million in Appropriation Act (No. 1) 2023–24 – DCB.

5.1C: Special appropriations ('recoverable GST exclusive')

	Appropriation applied	
	2025	2024
Authority	\$'000	\$'000
<i>Fair Work Act 2009 s559(4) Administered</i>	603	881
Total special appropriations applied	603	881





5.2 Net Cash Appropriation Arrangements

5.2: Net Cash Appropriation Arrangements

	2025	2024
	\$'000	\$'000
Total comprehensive loss – as per the Statement of Comprehensive Income	(9,336)	(9,989)
Plus: depreciation/amortisation of assets funded through appropriations (departmental capital budget funding and/or equity injections) ¹	13,770	16,075
Plus: depreciation of right-of-use assets ²	7,602	8,886
Less: lease principal repayments ²	(7,450)	(9,201)
Net Cash Operating Surplus/(Deficit)	4,586	5,771

1. From 2010–11, the Government introduced net cash appropriation arrangements where revenue appropriations for depreciation/amortisation expenses of non-corporate Commonwealth entities and selected corporate Commonwealth entities were replaced with a separate capital budget provided through equity injections. Capital budgets are to be appropriated in the period when cash payment for capital expenditure is required.
2. The inclusion of depreciation/amortisation expenses related to ROU leased assets and the lease liability principal repayment amount reflects the impact of AASB 16 Leases, which does not directly reflect a change in appropriation arrangements.

6. People and Relationships

This section describes a range of employment and post-employment benefits provided to our people and our relationships with other key people.

6.1 Employee Provisions

	2025 \$'000	2024 \$'000
6.1A: Employee provisions		
Leave	32,981	29,629
Other	48	55
Total employee provisions	33,029	29,684

Accounting policy

Liabilities for short-term employee benefits and termination benefits expected within 12 months of the end of the reporting period are measured at their nominal amounts.

Other long-term employee benefits are measured as net total of the present value of the defined benefit obligation at the end of the reporting period minus the fair value at the end of the reporting period of plan assets (if any), out of which the obligations are to be settled directly.

Leave

The liability for employee benefits includes provision for annual leave and long service leave. No provision has been made for personal leave as all personal leave is non-vesting and the average personal leave taken in future years by employees of the FWO is estimated to be less than the annual entitlement for personal leave.

The leave liabilities are calculated on the basis of employees’ remuneration at the estimated salary rates that will be applied at the time the leave is taken, including the FWO’s employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination.

The estimate of the present value of the long service leave liability takes into account attrition rates and pay increases through promotion and inflation using the shorthand method prescribed in the FRR.

Separation and redundancy

Provision is made for separation and redundancy benefit payments. The FWO recognises a provision for termination when it has developed a detailed formal plan for the terminations and has informed those employees affected that it will carry out the terminations.

Superannuation

The FWO’s staff are members of either the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), the PSS Accumulation Plan (PSSap), or other superannuation funds held outside the Australian Government. The CSS and PSS are defined benefit schemes for the Australian Government. The PSSap is a defined contribution scheme.

The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported in the Department of Finance’s administered schedules and notes.

The FWO makes employer contributions to the employees’ defined benefit superannuation schemes at rates determined by an actuary to be sufficient to meet the current cost to the Government. The FWO accounts for the contributions as if they were contributions to defined contribution plans.

The liability for superannuation recognised at 30 June represents outstanding contributions.

Accounting judgements and estimates

In the process of applying the accounting policies listed in this note, the FWO has made the following judgements that have significant impact on the amounts recorded in the financial statements: the Australian Government shorthand method has been used to estimate the present value of long service leave liabilities. This involves the estimation of salary growth rates, discount rates, the probability of leave vesting and the amount of leave expected to be settled in service.





6.2 Key Management Personnel

Key management personnel (KMP) are those persons having authority and responsibility for planning, directing and controlling the activities of the Entity, directly or indirectly. The FWO has determined the KMP to be the Minister for Employment and Workplace Relations, the Chief Executive and members of the Corporate Board (the FWO's Executive). KMP remuneration is reported in the table below:

6.2: Key management personnel remuneration

	2025	2024
	\$'000	\$'000
Short-term employee benefits	1,888	1,983
Post-employment benefits	257	285
Other long-term employee benefits	93	129
Termination benefits	-	175
Total key management personnel remuneration expenses	2,238	2,572

The total number of senior management personnel that are included in the above table is 5 (2024: 7).

The above key management personnel remuneration excludes the remuneration and other benefits of the Minister for Employment and Workplace Relations. The Ministers' remuneration and other benefits are set by the Remuneration Tribunal and are not paid by the FWO.

6.3 Related Party Disclosures

Related party relationships

The FWO is an Australian Government controlled entity. Related parties to the FWO are KMP, including the Minister for Employment and Workplace Relations, the Chief Executive and members of the Corporate Board.

Transactions with related parties

Given the breadth of Government activities, related parties may transact with the government sector in the same capacity as ordinary citizens. These transactions have not been separately disclosed in this note.

Giving consideration to relationships with related entities, and transactions entered into during the reporting period by the FWO, it has been determined that there are no related party transactions to be separately disclosed.

7. Managing Uncertainties

This section analyses how the FWO manages financial risks within its operating environment.

7.1 Contingent Assets and Liabilities

7.1A: Contingent assets and liabilities

As at 30 June 2025, the FWO had no quantifiable or unquantifiable contingent assets or liabilities. (2024: nil)

7.1B: Administered – contingent assets and liabilities

As at 30 June 2025 the FWO had no quantifiable contingent assets or liabilities. (2024: nil)

As at 30 June 2025, the FWO is currently involved in litigation against 97 entities and while the probability of success is high in these matters, it is not possible to accurately estimate the value of any penalties that may be imposed by the courts. (2024: 89)

As at 30 June 2025, the FWO had no unquantifiable administered contingent liabilities. (2024: nil)

Accounting policy

Contingent liabilities and contingent assets are not recognised in the Statement of Financial Position but are reported in the notes. They may arise from uncertainty as to the existence of a liability or asset, or represent an asset or liability for which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when the likelihood of settlement is greater than remote.

7.2 Financial Instruments

7.2A: Categories of financial instruments

	2025	2024
	\$'000	\$'000
Financial assets at amortised cost		
Cash and cash equivalents	1,161	671
Goods and services receivables	703	651
Other receivables	95	52
Total financial assets at amortised cost	1,959	1,374
Total financial assets	1,959	1,374
Financial liabilities		
Financial liabilities measured at amortised cost		
Suppliers	6,906	8,111
Total financial liabilities measured at amortised cost	6,906	8,111
Total financial liabilities	6,906	8,111

The FWO has no net income or expenses from financial instruments.



Accounting policy

Financial assets

In accordance with AASB 9 Financial Instruments, the FWO classifies its financial assets in the following categories:

- a) financial assets at fair value through profit or loss
- b) financial assets at fair value through other comprehensive income
- c) financial assets measured at amortised cost.

The classification depends on both the FWO's business model for managing the financial assets and contractual cash flow characteristics at the time of initial recognition. Financial assets are recognised when the FWO becomes a party to the contract and, as a consequence, has a legal right to receive or a legal obligation to pay cash, and derecognised when the contractual rights to the cash flows from the financial asset expire or are transferred upon trade date.

In 2025 the FWO's financial assets are all measured at amortised cost.

Impairment of financial assets

Financial assets are assessed for impairment at the end of each reporting period based on expected credit losses, using the general approach which measures the loss allowance based on an amount equal to lifetime expected credit losses where risk has significantly increased, or an amount equal to 12-month expected credit losses if risk has not increased.

The simplified approach for trade, contract and lease receivables is used. This approach always measures the loss allowance as the amount equal to the lifetime expected credit losses.

A write-off constitutes a derecognition event where the write-off directly reduces the gross carrying amount of the financial asset.

Financial assets at amortised cost

Financial assets included in this category need to meet two criteria:

- a) the financial asset is held in order to collect the contractual cash flows; and
- b) the cash flows are solely payments of principal and interest (SPPI) on the principal outstanding amount.

Amortised cost is determined using the effective interest method.

Effective interest method

Income is recognised on an effective interest rate basis for financial assets that are recognised at amortised cost.

Financial liabilities

Financial liabilities are classified as either financial liabilities 'at fair value through profit or loss' or other financial liabilities. Financial liabilities are recognised and derecognised upon 'trade date'.

Financial liabilities at amortised cost

The FWO's financial liabilities are initially measured at fair value, net of transaction costs. These liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective interest basis.

Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

7.3 Fair Value Measurement

	2025	2024
	\$'000	\$'000
Fair value measurements at the end of the reporting period		
Non-financial assets		
Leasehold improvements	3,777	5,236
Property, plant and equipment	2,498	351
Total fair value measurements of assets in the Statement of Financial Position	6,275	5,587

There is no significant change in the valuation technique since the prior year.

Accounting policy

The fair value of non-financial assets has been taken to be the market value of similar assets.

The FWO's assets are held for operational purposes and not held for the purposes of deriving a profit. The current use of all controlled assets is considered their highest and best use.

The FWO engaged an independent valuer, Jones Lang LaSalle Advisory Services Pty Limited, to conduct a comprehensive revaluation of all non-financial assets at 31 May 2024. An annual assessment is undertaken to determine whether the carrying amount of the assets is materially different to the fair value. Comprehensive valuations are carried out at least once every 3 years. The valuer provided written assurance to the FWO that the models developed are in compliance with AASB 13 Fair Value Measurement.

The FWO conducted an independent assessment of the indicators of fair value, including a review of relevant industry and Australian Bureau of Statistics indices, Reserve Bank of Australia bond rates and applicable market prices to ensure the requirements of AASB 13 Fair Value Measurement were met. The methods utilised to determine and substantiate the unobservable inputs are derived and evaluated as follows:

Physical depreciation and obsolescence

Assets that do not transact with enough frequency or transparency to develop objective opinions of value from observable market evidence have been measured utilising the Current Replacement Cost approach. Under the Current Replacement Cost approach the estimated cost to replace the asset is calculated and then adjusted to take into account physical depreciation and obsolescence. Physical depreciation and obsolescence has been determined based on professional judgement regarding physical, economic and external obsolescence factors relevant to the asset under consideration. For all leasehold improvement assets, the consumed economic benefit/ asset obsolescence deduction is determined based on the term of the associated lease.

Market approach

The market approach provides an indication of value by comparing the subject asset with similar assets for which price information is available. Under this approach the first step is to consider the prices for transactions of similar assets that have occurred recently in the market. If few recent transactions have occurred, it may also be appropriate to consider the prices of identical or similar assets that are listed or offered for sale provided the relevance of this information is clearly established and critically analysed. It may be necessary to adjust the price information from other transactions to reflect any differences in the terms of the actual transaction as well as for differences in the legal, economic or physical characteristics of the assets in other transactions and the asset being valued.

The market approach was used to determine the value of property, plant and equipment assets.



8. Other Information

8.1 Current/non-current distinction for assets and liabilities

8.1A: Current/non-current distinction for assets and liabilities

	2025 \$'000	2024 \$'000
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	1,161	671
Trade and other receivables	129,221	122,558
Prepayments	3,825	2,440
Total no more than 12 months	134,207	125,669
More than 12 months		
Buildings	14,543	11,847
Leasehold improvements	3,777	5,236
Plant and equipment	2,498	351
Intangibles	15,858	24,580
Total more than 12 months	36,676	42,014
Total assets	170,883	167,683
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	6,906	8,111
Other payables	3,919	3,078
Leases	7,220	4,268
Employee provisions	13,213	12,181
Total no more than 12 months	31,258	27,638
More than 12 months		
Leases	9,122	9,224
Employee provisions	19,816	17,503
Total more than 12 months	28,938	26,727
Total liabilities	60,196	54,365

8.1B: Administered – current/non-current distinction for assets and liabilities

	2025	2024
	\$'000	\$'000
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	1	–
Trade and other receivables	6,345	5,134
Other financial assets	124	2,023
Total no more than 12 months	6,470	7,157
Total assets	6,470	7,157
Liabilities expected to be settled in:		
No more than 12 months		
Other payables	1	13
Unclaimed monies provision	1,200	675
Total no more than 12 months	1,201	688
More than 12 months		
Unclaimed monies provision	3,773	5,783
Total more than 12 months	3,773	5,783
Total liabilities	4,974	6,471







5

Part 5

Appendices

Agency Resources Statement 2024–25
Expenses for Outcome 1



Agency Resources Statement 2024–25

Appendix A

	Current Available Appropriation 2024–25 \$'000 (a)	Payments Made 2024–25 \$'000 (b)	Balance Remaining 2024–25 \$'000 (a–b)
Departmental			
Annual appropriation - ordinary annual services ^{1,2}	311,453	182,313	129,140
Total departmental resourcing	311,453	182,313	129,140
Administered			
Special Appropriation	1,500	603	897
Total administered resourcing	1,500	603	897
Total resourcing and payments for Office of the Fair Work Ombudsman	312,953	182,916	130,037

1 Appropriation Act (No. 1) 2024–25. This may also include prior-year departmental appropriation and section 74 retained revenue receipts.

2 Includes an amount of \$6.705 million in 2024–25 for the departmental capital budget. For accounting purposes, this amount has been designated as ‘contributions by owners’.

Expenses for Outcome 1

Appendix B

	Budget 2024–25 \$'000 (a)	Actual Expenses 2024–25 \$'000 (b)	Variation 2024–25 \$'000 (a–b)
Outcome 1: Compliance with workplace relations legislation through advice, education and where necessary enforcement			
Program 1.1: Education Services and Compliance Activities			
Administered expenses			
Special appropriation	–	590	(590)
Expenses not requiring appropriation in the Budget year ¹	–	5,364	(5,364)
Administered total	–	5,954	(5,954)
Departmental expenses			
Departmental appropriation	167,781	165,003	2,778
S74 Retained revenue receipts	1,300	715	585
Expenses not requiring appropriation in the Budget year ²	17,412	21,372	(3,960)
Departmental total	186,493	187,090	(597)
Total for Program 1.1	186,493	193,044	(6,551)
Total Expenses for Outcome 1	186,493	193,044	(6,551)
	Budget 2024–25	Actual 2024–25	Variation 2024–25
Average staffing level (number)	970	929	41

1 Expenses not requiring appropriation in the Budget year are made up of movement in the unclaimed monies provision and doubtful debt provision.

2 Expenses not requiring appropriation in the Budget year are made up of depreciation and amortisation.



Part 6**Reference materials**

Reporting on specific legislation

Corrections

Glossary

Abbreviations and acronyms

List of requirements

Index



Reporting on specific legislation

Legislation	Section
Section 311A <i>Commonwealth Electoral Act 1918</i>	page 85
Section 516A <i>Environment Protection and Biodiversity Conservation Act 1999</i>	pages 74–75
Part II <i>Freedom of Information Act 1982</i>	page 80
Schedule 2, Part 4 <i>Work Health and Safety Act 2011</i>	page 73

Corrections

The following error appears in our 2023–24 annual report.

There was an error on page 72 Table 27 regarding the total annual remuneration (GST inc.) for Audit and Risk Committee member Mr Jeff Lamond PSM reported as '\$15,844'.

The correct amount should be \$15,840.

Glossary

Accountable authority

The accountable authority, in the context of this Annual Report, is the person responsible for, and has control over, the FWO's operations.

Advisory Group

A tripartite group made up of the FWO, peak employer organisations and worker representatives, established to provide the FWO with advice and information relevant to our work assisting the regulated community, with equal representation from worker and business organisations.

Agency

The Office of the Fair Work Ombudsman (FWO).

Annual Performance Statement

A requirement under the PGPA Act, the statement provides a line of sight between planned non-financial performance outlined in a corporate plan and actual performance over the reporting period.

Appropriation

An amount of public money that parliament authorises for spending on a particular purpose.

APS Employee Census

An online, confidential and voluntary survey that tracks the views of APS employees about leadership, their workplace and conditions of work. The results are a key source of information for the State of the Service report.

AusTender

The Australian Government's web-based procurement information system, which provides centralised access to all publicly available approaches to market, multi-use lists, annual procurement plans and reported contracts.

Australian Public Service (APS) employee

A person engaged under section 22, or a person who is engaged as an APS employee under section 72, of the *Public Service Act 1999* (Public Service Act).

Closing Loopholes

The Closing Loopholes amendments refer to the *Fair Work Legislation Amendment (Closing Loopholes) Act 2023*, and the *Fair Work Legislation Amendment (Closing Loopholes No. 2) Act 2024*.

Comcare

An insurer, regulator and scheme manager, and claims manager that promotes safe and healthy work.

Common law contract

An individual contract of employment between an employer and an employee that is not lodged or certified under federal or state legislation but is subject to award requirements and provisions.

Compliance notice (CN)

A non-punitive mechanism that legally requires a person to take specified action to remedy the direct effects of an identified contravention. If a person fails to comply with a compliance notice and does not have a reasonable excuse, that person has contravened the *Fair Work Act 2009* (FW Act) and a court may impose penalties.

Contravention

The failure to comply with an obligation within the FW Act, awards or registered agreements.
Other known term: breach.

Cooperation agreements

A cooperation agreement is a written agreement between the FWO and someone (such as an employer, business or individual) who has told the FWO they have engaged in conduct that may amount to the criminal underpayment offence. While the cooperation agreement is in force, the FWO cannot refer conduct outlined in that agreement for possible criminal prosecution. The FWO may still consider civil enforcement options if necessary.

Corporate governance

The process by which agencies are directed and controlled. It is generally understood to encompass authority, accountability, stewardship, leadership, direction and control.

Corporate Plan

A primary strategic planning document that sets out objectives, capabilities and intended results over a 4-year period in accordance with stated purposes. The Plan should provide a clear line of sight with the relevant annual performance statement, portfolio budget statement (PBS) and annual report.

Digital display

Digital display is advertising on websites, apps or social media through banners or other advertising formats made of text, images, flash, video and audio.

Duty holder

A duty holder is defined as a person, natural or corporate, that has an obligation under the FW Act to either do or not do a particular action. A duty holder includes (but is not limited to): employing entities, registered organisations, company directors, company secretaries, officials of organisations, managers, accountants, bookkeepers, external human resources consultants, companies and people involved in supply chains involving the procurement of labour, persons involved in industrial action, a holding company of a subsidiary employing entity or its directors, franchisors, and workers.

Employer Advisory Service (EAS)

The Employer Advisory Service (EAS) is a free written advice service to help small business employers understand and meet their workplace pay and entitlements obligations under the FW Act.

Enforceable undertakings (EUs)

Enforceable undertakings (EUs) are legally binding documents that set out a company's written commitment to address workplace contraventions and prevent future breaches.

Enforced compliance

The use of strong enforcement action, such as civil litigation or referrals for criminal prosecution, by the FWO where it is in the public interest. It aims to deter unlawful conduct, particularly where there is intentional wrongdoing, significant impact, or lack of cooperation. Where appropriate, alternative enforcement tools such as enforceable undertakings or cooperation agreements may be used. This is one of the FWO's main responses to allegations of instances of non-compliance.

Enterprise agreement (EA)

A legally enforceable agreement made under the FW Act between one or more employers and a group of employees in relation to terms and conditions of employment for those employees.

Fair Work Act 2009 (FW Act)

The principal Commonwealth law governing Australia's workplace relations system.

Freedom of Information of Act 1982 (FOI Act)

This legislation gives people the right to request access to government-held information. This includes information about individuals and government policies and decisions.

Guided compliance

The use of formal direction by the FWO to support compliance with workplace laws following an investigation. It involves Fair Work Inspectors requiring duty holders to take specified actions, such as through compliance notices or contravention letters. Guided compliance is used where non-compliance is identified but may be addressed without immediate litigation. This is one of the FWO's main responses to allegations or instances of non-compliance.

Impressions

Represents the total amount of times digital content, such as an ad, web page, or social media post, is displayed on a user's screen.

Independent contractor

A person who works for themselves and provides services to another person or business and isn't employed by that person or business. Independent contractors usually negotiate their own fees and working arrangements and can work for more than one client at a time. Other known terms: subcontracting and contractor.

Individual flexibility arrangement

A written agreement used by an employer and employee to change the effect of certain clauses in their award or registered agreement – making alternative arrangements that better suit the needs of the employer and employee.

Infringement notice (IN)

Infringement notices (INs) are fines issued to employers for breaching record-keeping and pay slip requirements under the FW Act. An IN may be issued on the spot or up to 12 months after the contravention occurred.

Key performance indicators (KPIs)

Financial and non-financial measures used to help define and evaluate an organisation's success. An indicator is usually selected on the basis of relevance as a measure of some aspect of a specific project or operation.

Labour hire

An arrangement where a business provides workers to another business. Labour hire employers then send their labour hire employees to a host employer (host). The labour hire employee works for the host, but their pay and entitlements are provided by their labour hire employer.

Large corporates

Large businesses, corporate groups or entities that are part of an economic group with combined turnover greater than \$250 million.

Memorandum of Understanding

A written agreement between the FWO and another organisation that defines the working relationship, expectations and responsibilities. This may include outlining how the collaboration will create and maintain harmonious, productive and cooperative workplaces and promote a level playing field for businesses in specific industries.

Outcomes

Desired results, impacts or consequences for the Australian public resulting from the government's actions.





Pacific Labour Mobility (PALM) scheme

The PALM scheme supports eligible Australian businesses in hiring workers from certain Pacific Islands and Timor-Leste when there are not enough local workers available. The PALM scheme is jointly administered by the Department of Employment and Workplace Relations (DEWR) and the Department of Foreign Affairs and Trade (DFAT).

Pay and Conditions Tool (PACT)

An online tool that combines a pay, shift, leave, and notice and redundancy calculator. It can be accessed on mobile devices and enables calculations to be saved for later reference.

Portfolio Budget Statements (PBS)

A budget-related paper detailing initiatives and budget appropriations in terms of planned government outcomes and programs.

Public Governance, Performance and Accountability Act 2013 (PGPA Act)

The primary piece of Commonwealth resource management legislation.

Public Service Act 1999

The principal Commonwealth law providing for the establishment and management of the APS.

Purchaser-provider arrangements

Arrangements under which the outputs of an agency are purchased by another agency to contribute to outcomes. Purchaser-provider arrangements can occur between Commonwealth agencies, or between Commonwealth agencies and state/territory government or private sector bodies.

Purpose

The objectives, functions or role of the entity or company. In relation to performance management, purposes are the reasons or ideal state or outcomes, for which the entity or company undertakes its activities.

Secure Jobs, Better Pay

Fair Work Legislation Amendment (Secure Jobs, Better Pay) Act 2022 which made amendments to the FW Act.

Serious contravention

A serious contravention happens when a court finds that a person or business knew they were contravening an obligation under workplace laws, or were reckless as to whether the contravention would occur.

Self-report

A self-report is when an employer proactively informs the FWO about a potential or actual breach of workplace laws, such as underpayments or other non-compliance issues. This may involve the employer acknowledging the issue, detailing the extent of the problem, and outlining steps taken or planned to rectify the situation and prevent future occurrences.

Shadow economy

The shadow economy refers to legal and illegal economic activity that is not reported or taxed. The shadow economy is behavioural driven and is a result of opportunistic or deliberate actions to avoid tax or exploit the regulatory system. Other known terms: black economy or cash economy.

Small business

For the purpose of this report a small business is a business that employs fewer than 20 employees.

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 to maximise impact by way of proactive activities designed to change a duty holder's behaviour in a positive and sustainable way.

Supply chain

A business can subcontract labour or services. This happens when a business has been contracted to provide labour or services and contracts out the labour or services to another business. This can create a supply chain or contracting network.

Voluntary compliance

The resolution of workplace disputes by parties through cooperation and self-directed action, supported by the FWO's provision of advice, education, tools and resources. It promotes productive and harmonious workplaces, is an efficient use of public resources and is empowering and non-intrusive for the parties involved. This is one of the FWO's main responses to allegations or instances of non-compliance.

Voluntary Small Business Wage Compliance Code (the Code)

The Code is a legislative instrument created under the FW Act. Its purpose is to help small business employers avoid criminal prosecution if they didn't intentionally underpay their workers. The FWO can't refer a small business for criminal prosecution under the criminal offence if the FWO is satisfied that they have complied with the Code.

Vulnerable workers

People who belong to a group which may have a greater risk of vulnerability in understanding and receiving their workplace rights and entitlements.

Abbreviations and acronyms

AFP	Australian Federal Police
ANAO	Australian National Audit Office
APS	Australian Public Service
ATO	Australian Taxation Office
CAF	Cleaning Accountability Framework
CDPP	Commonwealth Director of Public Prosecutions
C&E	compliance and enforcement
CFMEU	Construction, Forestry and Maritime Employees Union
CN	compliance notice
CPD	continuing professional development
DEWR	Department of Employment and Workplace Relations
DFAT	Department of Foreign Affairs and Trade
EAS	Employer Advisory Service
EU	enforceable undertaking
FOI	freedom of information
FOI Act	Freedom of Information Act 1982
FW Act	Fair Work Act 2009
FWC	Fair Work Commission
FWO	Fair Work Ombudsman
GST	goods and services tax
IN	infringement notice
IPS	Information Publication Scheme
KMP	key management personnel
KPI	key performance indicator
MOU	memorandum of understanding
NES	National Employment Standards
OAIC	Office of the Australian Information Commissioner
PACT	Pay and Conditions Tool
PALM	Pacific Australia Labour Mobility
PBS	Portfolio Budget Statement
PIA	Privacy Impact Assessment
RfA	request for assistance
SES	Senior Executive Service
SME	small and medium enterprises
WHS	work health and safety





List of requirements

PGPA Rule Reference	Part of Report	Description	Requirement	Page/s
17AD(g)	Letter of transmittal			
17AI		A copy of the letter of transmittal signed and dated by accountable authority on date final text approved, with statement that the report has been prepared in accordance with section 46 of the Act and any enabling legislation that specifies additional requirements in relation to the annual report.	Mandatory	i
17AD(h)	Aids to access			
17AJ(a)		Table of contents (print only).	Mandatory	ii
17AJ(b)		Alphabetical index (print only).	Mandatory	140
17AJ(c)		Glossary of abbreviations and acronyms.	Mandatory	131–134
17AJ(d)		List of requirements.	Mandatory	135–139
17AJ(e)		Details of contact officer.	Mandatory	146
17AJ(f)		Entity's website address.	Mandatory	146
17AJ(g)		Electronic address of report.	Mandatory	146
17AD(a)	Review by accountable authority			
17AD(a)		A review by the accountable authority of the entity.	Mandatory	vii–xi
17AD(b)	Overview of the entity			
17AE(1)(a)(i)		A description of the role and functions of the entity.	Mandatory	06
17AE(1)(a)(ii)		A description of the organisational structure of the entity.	Mandatory	03
17AE(1)(a)(iii)		A description of the outcomes and programmes administered by the entity.	Mandatory	02
17AE(1)(a)(iv)		A description of the purposes of the entity as included in corporate plan.	Mandatory	06
17AE(1)(aa)(i)		Name of the accountable authority or each member of the accountable authority.	Mandatory	i
17AE(1)(aa)(ii)		Position title of the accountable authority or each member of the accountable authority.	Mandatory	i
17AE(1)(aa)(iii)		Period as the accountable authority or member of the accountable authority within the reporting period.	Mandatory	03
17AE(1)(b)		An outline of the structure of the portfolio of the entity.	Portfolio departments mandatory	n/a
17AE(2)		Where the outcomes and programs administered by the entity differ from any Portfolio Budget Statement, Portfolio Additional Estimates Statement or other portfolio estimates statement that was prepared for the entity for the period, include details of variation and reasons for change.	If applicable, mandatory	n/a
17AD(c)	Report on the Performance of the entity			
		Annual performance statements		
17AD(c)(i); 16F		Annual performance statement in accordance with paragraph 39(1)(b) of the Act and section 16F of the Rule.	Mandatory	06–19
17AD(c)(ii)	Report on Financial Performance			
17AF(1)(a)		A discussion and analysis of the entity's financial performance.	Mandatory	92–121
17AF(1)(b)		A table summarising the total resources and total payments of the entity.	Mandatory	126

PGPA Rule Reference	Part of Report	Description	Requirement	Page/s
17AF(2)		If there may be significant changes in the financial results during or after the previous or current reporting period, information on those changes, including: the cause of any operating loss of the entity; how the entity has responded to the loss and the actions that have been taken in relation to the loss; and any matter or circumstances that it can reasonably be anticipated will have a significant impact on the entity's future operation or financial results.	If applicable, mandatory.	n/a
17AD(d)	Management and Accountability			
	Corporate Governance			
17AG(2)(a)		Information on compliance with section 10 (fraud systems).	Mandatory	i
17AG(2)(b)(i)		A certification by the accountable authority that fraud risk assessments and fraud control plans have been prepared.	Mandatory	i
17AG(2)(b)(ii)		A certification by the accountable authority that appropriate mechanisms for preventing, detecting incidents of, investigating or otherwise dealing with, and recording or reporting fraud that meet the specific needs of the entity are in place.	Mandatory	i
17AG(2)(b)(iii)		A certification by the accountable authority that all reasonable measures have been taken to deal appropriately with fraud relating to the entity.	Mandatory	i
17AG(2)(c)		An outline of structures and processes in place for the entity to implement principles and objectives of corporate governance.	Mandatory	76–77
17AG(2)(d) – (e)		A statement of significant issues reported to The minister under paragraph 19(1)(e) of the Act that relates to noncompliance with finance law and action taken to remedy noncompliance.	If applicable, mandatory	n/a
	Audit Committee			
17AG(2A)(a)		A direct electronic address of the charter determining the functions of the entity's audit committee.	Mandatory	77
17AG(2A)(b)		The name of each member of the entity's audit committee.	Mandatory	78
17AG(2A)(c)		The qualifications, knowledge, skills or experience of each member of the entity's audit committee.	Mandatory	78
17AG(2A)(d)		Information about the attendance of each member of the entity's audit committee at committee meetings.	Mandatory	78
17AG(2A)(e)		The remuneration of each member of the entity's audit committee.	Mandatory	78
	External Scrutiny			
17AG(3)		Information on the most significant developments in external scrutiny and the entity's response to the scrutiny.	Mandatory	80–81
17AG(3)(a)		Information on judicial decisions and decisions of administrative tribunals and by the Australian Information Commissioner that may have a significant effect on the operations of the entity.	If applicable, mandatory	81
17AG(3)(b)		Information on any reports on operations of the entity by the Auditor-General (other than report under section 43 of the Act), a Parliamentary Committee, or the Commonwealth Ombudsman.	If applicable, mandatory	80
17AG(3)(c)		Information on any capability reviews on the entity that were released during the period.	If applicable, mandatory	61





PGPA Rule Reference	Part of Report	Description	Requirement	Page/s
Management of Human Resources				
17AG(4)(a)		An assessment of the entity's effectiveness in managing and developing employees to achieve entity objectives.	Mandatory	68
17AG(4)(aa)		Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: (a) statistics on full-time employees; (b) statistics on part-time employees; (c) statistics on gender; (d) statistics on staff location.	Mandatory	62–67
17AG(4)(b)		Statistics on the entity's APS employees on an ongoing and non-ongoing basis; including the following: Statistics on staffing classification level; Statistics on full-time employees; Statistics on part-time employees; Statistics on gender; Statistics on staff location; Statistics on employees who identify as Indigenous.	Mandatory	62–67
17AG(4)(c)		Information on any enterprise agreements, individual flexibility arrangements, Australian workplace agreements, common law contracts and determinations under subsection 24(1) of the Public Service Act 1999.	Mandatory	70
17AG(4)(c)(i)		Information on the number of SES and non-SES employees covered by agreements etc identified in paragraph 17AG(4)(c).	Mandatory	70
17AG(4)(c)(ii)		The salary ranges available for APS employees by classification level.	Mandatory	70
17AG(4)(c)(iii)		A description of nonsalary benefits provided to employees.	Mandatory	70
17AG(4)(d)(i)		Information on the number of employees at each classification level who received performance pay.	If applicable, mandatory	n/a
17AG(4)(d)(ii)		Information on aggregate amounts of performance pay at each classification level.	If applicable, mandatory	n/a
17AG(4)(d)(iii)		Information on the average amount of performance payment, and range of such payments, at each classification level.	If applicable, mandatory	n/a
17AG(4)(d)(iv)		Information on aggregate amount of performance payments.	If applicable, mandatory	n/a
Assets Management				
17AG(5)		An assessment of effectiveness of assets management where asset management is a significant part of the entity's activities.	If applicable, mandatory	n/a
Purchasing				
17AG(6)		An assessment of entity performance against the Commonwealth Procurement Rules.	Mandatory	82
Reportable consultancy contracts				
17AG(7)(a)		A summary statement detailing the number of new reportable consultancy contracts entered into during the period; the total actual expenditure on all such contracts (inclusive of GST); the number of ongoing reportable consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST).	Mandatory	83

PGPA Rule Reference	Part of Report	Description	Requirement	Page/s
17AG(7)(b)		A statement that 'during [reporting period], [specified number] new reportable consultancy contracts were entered into involving total actual expenditure of \$[specified million]. In addition, [specified number] ongoing reportable consultancy contracts were active during the period, involving total actual expenditure of \$[specified million]'.	Mandatory	83
17AG(7)(c)		A summary of the policies and procedures for selecting and engaging consultants and the main categories of purposes for which consultants were selected and engaged.	Mandatory	82
17AG(7)(d)		A statement that 'annual reports contain information about actual expenditure on reportable consultancy contracts. Information on the value of reportable consultancy contracts is available on the AusTender website.'	Mandatory	83
Reportable non-consultancy contracts				
17AG(7A)(a)		A summary statement detailing the number of new reportable non-consultancy contracts entered into during the period; the total actual expenditure on such contracts (inclusive of GST); the number of ongoing reportable non-consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST).	Mandatory	83
17AG(7A)(b)		A statement that 'annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on the AusTender website.'	Mandatory	83
17AD(daa)	Additional information about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts			
17AGA		Additional information, in accordance with section 17AGA, about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts.	Mandatory	83
Australian National Audit Office Access Clauses				
17AG(8)		If an entity entered into a contract with a value of more than \$100,000 (inclusive of GST) and the contract did not provide the Auditor-General with access to the contractor's premises, the report must include the name of the contractor, purpose and value of the contract, and the reason why a clause allowing access was not included in the contract.	If applicable, mandatory	85
Exempt contracts				
17AG(9)		If an entity entered into a contract or there is a standing offer with a value greater than \$10,000 (inclusive of GST) which has been exempted from being published in AusTender because it would disclose exempt matters under the FOI Act, the annual report must include a statement that the contract or standing offer has been exempted, and the value of the contract or standing offer, to the extent that doing so does not disclose the exempt matters.	If applicable, mandatory	n/a





PGPA Rule Reference	Part of Report	Description	Requirement	Page/s
Small business				
17AG(10)(a)		A statement that '[Name of entity] supports small business participation in the Commonwealth Government procurement market. Small and Medium Enterprises (SME) and Small Enterprise participation statistics are available on the Department of Finance's website.'	Mandatory	82
17AG(10)(b)		An outline of the ways in which the procurement practices of the entity support small and medium enterprises.	Mandatory	82
17AG(10)(c)		If the entity is considered by the Department administered by the Finance Minister as material in nature – a statement that '[Name of entity] recognises the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available on the Treasury's website.'	If applicable, mandatory	n/a
Financial Statements				
17AD(e)		Inclusion of the annual financial statements in accordance with subsection 43(4) of the Act.	Mandatory	91–121
Executive Remuneration				
17AD(da)		Information about executive remuneration in accordance with Subdivision C of Division 3A of Part 23 of the Rule.	Mandatory	71–72
17AD(f)	Other Mandatory Information			
17AH(1)(a)(i)		If the entity conducted advertising campaigns, a statement that 'during [reporting period], the [name of entity] conducted the following advertising campaigns: [name of advertising campaigns undertaken]. Further information on those advertising campaigns is available at [address of entity's website] and in the reports on Australian Government advertising prepared by the Department of Finance. Those reports are available on the Department of Finance's website.'	If applicable, mandatory	85
17AH(1)(a)(ii)		If the entity did not conduct advertising campaigns, a statement to that effect.	If applicable, mandatory	n/a
17AH(1)(b)		A statement that 'information on grants awarded by [name of entity] during [reporting period] is available at [address of entity's website].'	If applicable, mandatory	85
17AH(1)(c)		Outline of mechanisms of disability reporting, including reference to website for further information.	Mandatory	69
17AH(1)(d)		Website reference to where the entity's Information Publication Scheme statement pursuant to Part II of FOI Act can be found.	Mandatory	80
17AH(1)(e)		Correction of material errors in previous annual report.	If applicable, mandatory	130
17AH(2)		Information required by other legislation.	Mandatory	130

Index

2024–2025 Corporate Plan, IX, 6, 7, 9–19, 20, 79

A

Aboriginal and Torres Strait Islanders

- diversity and inclusion reporting, 67
- enterprises, 82
- First Nations Employee Network Forum, 69
- Indigenous Procurement Policy, 82
- Reconciliation Action Plan (RAP), 69

accountable authority, I, 6, 76, 77, 90

Accountability Sub-Committee, 77, 79. *See also* corporate governance

Acknowledgement of Country, vi

acts. *See* individual legislation

activities. *See* compliance and enforcement; communications activities; education activities and resources

Administrative Appeals Tribunal, 81

advice. *See* education activities and resources; dispute-resolution services

Advisory Group, VIII, 24, 30. *See also* reference groups

- Large Corporates Sub-Committee, 57
 - Small Business Sub-Committee, 34, 39, 24, 26, 28, 85
- Aged Care Services Reference Group. *See* reference groups

Agency Consultative Forum (ACF), 68, 70

Agency purpose, IX, 2, 6, 7, 15, 16, 54, 60, 61, 76, 79, 101

Agency Resources Statement 2024–25, 126

Agency structure, IX, 3, 76. *See also* workforce demographics; workforce management

agriculture sector, X, 25, 26, 30, 44–45, 51, 52, 57

Agriculture Reference Group. *See* reference groups

annual performance statement, 6–7

anonymous reporting, XI, 26, 31, 40, 43, 46, 51

appropriations. *See* financial statements

APS. *See* Australian Public Service

APS Net Zero in Government Operations Strategy, 74

arrival briefings, 31. *See also* Pacific Australia Labour Mobility (PALM) Scheme

assets and liabilities. *See* financial statements

Attorney-General, 53, 117

Audit and Risk Committee, 77–78. *See also* corporate governance

Auditor-General, 85

audits

- Australian National Audit Office (ANAO), XI, 61, 76, 85, 103
- by registered organisations, 46, 48
- internal, 79

AusTender, 82, 83, 85

Australian Accounting Standards, 101, 103, 115, 119, 120

Australian Border Force (ABF), 52, 53

Australian Building and Construction Commission (ABCC), 114

Australian Chamber of Commerce and Industry (ACCI), 30

Australian Council of Trade Unions (ACTU), 30

Australian Disability Strategy, 69

Australian Federal Police (AFP), 22, 23, 53

Australian Industry Group (AIG), 30

Australian National Audit Office (ANAO), XI, 61, 76, 85, 103

Australian Public Service (APS),

- Code of Conduct and Employment Principles, 69
- employee census, 16–17, 18–19, 68
- State of the Service, 69
- Statistical Bulletin, 69
- Strategic Commissioning Framework, 73
- values, 69
- Australian Public Service Commission (APSC), 16, 17, 18, 19

Australian Securities and Investment Commission (ASIC), 52, 75

Australian Taxation Office (ATO), 44, 52

AusTender. *See* procurement

B

back pay. *See* enforcement outcomes

best practice guides. *See* educational activities and resources

Blue Sky Kids Land Pty Ltd, 55

Booth, Anna. *See* Fair Work Ombudsman

building and construction sector, X, 25, 32, 35, 42

- engagement, 26, 85
- Reference Group, 30

Building and Construction Reference Group. *See* reference groups

Business Continuity Management Framework, 79. *See also* corporate governance

Business Council of Australia, 30

Business Investment Sub-Committee, 76, 77. *See also* corporate governance

business planning, 79. *See also* corporate governance

C

- campaigns, 85
 - building and construction apprenticeships and trainees, 26
 - compliance, 45
 - criminal underpayments, 23
 - fast food, restaurants and cafes, 46
 - horticulture, 45
 - know your bare minimums, 26
 - job advertisements, 40, 41
 - right to disconnect, 27
 - young workers, 28
- capability development, 68
- casual employees, 31, 32, 34, 41, 44, 46, 49, 85
- Chatime, 46
- Chief Financial Officer, statement, 90
- classification of staff. *See* workplace demographics
- Cleaning Accountability Framework, 54, 57
- Closing Loopholes laws, 22, 25, 31
- Comcare, 73
- committees. *See* corporate governance
- Commonwealth, 2, 20, 38, 74, 101
- Commonwealth Bank, 55
- Commonwealth Consolidated Revenue Fund, 49, 54
- Commonwealth Contracting Suite, 82
- Commonwealth Electoral Act 1918, 85, 132
- Commonwealth Procurement Rules, 82
- Commonwealth Ombudsman, 80
- communications activities, XIII. *See also* educational activities and resources; online services
 - campaigns, 23, 25, 26, 27, 28, 45, 46, 85
 - case studies, 31, 41, 47, 56
 - emails, 29
 - fact sheets, X, 32
 - media releases, 29, 45, 56
 - newsletters, 29
 - social media, 26-28
 - videos, 26, 28, 30, 39, 47
 - workshops, 25
 - webinars, 25
- compliance and enforcement, VIII, IX, X, 2, 13, 14, 20-21, 22, 40-41, 52, 61, 77. *See also*: compliance notices (CNs); dispute resolution; enforceable undertakings (EUs); infringement notices (INs); investigations; litigations
 - Advisory Group 30,
 - aged care sector, 43
 - agricultural sector, 43
 - anonymous reporting, 51
 - building and construction industry, 42
 - Compliance and Enforcement Policy, 20, 30, 37, 42, 54, 77
 - compliance notes (CNs), 53
 - court-ordered penalties, 42, 44, 46
 - disability support sector, 43,
 - educational activities and resources, 39
 - Employer Advisory Board, 34
 - Enforcement Board, 77
 - enforceable undertakings (EUs), 54
 - Fair Work Infoline, 33
 - fast food, restaurant and cafe sector, 46-47
 - horticulture sector, 45
 - infringement notices (INs), 53
 - large corporates sector, 48
 - online tools, 32
 - Pacific Australia Labour Mobility (PALM) scheme, 52
 - reference groups, 30
 - requests for assistance (RfAs), 38
 - Strengthening Reporting Protections Pilot, 53
 - systemic non-compliance, 57
 - university sector, 49
 - Voluntary Small Business Wage Compliance Code, 22, 30, 31, 34, 39
 - Workplace Justice Visa Pilot, 53
- complaints, 80. *See also* feedback, surveys
- compliance notices (CNs), XII, 14, 40, 42, 43, 44, 45, 46, 48, 52, 53. *See also* dispute resolution; enforceable undertakings (EUs); enforcement outcomes; infringement notices (INs); litigations
- community engagement, 24-29
- Community Engagement Grants Program (CEG Program), 85
- Commonwealth Electoral Act 1918, 85, 132
- Commonwealth Ombudsman, 80
- Community and Public Sector Union, IX, 68
- Construction, Forestry and Maritime Employees Union (CFMEU), 42
- contraventions, 40, 44, 53, 54, 55, 56
 - conduct, 42, 55
 - employment advertisements, 31, 40, 41
 - pay and entitlements, 40, 43, 44, 47, 48, 55, 56
 - record-keeping, 43, 44, 55, 56
 - harassment, 31, 43, 55
- Cooperative Initiatives Grant (CIG) Program, 24
- corrections, 132
- Corporate Board, 77. *See also* corporate governance
- corporate governance. *See also* Corporate Plan
 - Audit and Risk Committee, 76, 77-78, 79
 - Accountability Sub-Committee, 77, 79
 - business continuity, 79
 - Business Investment Sub-Committee, 76, 77
 - Corporate Board, 77
 - Enforcement Board, 76, 77
 - Health and Safety Committee, 73
 - risk and fraud management, I, 60, 73, 76, 77-78, 79, 138
- Corporate Plan, ix, 6, 7, 9-19, 20, 79
- Council of Small Business Organisations of Australia, 30
- court-ordered penalties. *See* enforcement outcomes
- Criminal Investigations Branch, X, 23
- criminal underpayment. *See* underpayment
- criminal wage theft, *See* underpayment
- culturally and linguistically diverse workers, X, 26, 29, 31, 47, 51
- culturally and linguistically diverse workers (FWO), 76, 69
- cybersecurity, 81

D

Deliverables. *See* performance report

Department of Employment and Workplace Relations (DEWR), 39, 52, 53, 75, 82

Department of Finance, 79, 82, 85, 99

Department of Foreign Affairs and Trade (DFAT), 52

Department of Home Affairs, 44, 52, 53, 82

digital channels. *See* online services

Din Tai Fung, 47, 55

Director of Public Prosecutions (CDPP), 20,

disability. *See* diversity and inclusion reporting

disability, workers with, 31, 55

Disability Employment Strategy, 69

disability support services, X, 30, 43

Disability Support Services Reference Group. *See* reference groups

dispute resolution, IX, XII, XIII, 7, 13, 14, 21, 22, 33, 53, 36–39, 40, 45, 46. *See also* compliance notices (CNs); enforceable outcomes; enforceable undertakings (EUs); infringement notices (INs); litigations

diversity and inclusion reporting, 67, 69

Doll House Training Pty Ltd, 55

E

educational activities and resources, X, 2. *See also* communications activities; online services

- best practice guides, 32, 35
- emails, 29
- fact sheets, X, 32
- media releases, 29, 45, 56
- newsletters, 29
- online learning, X, XIII, 32, 35, 69
- presentations, 23, 25, 52
- showcases, 45
- social media, 26–28
- videos, 26, 28, 30, 39, 47
- workshops, 25
- webinars, 25

e-learning. *See* educational activities and resources (online learning)

employee engagement, 16, 68

Employer Advisory Service (EAS), XIII, 7, 10–11, 34, 35

employer organisations, VIII, X, 20, 21, 30, 37, 39, 43

employment conditions. *See* remuneration and employment conditions

enforceable undertakings (EUs), 14, 40, 43, 44, 45, 48, 49, 54, 104. *See also* compliance notices (CNs); dispute resolution; enforcement outcomes; infringement notices (INs); litigations

Enforcement Board, 76, 77. *See also* corporate governance

enforcement outcomes, IX, 13, 14, 29, 53–57. *See also* compliance notices (CNs); dispute resolution; enforceable undertakings (EUs); infringement notices (INs); litigations

- back-pay, 43, 48
- court-ordered penalties, 42, 44, 46, 104
- penalties 21, 22, 40, 41, 43, 45, 46, 47, 49, 55, 56, 98, 104,

enforcement tools. *See* compliance and enforcement

enterprise agreements, 40, 48,

entity structure, 3

entity funding, 113–115

Environment, Protection and Biodiversity Conservation Act 1999, 130

environmental management, 74–75, 130

ethics, 69

executive remuneration. *See* workforce reporting

expenditure. *See* financial statements

F

fact sheets. *See* educational activities and resources

Fair Work Act 2009 (FW Act), I, X, 6, 7, 9, 10, 12, 13, 14, 20, 22, 31, 34, 40, 42, 53, 54, 56, 61, 77, 80, 98, 101, 104, 105, 112

Fair Work Commission (FWC), X, 39, 82, 114

Fair Work Infoline. *See* telephony channels

Fair Work Inspectors, 14, 40, 41, 44, 45, 53, 55, 73

Fair Work Officer, 37, 53

Fair Work Legislation Amendment (Closing Loopholes No. 2) Act 2024 (Closing Loopholes laws), 22, 25, 31

Fair Work Legislation Amendment (Secure Jobs, Better Pay) Act 2022, 31

Fair Work Ombudsman, I, VIII–XI, 6, 25, 29, 45, 56, 71, 72, 77

fast food, restaurants and cafes sector, X, 30, 38, 46–47, 52, 85

Fast Food, Restaurants and Cafes Reference Group. *See* reference groups

feedback, 11, 15, 24, 25, 30, 33, 43, 57, 68, 80. *See also* surveys; complaints

financial position. *See* financial statements

financial instruments. *See* financial statements

financial management, 82–85

financial statements, 88–122

- appropriations, 125
- assets and liabilities, 107, 116, 118, 120, 121, 122
- cash flow statement, 104, 109
- equity, 102
- expenses, 112
- income, 98, 115

First Nations Employee Network Forum, 69

Flexible work arrangements. *See* remuneration and employment conditions

FOI Act. *See* Freedom of Information Act 1982

Food Precincts Program, 46



Frankie, 31
 fraud and risk management. *See* corporate governance – risk and fraud management
 Freedom of Information Act 1982 (FOI Act), 80, 130
 fringe benefits tax, 101
 funding. *See* entity funding
 FWO Enterprise Agreement, 70

G

gay, lesbian, transgender and intersex employees. *See* diversity and inclusion reporting
 governance. *See* corporate governance
 GrantConnect, 85
 Grants. *See* Community Engagement Grants Program (CEG Program); Cooperative Initiatives Grants (CIG) Program; GrantConnect
 Griffith University, 49, 54

H

Hamilton Island Enterprises, 48
 harassment, 31, 42, 51, 69, 73
 Health and Safety Committee, 73
 health care and social assistance industry, 33, 34,
 high-risk sectors. *See* agriculture sector; fast food, restaurants and cafes sector; horticulture sector; labour hire; migrant workers; university sector
 Higher Education Reference Group. *See* reference groups
 higher education sector. *See* university sector
 Horticulture Award, 44
 horticulture sector, 25, 44, 45, 57
 Horticulture Showcase, 45
 Horticulture Strategy, 45
 hospitality sector. *See* fast food, restaurants and cafes sector
 human resource policies. *See* workforce reporting
 human trafficking, 53

I

independent contractors, 31, 55
 Indigenous Procurement Policy, 82
 industrial relations. *See* workplace relations
 Information Publication Scheme (IPS), 80
 infringement notices (INs), XII, 14, 40, 41, 42, 43, 44, 45, 46, 48, 52, 53, 104. *See also* compliance notices (CNs), dispute resolution, enforceable undertakings (EUs), enforcement outcomes, litigations
 in-language information. *See* online services
 intelligence, X, 20, 38, 40, 42, 43, 52
 investigations, 14, 61
 – aged care sector, 43

– agriculture, 44
 – building and construction sector, 42
 – fast food, restaurant and cafes sector, 46
 – fraud, 79
 – horticulture sector, 45
 – labour hire sector, 52
 – large corporates, 48
 – underpayments, 22–23
 – university sector, 49

J

judicial decisions, 81. *See also* court-ordered penalties; litigations

K

key management personnel (KMP), 71–72, 117
 key performance indicators (KPIs), 6, 7, 9–19, 68
 KPI review, 7

L

La Trobe University, 49, 54
 labour hire, 44, 45, 52, 57, 114
 large corporates, X, 30, 48, 57
 Large Corporates Sub-Committee. *See* Advisory Group
 learning and development. *See* capability development
 leases, 74, 96, 102, 103, 108, 109, 110, 115, 119, 120
 legal action. *See* litigation
 legislation. *See* Commonwealth Electoral Act 1918; Environment, Protection and Biodiversity Conservation Act 1999; Fair Work Act 2009 (FW ACT); Freedom of Information Act 1982 (FOI Act); Public Governance, Performance and Accountability Act 2013 (PGPA Act); Public Service Act 1999; Work Health and Safety Act 2011 (WHS Act)
 letter of transmittal, i
 litigations, 14, 55, 56–57, 104, 118
 – A & G Lamattina & Sons Pty Ltd, 44
 – Blue Sky Kids Land Pty Ltd, 55
 – Construction, Forestry and Maritime Employees Union (CFMEU), 42
 – Din Tai Fung Restaurants, 47, 55
 – Doll House Training Pty Ltd, 55
 – Hamilton Island Enterprises, 48
 – Mining and Energy Union, 55
 – Mr Viet, 56
 – RJ Cornish & Co, 44
 – Sushi Bay, 55, 56
 – Townsend House Inc, 43

M

market research, 85
 media releases. *See* communications activities
 mediation. *See* dispute resolution
 memorandums of understanding, 82
 migrant workers, 25, 38, 41, 43, 44, 46, 47, 52, 53, 58
 Mining and Energy Union, 55
 Mr Viet, 56
 My account, 10, 34

N

National Employment Standards (NES), 26, 32
 National Food Precincts Program, 46
 National Labour Hire Registration Scheme (NLHRS). *See* labour hire
 Newsletters. *See* communications activities
 non-ongoing staff. *See* workplace demographics

O

Office of the Australian Information Commissioner (OAIC), 80, 81
 OFWO 2024–27 Enterprise Agreement, 70
 Official Public Account, 99
 online courses. *See* educational activities and resources – online learning
 online education. *See* educational activities and resources – online learning
 online forms. *See* online services – templates
 online learning centre, 32
 online services, X, XIII, 12, 32, 34. *See also* communications activities; educational activities and resources; Pay and Conditions Tool (PACT)
 – in-language information, 26, 29, 31, 47, 52
 – page translation, 27, 29, 31, 47
 – templates 32
 – website, 12, 23, 26, 27, 29, 31, 43, 49, 51, 79
 on-the-spot fines. *See* enforcement outcomes – infringement notices
 organisational structure. *See* entity structure
 outcome statement, 2, 127

P

Pacific Australia Labour Mobility (PALM) scheme, 31, 52
 page translation. *See* online services
 Pay and Conditions Tool (PACT), X, 22, 26, 32
 Payroll remediation program guide, 48, 57
 penalties. *See* enforcement outcomes

performance bonuses. *See* remuneration and employment conditions
 performance measures. *See* key performance indicators (KPIs)
 performance report, XII–XIII, 2, 6–7, 9–19
 PGPA Act. *See* Public Governance, Performance and Accountability Act 2013
 phone services. *See* telephony channels
 podcasts, 26, 29. *See also* communications activities
 Portfolio Budget Statements, 2, 7, 9, 10, 12, 13, 14, 92, 96
 Presentations. *See* educational activities and resources
 priority areas, IX, X, 13, 15, 24, 30, 40, 43, 44, 61, 77
 privacy, 81
 procurement, 82, 83, 85, 110, 119
 professional, scientific and technical services sector, 34
 property management, 74, 102, 107, 108, 109, 120
 Public Governance, Performance and Accountability Act 2013 (PGPA Act); I, 6, 71, 77, 90, 101, 113, 114, 135–139
 Public Service Act 1999 (Public Service Act), 62
 purchaser-provider arrangements. *See* procurement
 purchasing. *See* procurement
 purpose of FWO, IX, 6

R

Reconciliation Action Plan, XI, 69
 Record My Hours, 32
 reference groups, VIII, X, XI, 24, 30, 39. *See also* Advisory Group
 – Aged Care Services, 43
 – Agriculture, 45
 – Building and Construction, 42
 – Disability Support Services, IX, 43
 – Fast Food, Restaurants and Cafes, 46
 – Higher Education, 49
 Registered Organisations Commission (ROC), 114
 remediation, 48, 57
 remuneration and conditions, (FWO), 70, 102, 116
 – performance bonuses, 72
 – executive remuneration, 71–71
 – flexible work arrangements, 68, 70, 73
 – key management personnel remuneration, 117
 – leave, 116
 – superannuation, 72, 116
 Remuneration Tribunal, 71, 117
 Reporting. *See* anonymous reporting; self-reporting; financial statements
 requests for assistance (RfAs), 7, 13, 20, 34, 37, 38
 retail sector, 26, 32, 34, 51
 right-of-use (ROU) assets, 96, 103, 108
 right to disconnect, 27, 30, 31, 39, 85
 risk and fraud management. *See* corporate governance – risk and fraud management

S

salary ranges. *See* remuneration and conditions

Secure Jobs, Better Pay. *See* Fair Work Legislation Amendment (Secure Jobs, Better Pay) Act 2022

self-reporting, 21, 40, 43, 48, 57

Services Australia, 23, 75, 82

sham contracting, 55

site visits, 40, 42, 45, 52

slavery, 53

small and medium enterprises (SMEs), X, 7, 10, 22, 27, 30, 32, 34, 35, 39. *See also* Employer Advisory Service (EAS)

Small Business Helpline. *See* telephony channels

Small Business Showcase, 22, 31, 34

Small Business Strategy, 22

Small Business Sub-Committee. *See* Advisory Group

social media. *See* communications activities

stakeholder engagement, 24–25, 26, 30, 39, 42, 43, 45, 48, 49, 57, 61, 79

Stakeholder Engagement Strategy, 24

State of the Service report (APSC), 69

strategic objectives, IX, 2, 6, 7, 15, 16, 29, 54, 60, 61, 76, 79, 101

Strengthening Reporting Protections Pilot, 53

Structure. *See* entity structure

sub-committees. *See* Advisory Group, reference groups

superannuation. *See* remuneration and employment conditions

supply chains, 57

surveys, 9, 10–11, 12, 16–17, 18–19, 80, 85. *See also* Australian Public Service (APS) – employee census; complaints; feedback

Sushi Bay, IX, XII, 46, 55, 56

T

telephony channels, 33

- Fair Work Infoline, X, 9, 33
- Small Business Helpline, 34

Templates. *See* educational activities and resources

tenders and contracts. *See* procurement

Townsend House Inc, 43

translation of information. *See* online services – page translation

tripartite Advisory Group. *See* Advisory Group

U

unclaimed monies, 98, 104, 105, 112

underpayment, X, IX, XII, 20, 22–23, 25, 31, 34, 40, 42, 43, 44, 46, 47, 48, 49, 52, 53, 55, 56, 57, 77, 85, 112

unions, VIII, X, 20, 21, 25, 28, 30, 37, 39, 43, 55, 57

University of Melbourne, 49, 54

University of Sydney, 49, 54

university sector, X, 30, 31, 49, 54

V

values (FWO), 69

videos. *See* educational activities and resources

virtual assistant, 31

virtual services. *See* online services

Voluntary Small Business Wage Compliance Code, 22, 30, 31, 34, 39

vulnerable workers, IX, 25, 26, 29, 38, 41, 42, 44, 46, 47, 51, 52, 53, 55, 56, 57,

W

Wages. *See* remuneration and employment conditions

webinars. *See* education activities and resources

website. *See* online services

WHS Act. *See* Work Health and Safety Act 2011 (WHS Act)

work health and safety, 73

Work Health and Safety Act 2011 (WHS Act), 73, 130

workforce demographics, 62–67

workforce management, 68–69. *See also* remuneration and employment conditions

workforce reporting,

- APS employee census, 16–17, 18–19, 68
- demographics, 62–67
- Disability Employment Strategy, 69
- diversity and inclusion, 67, 69
- executive remuneration, 71–72
- health and safety, 73
- key management personnel, 71, 72
- performance, 16–17
- remuneration and employment conditions, 70
- senior executive service employees, 71, 72
- wellbeing, 18–19, 68, 73

Workplace Justice Visa Pilot, 53

workplace relations, IX, 2, 6, 7, 12, 20, 25, 31, 32, 34, 46, 54, 60

workshops. *See* education activities and resources

Y

young people, 25, 28, 38, 41, 46, 51, 85

Contact

Annual Report Contact Officer

Office of the Fair Work Ombudsman
GPO Box 9887
Melbourne VIC 3001

Phone: 13 13 94

Email: annualreport@fwo.gov.au

Website: fairwork.gov.au

Distribution

The report is available from the Office of the Fair Work Ombudsman and at fairwork.gov.au/annual-report

Acknowledgments

Thank you to all the Office of the Fair Work Ombudsman employees who contributed to this report.

Annual report team: Vanessa Richmond and Sarah Strudwicke

Design and typesetting: Matthew Feddersen

Printing: Trendsetting Digital print

Copyright and attribution

ISSN: 1837-9079 (Print)

ISSN: 2202-9435 (Online)

© Commonwealth of Australian Government

With the exception of the Commonwealth Coat of Arms, the department's logo, any material protected by a trade mark and where otherwise noted all material presented in this document is provided under a Creative Commons Attribution 4.0 International (<https://creativecommons.org/licenses/by/4.0/>) licence.

The details of the relevant licence conditions are available on the Creative Commons website (accessible using the links provided) as is the full legal code for the CC BY 4.0 International (<https://creativecommons.org/licenses/by/4.0/legalcode>).

The terms under which the Coat of Arms can be used are detailed on the Department of the Prime Minister and Cabinet website at pmc.gov.au/government/commonwealth-coat-arms.

This document must be attributed as the *Office of the Fair Work Ombudsman Annual Report 2024–25*.



