



SENATOR THE HON MURRAY WATT
MINISTER FOR EMPLOYMENT AND WORKPLACE RELATIONS

The Hon Jaclyn Symes
 Minister for Industrial Relations
 Level 4, 1 Treasury Place
 Melbourne VIC 3000

By email: Jaclyn.Symes@parliament.vic.gov.au

Dear Minister

I write regarding further disturbing new allegations concerning the Victorian building and construction industry involving potential contraventions of Commonwealth and/or Victorian criminal and workplace laws, and in particular allegations concerning the influence of organised crime and outlaw motorcycle gangs over certain labour hire providers operating on Victorian government-funded projects.

On 16 and 17 March 2025, allegations were raised in the media about the alleged infiltration of organised crime and outlaw motorcycle gangs into the CFMEU and the wider construction industry, including allegations of corruption, violence, intimidation and other potentially criminal or unlawful conduct on Victorian construction sites and infrastructure projects. The allegations included granting enterprise agreements to unlicensed labour hire companies and potential breaches of laws by labour hire companies in Victoria. These are extremely serious allegations that warrant immediate attention, and I welcome the Victorian Government's expansion of a dedicated police taskforce to investigate the new allegations and focus on organised crime and criminal behaviour occurring on worksites across Victoria.

I have referred all allegations of a criminal nature to the Australian Federal Police for investigation, where appropriate. I have also written to each member of the National Construction Industry Forum asking them to consider how the Construction Industry Blueprint (currently under development) could form part of the industry's response to the allegations that have been raised, including addressing overreliance on, and misuse of, labour hire in the industry. I have also written to the Fair Work Commission President regarding allegations concerning the approval of greenfields agreements by the Commission that cover the CFMEU and entities that may be connected with organised crime and outlaw motorcycle gangs.

I welcome the Victorian Government's earlier commitment to immediately implement the recommendations of the Report from the Victorian Government's Report from the Formal Review into Victorian Government Bodies' Engagement with Construction Companies and Construction Unions (the Review), which include strengthening the Labour Hire Authority's regulatory powers by expanding the fit and proper person test to include past indictable convictions, insolvencies, close association with an unfit or proper person or membership to criminal organisations.

In light of these recent new allegations, I request that you ask the Victorian Labour Hire Authority to consider engaging with the CFMEU Administrator, Mr Mark Irving KC, on the implementation of the Review findings, and on what additional measures may be able to be

taken to ensure that unlicensed labour hire companies are not operating in Victoria and that licensed organisations are meeting the relevant licensing requirements.

I have copied this letter to the Prime Minister, the Hon Anthony Albanese MP. You were also copied to a letter of 17 March 2025 sent to the Australian Federal Police Commissioner, Mr Reece Kershaw APM, in relation to the same allegations.

Yours sincerely

s22(1)(a)(ii)



MURRAY WATT

19/03/2025



The Hon Catherine King MP

Minister for Infrastructure, Transport, Regional Development and Local Government
Member for Ballarat

Ref: MC25-003331

The Hon Gabrielle Williams MP
 Minister for Transport Infrastructure
 Minister for Public and Active Transport
 Parliament of Victoria
 Level 20 1 Spring Street
 MELBOURNE VIC 3002

Dear Minister

Gabrielle

I am writing to seek advice and assurances on the Victorian Government's response to recent allegations in the media of criminal and corrupt conduct by persons associated with the Construction, Forestry and Maritime Employees Union (CFMEU).

Last year, we took strong action to support the General Manager of the Fair Work Commission to appoint an independent administrator and requesting the Australian Federal Police investigate allegations. I am concerned about the new allegations of violent and potentially criminal behaviour associated with jointly funded infrastructure project worksites reported in recent days.

As you know, the Federation Funding Agreement Schedule (FFAS) on Land Transport Infrastructure Projects requires state and territory governments ensure any allegations or instances of criminal behaviour or corruption are reviewed and reported to the appropriate regulator, and in my letter of 31 July 2024 to the Board of Treasurers, I asked that any allegations are also reported to my department.

I note your Government has announced a joint taskforce focusing on behaviour at worksites. I would appreciate your officials providing timely updates to my department on the findings of the taskforce in respect to any jointly funded projects impacted by these issues including assurance that Australian Government funds have not been used to provide corrupting benefits.

The FFAS requires state and territory governments to ensure compliance with relevant Commonwealth legislation, including with respect to workplace relations, and ensure procurement practices deliver value for money for public funds. If required the Australian Government can also consider an independent cost assessment of the jointly funded infrastructure projects.

I look forward to receiving your response and continuing to work with you to build a strong, productive construction sector free from criminal and improper conduct.

Yours sincerely

s22(1)(a)(ii)

Catherine King MP

20 / 03 / 2025

cc Senator the Hon Murray Watt, Minister for Employment and Workplace Relations
Mr Mark Irving KC, Administrator, Construction and General Division, CFMEU



Australian Government

**Department of Infrastructure, Transport,
Regional Development, Communications and the Arts**

Secretary
Jim Betts

PDR ID EC25-000469

Mr Jeroen Weimar
Secretary
Department of Transport and Planning
1 Spring Street
MELBOURNE VIC 3000

Dear Secretary

I am writing to each of my state and territory counterparts in light of recent allegations in the media of criminal and corrupt conduct by persons associated with the Construction, Forestry and Maritime Employees Union (CFMEU).

The new allegations, reported in recent days, of violent and potentially criminal behaviour associated with infrastructure project worksites, raise concerns which I have no doubt are shared by Victoria and across all jurisdictions. As you are aware, the Federation Funding Agreement Schedule (FFAS) on Land Transport Infrastructure Projects requires state and territory governments to ensure that any allegations or instances of criminal behaviour or corruption are reviewed and reported to the appropriate regulator. Further, the FFAS requires state and territory governments to ensure compliance with relevant Commonwealth legislation, including with respect to workplace relations, and to ensure procurement practices deliver value for money for public funds.

Instances of criminal behaviour or corruption, or concerns about unacceptable workplace behaviours on jointly-funded projects, should also be proactively reported to the Department of Infrastructure, Transport, Regional Development, Communications and the Arts.

In addition to these reporting requirements, I note that the Hon Catherine King MP, Minister for Infrastructure, Transport, Regional Development and Local Government, has written to the Hon Gabrielle Williams, Minister for Transport Infrastructure and Minister for Public and Active Transport. The letter requests that our departments work together to ensure timely updates are provided to the Commonwealth on the findings of the taskforce, established by Victoria to focus on worksite behaviour, which relate to any jointly funded projects impacted by these issues. ^{s47B(a)}

I would like to acknowledge and welcome the excellent work being led by Queensland, with New South Wales and Victoria, to develop draft guidance to help inform the identification and notification of unacceptable workplace behaviours. I look forward to the roll out of this guidance, which will be critical in ensuring all relevant stakeholders are aware of their obligations to report unacceptable workplace behaviours.

I also look forward to continuing to work with you to ensure a strong, productive construction sector that is free from criminal and improper conduct.

Yours sincerely

s22(1)(a)(ii)

Jim Betts

4 March 2025

cc: Ms Natalie James, Secretary, Department of Employment and Workplace Relations

Archived: Friday, 19 September 2025 3:17:37 PM

From: WOOD^{s2}₂₍₁₎ Lachlan

Sent: Fri, 28 Mar 2025 03:30:54

To: s22(1)(a)(ii) s22(1)(a)(ii)

Subject: FW: Fw: CFMEU Letter [SEC=OFFICIAL]

Importance: Normal

Sensitivity: None

OFFICIAL

For awareness

Lachlan Wood (he/him)

Assistant Secretary • Victoria, Tasmania and South Australia Infrastructure

Land Transport Infrastructure Division

s22(1)(a)(ii) @infrastructure.gov.au

M +61 s22(1)(a)(ii)

GPO Box 594 Canberra, ACT 2601

Department of Infrastructure, Transport, Regional Development, Communications and the Arts

CONNECTING AUSTRALIANS • ENRICHING COMMUNITIES • EMPOWERING REGIONS

infrastructure.gov.au

I would like to acknowledge the traditional custodians of this land on which we meet, work and live. I recognise and respect their continuing connection to the land, waters and communities. I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.

OFFICIAL

From: Michael C James (DTP) <s22(1)(a)(ii)> [@transport.vic.gov.au>](mailto:@transport.vic.gov.au)

Sent: Wednesday, 26 March 2025 12:34 PM

To: WOOD^{s2}₂₍₁₎ Lachlan <s22(1)(a)(ii)> [@infrastructure.gov.au>](mailto:@infrastructure.gov.au); BOURNE, Andrew <Andrew.Bourne@infrastructure.gov.au>

Cc: Lachlan McDonald (transport.vic.gov.au) <s22(1)(a)(ii)> [@transport.vic.gov.au>](mailto:@transport.vic.gov.au); William Tieppo (DTP)

<s22(1)(a)(ii)> [@transport.vic.gov.au>](mailto:@transport.vic.gov.au); Wendy E Sladen (DTP) <s22(1)(a)(ii)> [@transport.vic.gov.au>](mailto:@transport.vic.gov.au); Michael Geary <s22(1)(a)(ii)> [@transport.vic.gov.au>](mailto:@transport.vic.gov.au) (DTP)

Subject: RE: [SEC=PROTECTED: CIC] Fw: CFMEU Letter [SEC=OFFICIAL]

Hi Andrew and Lachlan

Thanks for the catch up earlier in the week in the lead up to Senate Estimates.

We've followed up with VIDA and they have provided some talking points and background info on what the Victorian Government is doing to manage CFMEU and conduct issues – please see below.

Hope this helps and let us know if you have any questions or need anything further.

Thanks

MJ

Key points

- * The allegations of bullying, intimidation and unlawful practices in parts of the construction sector have prompted action from the Victorian Government, Federal Government and Victoria Police.
- * That behaviour has no place on Victoria's Big Build (VBB) construction sites or anywhere else in Victoria.
- * The Victorian Premier has announced that Victoria Police has an expanded dedicated taskforce to investigate the serious allegations of criminal and illegal behaviour on construction sites. The Victorian Infrastructure Delivery Authority (VIDA) will support Victoria Police and Operation Hawk to help crack down on any criminal and illegal behaviour.
- * If the Union Administrator uncovers evidence of criminal or corrupt behaviour, it should be referred to Victoria Police.

Implementation of recommendations arising from Victorian Government's Formal Review

- * In July 2024 the Premier announced a *Formal Review into Victorian Government Bodies' Engagement with Construction Companies and Construction Unions*. The Premier appointed Greg Wilson to investigate, report on, and recommend actions relating to the terms of reference.
- * The Victorian Government announced in December 2024 that it will support all recommendations from this review either in full or in principle (note: Recommendations and Government response can be found here: [Government-response-to-the-Formal-Review-into-Victorian-Government-Bodies'-Engagement-with-Construction-Companies-and-Construction-Unions.pdf](#))
- * As part of the response, the Government will establish a complaints referral body as a single point of entry to receive and refer complaints relating to Victorian Government construction sites.
- * An alliance involving State and Federal law enforcement agencies and other bodies (including the Victorian Infrastructure Delivery Authority (VIDA) and Suburban Rail Loop Authority (SRLA)) will also be established to share information, coordinate action and inform Government of emerging issues on sites.
- * The Victorian Government will also strengthen the role and powers of the Labour Hire Authority (LHA) including strengthen tests around who may operate labour hire companies, by expanding the fit and proper person test to include past indictable convictions, insolvencies, close association with an unfit or improper person or membership of criminal organisations.
- * Construction policies and contracts for Government funded construction projects will be updated to require reporting of suspected criminal or unlawful conduct on worksites to the new complaints referral body.

Other matters

- * s37(1)(a)

VIDA has again written to all head contractors re-iterating VIDA's expectations in relation to conduct on VIDA's projects, and in relation to reporting of any incidents or suspicions.
- * A campaign promoting the VIDA Stopline occurred on all VIDA project sites in late 2024. The Stopline is an independent and confidential hotline to receive information about fraud, corruption, bullying and the like on VIDA worksites. The Stopline is just one tool workers can use to anonymously report this type of behaviour, and the availability of Stopline was re-iterated in VIDA's recent communications to its contractors.

From: Hall, Jessica <Jessica.Hall@infrastructure.gov.au>

Sent: Friday, March 21, 2025 7:09:17 PM

To: William Tieppo (DTP) <^{s22(1)(a)(ii)} @transport.vic.gov.au>

Cc: BOURNE, Andrew <Andrew.Bourne@infrastructure.gov.au>; WOOD^{s2} Lachlan <^{s22(1)(a)(ii)} @infrastructure.gov.au>

Subject: [EXTERNAL] FW: Letter [SEC=OFFICIAL]

OFFICIAL

Hi Will

As discussed the other day, this was sent to your office. I think it was late last night but we only got it today.

J

OFFICIAL

Disclaimer

This message has been issued by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts. The information transmitted is for the use of the intended recipient only and may contain confidential and/or legally privileged material.

Any review, re-transmission, disclosure, dissemination or other use of, or taking of any action in reliance upon, this information by persons or entities other than the intended recipient is prohibited and may result in severe penalties.

If you have received this e-mail in error, please notify the Department on +61 (2) 6274 7111 and delete all copies of this transmission together with any attachments.

Notice: This email and any attachments may contain information that is personal, confidential, legally privileged and/or copyright. No part of it should be reproduced, adapted or communicated without the prior written consent of the copyright owner.

It is the responsibility of the recipient to check for and remove viruses. If you have received this email in error, please notify the sender by return email, delete it from your system and destroy any copies. You are not authorised to use, communicate or rely on the information contained in this email.

Please consider the environment before printing this email.



Department of Transport and Planning

GPO Box 2392
Melbourne, VIC 3001 Australia
www.transport.vic.gov.au

Ref: BSEC-1-25-1453

Mr Jim Betts
Secretary
Department of Infrastructure, Transport,
Regional Development, Communication and the Arts
GPO Box 594
CANBERRA ACT 2601

By email: jim.betts@infrastructure.gov.au

Dear Jim

ENGAGEMENT AND OVERSIGHT OF CONSTRUCTION CONTRACTORS

Thank you for your letter dated 24 March 2025 in relation to recent media allegations of criminal and corrupt conduct by people associated with the Construction, Forestry and Maritime Employees Union (CFMEU) on government infrastructure projects.

I share your concerns in relation to this alleged behaviour and write to update you on actions the Department of Transport and Planning (DTP) and portfolio entities are taking to prevent criminal, corrupt or unacceptable behaviour on Victorian construction worksites.

I also acknowledge the obligation in the Federation Funding Agreement Schedule on Land Transport Infrastructure Projects to ensure that any allegations or instances of criminal behaviour or corruption are reviewed and reported to the appropriate regulator.

VIDA Transport Infrastructure Projects

The Victorian Infrastructure Delivery Authority (VIDA) is an administrative office in relation to DTP. VIDA manages major transport and health infrastructure projects in Victoria, including the North East Link Project, Metro Tunnel Project, West Gate Tunnel Project, Level Crossing Removal Project and a suite of major road upgrade projects.

While primary responsibility for managing industrial relation issues in relation to these projects lies with contractors, VIDA has taken proactive steps to seek to eliminate the type of conduct which has been reported. Recent activities have included:

- to supplement correspondence issued in 2024, VIDA has again recently issued formal correspondence to all head contractors, reiterating the Victorian Government's zero tolerance for criminal and unlawful behaviours in the Victorian construction sector and emphasising VIDA's expectations in relation to the prevention of such behaviours and reporting to Victoria Police, VIDA and other relevant bodies (an example is attached for your reference at **Attachment 1**);



- a campaign was rolled out on all VIDA projects in late 2024 mandating the display of VIDA Stopline collateral at all VIDA project sites. Stopline is an independently-administered and confidential hotline to receive information about fraud, corruption, bullying, misconduct and other behaviours on VIDA worksites, which has been in operation since 2019;
- VIDA has established a reporting avenue for contractors to report directly to VIDA, to supplement Stopline; and
- s37(1)(a) [REDACTED]

DTP Projects

DTP has numerous construction contracts that receive federal funding, particularly in relation to road management and road safety initiatives. These projects are at varying stages in the project lifecycle. As described above for VIDA projects, primary responsibility for managing industrial relations issues for these construction contracts lies with contractors.

In August last year, as a result of the allegations of inappropriate union behaviour on worksites, DTP wrote to all major construction contractors to remind them of their obligations in managing worksites and reporting any inappropriate or criminal behaviour. DTP has again recently written to all major construction contractors to remind them of their reporting obligations to relevant bodies, such as Victoria Police. An example letter is attached for your reference at **Attachment 2**.

DTP continually engages with project contractors and has commenced an audit of all major federally funded construction contracts to ensure our contract managers are reinforcing any relevant contractual obligations in relation to preventing and reporting alleged criminal or corrupt conduct.

Suburban Rail Loop Project

The Suburban Rail Loop Project is a statutory authority established under the *Suburban Rail Loop Act 2021*. The Suburban Rail Loop Authority (SRLA) is responsible for the planning and delivery of the SRL Project.

Primary responsibility for managing industrial relation issues at SRL East project sites lies with contractors, with SRLA having oversight mechanisms in place for its head contractors. Recent activities undertaken by the SRLA include:

- issuing formal correspondence to head contractors in August 2024 reiterating the Victorian Government and SRLA's zero tolerance for criminal and unlawful behaviours in the Victorian construction sector and emphasising SRLA's expectations in relation to the prevention of such behaviours and reporting to Victoria Police, SRLA and other relevant bodies (an example is attached for your reference at **Attachment 3**);

- establishing an industry reporting email inbox s22(1)(a)(ii) [REDACTED], provided to head contractors as a central reporting pathway to report alleged improper or unlawful conduct where required;
- progressively implementing anonymous reporting pathways to be displayed at SRL project sites as Works Packages are awarded and commence, pending establishment of the proposed centralised Victorian Government complaints handling body in Industrial Relations Victoria; and
- reviewing tender material and contracts for works packages in procurement for improvements to better respond to alleged conduct recently identified in the media.

Reporting protocols between the Commonwealth and State

DTP is working with your Department and VIDA to establish a reporting process consistent with your request that instances of criminal behaviour and corruption, or concerns about unacceptable workplace behaviours on jointly funded projects should be proactively reported to your Department. DTP will provide a single point of reporting into the Commonwealth for this purpose.

In addition, I confirm that DTP will regularly update your Department on any relevant activities and findings of the Victoria Police dedicated taskforce to investigate serious allegations of criminal and illegal behaviour on construction sites, noting that confidentiality and security intelligence restrictions may apply.

Victorian Government Formal Review

On a broader level you may be aware that in July 2024 the Victorian Government implemented a Formal Review under the *Inquiries Act 2014* (Vic) to inquire into and report on Victorian Government bodies' engagement with construction companies and construction unions, including with respect to allegations of criminal or unlawful conduct in the Victorian construction sector.

The Victorian Government has committed to supporting all recommendations of the Formal Review (either in full or in principle) and implementation activities are well underway.

As part of its response to the Formal Review, the Victorian Government has committed to:

- establishing a complaints referral body as a single point of entry to receive and refer complaints relating to Victorian Government construction sites;
- establishing an alliance involving State and Federal law enforcement agencies and other bodies (including key delivery agencies) to share information, coordinate action and inform Government of emerging issues on sites;
- strengthening the role and powers of the Labour Hire Authority; and
- updating construction policies and contracts for Government funded construction projects to require reporting of suspected criminal or unlawful conduct on worksites to the new complaints referral body.

DTP and portfolio entities are engaged in this work.

Cross-jurisdictional initiative

As your letter notes, the collaborative effort between the Victorian, Queensland and New South Wales governments to develop and implement a consistent approach to the reporting of relevant behaviours to the appropriate regulators is progressing well. This engagement has been facilitated at a senior executive level through VIDA, the Queensland Department of Transport and Main Roads and Transport for New South Wales.

Finally, I note the critical role the Commonwealth Government plays in relation to the matters which have been reported, including through its responsibility for workplace laws, company laws and federal policing. I urge that our Departments continue to work together to develop comprehensive and integrated approaches to tackling these matters.

I look forward to continuing to work with you and your department on this important work.

Yours sincerely

s22(1)(a)(ii)

s

Jeroen Weimar

Secretary

Date: 07 April 2025

Cc: Ms Natalie James, Secretary, Department of Employment and Workplace Relations:
natalie.james@dewr.gov.au

Attachments:

1. Example VIDA letter
2. Example DTP letter
3. Example SRLA letter

OFFICIAL: SENSITIVE



Level 14, 121 Exhibition St, Melbourne 3000
 GPO Box 2392, Melbourne, Victoria, 3001
 T: 1800 105 105

Ref: FOL/24/9859

NAME

TITLE

COMPANY

By Email: EMAIL ADDRESS

Dear NAME,

Conduct on VIDA projects

I refer to previous correspondence and engagement outlining VIDA's expectations regarding conduct on its projects.

As I have previously conveyed, the Victorian Government has **zero tolerance** for criminal and unlawful behaviours in the Victorian construction sector, and I am writing to emphasise VIDA's expectations in relation to your company's prevention of such behaviours. These expectations do not fetter or otherwise impact your obligations at law or under your contract(s) with VIDA, including with respect to the management of health and safety and industrial relations.

Site and project management

VIDA expects its projects to be managed to the highest standards of conduct and integrity. This includes, but is not limited to, your organisation:

- Taking all appropriate steps to prevent criminal, unlawful or inappropriate conduct on VIDA projects, including:
 - violence, bullying, harassment and intimidation;
 - illicit substance use;
 - coercive conduct;
 - requests or demands for preferential treatment of contractors, subcontractors, suppliers or individuals; and
 - unreasonable or unnecessary staffing or work practice demands;
- Taking all appropriate steps to prevent the presence of persons with known criminal associations on site;
- Ensuring the engagement and management of subcontractors, including but not limited to labour hire companies, is undertaken consistent with the highest standards of integrity including appropriate vetting of suppliers and compliance with the State's Supplier Code of Conduct (available at <https://www.buyingfor.vic.gov.au/supplier-code-conduct>); and
- Having robust controls in place to mitigate the risk of fraud and corruption by suppliers and subcontractors, including relating to the management and oversight of subcontracted labour and plant hire. Fraud risks such as so-called "ghost shifts", double dipping, inappropriate substitution of labour or materials and theft of materials should be significant considerations in the design of controls.

OFFICIAL: SENSITIVE



Reporting

- Reporting to Victoria Police:** Your organisation is expected to immediately report to Victoria Police any known or suspected instances of criminal or unlawful conduct on VIDA projects. Reporting to Victoria Police can be undertaken through Crime Stoppers. Reports to Crime Stoppers do not require personal details to be left, calls are not recorded and if reports are made online, IP addresses are not stored. Further information, including information on how to make a report, can be found at <https://www.crimestoppersvic.com.au>.
- Reporting to VIDA:** Your organisation is expected to immediately report to VIDA any known or suspected instances of conduct which is inconsistent with the standards of conduct and integrity referenced in this letter. This includes individuals or companies that you suspect may be of ill-repute being involved in or having connections to your project(s).

Reports can be made via:

- VIDA's Integrity Hotline, available 24 hours a day, 7 days a week at <https://vida.stoplinereport.com> (an independently managed service, including a telephone reporting avenue), with reports able to be made anonymously; and/or
- VIDA's dedicated reporting email address, [§22\(1\)\(a\)\(ii\)](#). Any reports will be treated with strict confidentiality and will not be passed on outside VIDA, nor any actions taken, without further engagement with you or the person making the report. If your report involves the provision of personal information, please ensure any legislative privacy requirements are met, including to enable VIDA to collect that information.

Depending on the matter disclosed, it may be appropriate for VIDA to refer the matter to an appropriate regulatory agency or other body.

- Reporting to other appropriate bodies:** Depending on the issue, it may also be appropriate for your organisation to report the matter to another body such as the Fair Work Ombudsman, Fair Work Commission, WorkSafe, ComCare, Independent Broad-based Anti-corruption Commission (IBAC), Labour Hire Authority, the CFMEU Administrator or the Australian Competition and Consumer Commission (ACCC), all of whom have reporting channels available.

VIDA can potentially exercise contractual powers to direct the removal of particular individuals from projects. If you believe these powers should be exercised please contact VIDA at the email address above with supporting information for VIDA's consideration.

Please ensure these matters are communicated to relevant subcontractors and suppliers.

VIDA will engage further with you regarding the implementation of recommendations arising from the Government's *Formal Review into Victorian Government Bodies' Engagement with Construction Companies and Construction Unions*, and further controls being considered by VIDA. VIDA would welcome your ideas on additional actions you consider could be taken by VIDA or the industry.

Yours sincerely

Kevin Devlin
Director-General
/ 03 / 2025



Department of Transport and Planning

GPO Box 2392
Melbourne, VIC 3001 Australia
www.transport.vic.gov.au

Ref: BSEC-1-25-1386

[insert contractor details]

By email:

Dear [name]

IMPORTANT INFORMATION REGARDING REPORTING AND PREVENTION OF UNLAWFUL ACTIVITIES

The Victorian Government has zero tolerance for criminal and unlawful behaviours in relation to government funded projects and services. Accordingly, I would like to reiterate the Department of Transport and Planning's expectations in relation to your organisation's prevention of such behaviours. These expectations do not alter your obligations at law or under your contracts with DTP, including with respect to managing health and safety and industrial relations.

Site and project management

DTP expects its projects to be managed to the highest standards of conduct and integrity. This includes, but is not limited to, your organisation:

- taking all appropriate steps to prevent criminal, unlawful or inappropriate conduct on DTP projects, including:
 - violence, bullying, harassment and intimidation;
 - illicit substance use;
 - coercive conduct;
 - requests or demands for preferential treatment of contractors, subcontractors, suppliers or individuals; and
 - unreasonable or unnecessary staffing or work practice demands;
- taking all appropriate steps to prevent the presence of persons with known criminal associations on site;
- ensuring the engagement and management of subcontractors, including but not limited to labour hire companies, is undertaken consistent with the highest standards of integrity including appropriate vetting of suppliers and compliance with the Victorian Government's Supplier Code of Conduct (available at <https://www.buyingfor.vic.gov.au/supplier-code-conduct>); and
- having robust controls in place to mitigate the risk of fraud and corruption by suppliers and subcontractors, including relating to the management and oversight of subcontracted labour and plant hire. Fraud risks (such as so-called "ghost shifts", double dipping, inappropriate substitution of labour or materials and theft of materials) should be significant considerations in designing controls.

Reporting

The key contact details for reporting criminal activity, corrupt conduct or inappropriate behaviour are:

1. **reporting to Victoria Police** should be undertaken through Crime Stoppers. Reports to Crime Stoppers do not require personal details to be left, calls are not recorded and if reports are made online, IP addresses are not stored. Further information, including information on how to make a report, can be found at <https://www.crimestoppersvic.com.au/>.
2. the Department of Transport and Planning's external whistleblower hotline, **Stopline Pty Ltd**, 1800 290 609.
3. depending on the issue, it may also be appropriate for you to report the matter to another body such as the Fair Work Ombudsman, Fair Work Commission, WorkSafe, ComCare, Independent Broad-based Anti-corruption Commission (IBAC), Labour Hire Authority or the Australian Competition and Consumer Commission (ACCC), all of whom have reporting channels available.

Please report back to your nominated DTP contract manager, any actions you have taken to report on and manage instances of unlawful or inappropriate behaviour.

Please also ensure these project management and reporting obligations are communicated to relevant subcontractors and suppliers.

Update on Victorian Government Response to the Formal Review into Victorian Government Bodies' Engagement with Construction Companies and Construction Unions (Formal Review)

In November 2024, the Final Report following the Formal Review was published. The Victorian Government has committed to supporting all recommendations of the Formal Review (either in full or in principle) and implementation activities are well underway. As part of its response to the Formal Review, the Victorian Government has committed to:

- establishing a complaints referral body as a single point of entry to receive and refer complaints relating to Victorian Government construction sites;
- establishing an alliance involving State and Federal law enforcement agencies and other bodies (including key delivery agencies) to share information, coordinate action and inform Government of emerging issues on sites;
- strengthening the role and powers of the Labour Hire Authority; and
- updating construction policies and contracts for Government funded construction projects to require reporting of suspected criminal or unlawful conduct on worksites to the new complaints referral body.

Further information on the Formal Review and the Victorian Government response can be found online: <https://www.vic.gov.au/formal-review-construction-companies-and-construction-unions>

Thank you for your co-operation.

Yours sincerely

Jeroen Weimar

Secretary, Department of Transport and Planning
Entity Head, Head Transport for Victoria

Date: 07 April 2025



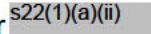
OFFICIAL

Suburban Rail Loop Authority
 PO Box 24214
 Melbourne VIC 3001
 T 1800 105 105
suburbanrailloop.vic.gov.au

s22(1)(a)(ii)


 A large rectangular gray box redacting content.

Dear s22(1)(a)(ii)


 A small gray box redacting content.

VICTORIAN CONSTRUCTION INDUSTRY FORMAL REVIEW AND REQUEST FOR ACTION

I am writing regarding recent announcements made by the Victorian Government pertaining to the construction industry, specifically in the context of Victoria's transport infrastructure program. As you would be aware a similar letter has also been sent by Victorian Infrastructure Delivery Authority.

The Victorian Government and Suburban Rail Loop Authority (**SRLA**) have zero tolerance for coercive, criminal and unlawful behaviours in the Victorian construction sector. You would be aware that on 15 July 2024, the Premier announced that the Victorian Government would establish an independent review to strengthen the power of Victorian Government bodies who are engaged with construction companies and construction unions to respond to allegations of criminal or unlawful conduct in the Victorian construction sector.

The independent review will be undertaken by Mr Greg Wilson as a Formal Review under the *Inquiries Act 2014*, with an interim report to be provided by 29 August 2024, and a final report by 29 November 2024. A copy of the Terms of Reference is attached for your information.

I encourage you to participate in the review process once avenues to do so are advised. The Formal Review has established an email address for making enquiries: enquiries@rvgbec.vic.gov.au.

I also note that the Premier has written to:

s37(1)(a)


 A large rectangular gray box redacting content.

SRLA welcomes the above initiatives.

OFFICIAL

SRLA notes that the reported behaviours, including the presence on site of persons with known criminal associations, could pose a risk to the health and safety of site-based personnel.

It is a requirement of safety legislation that such behaviours are identified and eliminated so far as is reasonably practicable. Where you are Principal Contractor on SRLA sites, your organisation is the duty holder with management and control of relevant sites, and your organisation has statutory obligations to:

- provide a working environment that is safe and without risk to health; and
- monitor the conditions at any workplace under its management and control.

Obligations pertaining to health and safety are contained in your contract(s) with SRLA, regardless of whether you are Principal Contractor.

SRLA is seeking to ensure that appropriate steps are being taken to report and prevent any occurrence of criminal or unlawful activity (including any coercive conduct leading to the award of contracts or subcontracts), and the presence of persons with known criminal associations, on SRLA projects.

As such, SRLA requests that you:

1. **Report to Victoria Police:** immediately report any known or suspected instances of criminal or unlawful conduct, or involvement of people with known criminal associations, on SRLA projects to Victoria Police to support the Premier's recent referral to Victoria Police. Victoria Police has advised that reporting to Victoria Police should be undertaken through Crime Stoppers. Reports to Crime Stoppers do not require personal details to be left, calls are not recorded and if reports are made online, IP addresses are not stored. Further information, including information on how to make a report, can be found at <https://www.crimestoppersvic.com.au/>. To assist with directing your report, please use the reference "Construction Industry Allegations".
2. **Report to SRLA:** on an ongoing basis, report to SRLA any instances of conduct which you observe on SRLA projects of the kind that has been reported in the media, including but not limited to:
 - requests or demands by individuals for preferential treatment of contractors, subcontractors, suppliers or individuals.
 - intimidation, bullying, harassment or coercive conduct in pursuit of an industrial agenda; or
 - unreasonable or unnecessary staffing or work practice demands by individuals.

This does not fetter or otherwise impact:

- any reporting obligation your organisation may have at law to another agency or body, such as Victoria Police, the Fair Work Ombudsman, WorkSafe, ComCare, IBAC or the Australian Competition and Consumer Commission (ACCC);
- any reporting your organisation may otherwise choose to undertake to another agency or body notwithstanding that there may not be an obligation to do so at law; or
- contractual roles and responsibilities in your contract with SRLA, including with respect to the management of health and safety and industrial relations.

OFFICIAL

s37(1)(a)

3. **Identify, investigate and eradicate conduct:** take all steps reasonably available to identify (for example through police record checks on relevant individuals, or other monitoring or reporting), investigate and if necessary, eradicate any criminal or unlawful conduct, including conduct of the kind that has been reported in the media, in relation to SRLA projects. In addition, SRLA can potentially exercise its contractual powers to direct the removal of individuals from sites. If you believe these powers should be exercised in relation to an individual, please contact SRLA at the email address below with supporting information for SRLA's consideration.

Please also pass these requests to relevant subcontractors and suppliers.

Should you wish to contact SRLA in relation to any matter canvassed in this letter SRLA has established a dedicated email address s22(1)(a)(ii)

Thank you for your attention to these matters.

Yours sincerely

s22(1)(a)(ii)

Frankie Carroll

Chief Executive Officer

8 / 8 / 24



Gabrielle Williams MP

Minister for Transport Infrastructure
Minister for Public and Active Transport

PO Box 2392
Melbourne, Victoria 3001 Australia

Ref: CMIN-1-25-1986

The Hon Catherine King MP
Minister for Infrastructure, Transport, Regional Development and Local Government
PO Box 6022
Parliament House
CANBERRA ACT 2600

Dear Minister King,

Thank you for your letter of 20 March 2025 regarding recent allegations in the media of criminal and corrupt conduct by persons associated with the Construction, Forestry and Maritime Employees Union (CFMEU).

I note the action taken by the Commonwealth Government last year, which resulted in the Construction and General Division of the CFMEU being placed into administration.

The Victorian Government similarly took strong action by implementing a Formal Review under the *Inquiries Act 2014* (Vic) to inquire into and report on Victorian Government bodies' engagement with construction companies and construction unions, including with respect to allegations of criminal or unlawful conduct in the Victorian construction sector.

The Victorian Government has committed to implementing all recommendations of the Formal Review (either in full or in principle) and implementation activities are well underway. As part of its response to the Formal Review, the Victorian Government has committed to:

- establishing a complaints referral body as a single point of entry to receive and refer complaints relating to Victorian Government construction sites;
- establishing an alliance involving State and Federal law enforcement agencies and other bodies (including key delivery agencies) to share information, coordinate action and inform Government of emerging issues on sites;
- strengthening the role and powers of the Labour Hire Authority; and
- updating construction policies and contracts for Government funded construction projects to require reporting of suspected criminal or unlawful conduct on worksites to the new complaints referral body.

In addition to the Formal Review, the Victorian Government has undertaken a range of further actions including:

- s37(1)(a) [Redacted]
- following formal correspondence sent last year, my Department and VIDA have again issued formal correspondence to relevant head contractors, reiterating the Victorian Government's zero tolerance for criminal and unlawful behaviours in the Victorian construction sector and emphasising my Department and VIDA's expectations in relation to the prevention of such behaviours and reporting to Victoria Police and other relevant bodies; and
- a campaign was rolled out on all VIDA projects in late 2024 involving mandating the display of VIDA Stopline collateral at all VIDA project sites. Stopline is an independently-administered and confidential hotline to receive information about fraud, corruption, bullying, misconduct and other behaviours on VIDA worksites, which has been in operation since 2019.

I acknowledge the obligation in the Federation Funding Agreement Schedule on Land Transport Infrastructure Projects to ensure that any allegations or instances of criminal behaviour or corruption are reviewed and reported to the appropriate regulator. I am pleased to report that Victoria has been working in collaboration with the Queensland and New South Wales governments to develop and implement a consistent approach to the reporting of such behaviour to the appropriate regulators. This engagement has been facilitated at a senior executive level through VIDA, the Queensland Department of Transport and Main Roads and Transport for New South Wales, and I am advised that your Department has been briefed on this initiative including through meetings of the Infrastructure and Transport Senior Officials' Committee.

Victoria's implementation of this cross-jurisdictional work will be consistent of the outcomes of the Formal Review as noted above. s37(1)(a) [Redacted]

Further to your letter, my Department has also extended reporting directly to your Department.

In addition, I confirm that Victoria Police has expanded its dedicated taskforce to investigate serious allegations of criminal and illegal behaviour on construction sites. In response to your letter I have asked my Department to liaise with Victoria Police to consider an appropriate way of keeping your Department informed of any findings of the taskforce with respect to jointly funded projects to the extent this is possible, noting that confidentiality and security intelligence restrictions may apply.

Finally, I note the critical role the Commonwealth Government has in relation to these matters, including through its responsibility for workplace laws, company laws and federal policing. I urge that our Governments continue to work together to develop comprehensive and integrated approaches to tackling these matters.

Sincerely,
s22(1)(a)(ii)

Gabrielle Williams MP
Minister for Transport Infrastructure
Minister for Public and Active Transport

Date: 20/5/2025

Archived: Friday, 19 September 2025 3:17:10 PM

From: WOOD^{s2}₂(Lachlan)

Sent: Thu, 5 Jun 2025 00:05:23

To: s22(1)(a)(ii) s22(1)(a)(ii)

Subject: FW: RE: FFAS - requested information [SEC=OFFICIAL] [SEC=OFFICIAL:Sensitive]

Importance: Normal

Sensitivity: None

Attachments:

[Contract Management and Reporting Document_DTP_VIDA_Final.docx](#);

OFFICIAL:Sensitive

FYI

Lachlan Wood (he/him)

Assistant Secretary • Victoria, Tasmania and South Australia Infrastructure

Land Transport Infrastructure Division

s22(1)(a)(ii) @infrastructure.gov.au

M +61 s22(1)(a)(ii)

GPO Box 594 Canberra, ACT 2601

Executive Assistant: s22(1)(a)(ii) @infrastructure.gov.au

Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts

CONNECTING AUSTRALIANS • ENRICHING COMMUNITIES • EMPOWERING REGIONS

infrastructure.gov.au

I would like to acknowledge the traditional custodians of this land on which we meet, work and live. I recognise and respect their continuing connection to the land, waters and communities. I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.

OFFICIAL:Sensitive

From: Wendy E Sladen (DTP) <s22(1)(a)(ii)@transport.vic.gov.au>

Sent: Wednesday, 4 June 2025 4:10 PM

To: WOOD^s₂(Lachlan) <s22(1)(a)(ii)@infrastructure.gov.au>

Cc: s22(1)(a)(ii) (DTP) <s22(1)(a)(ii)transport.vic.gov.au>; Michael James <s22(1)(a)(ii)@transport.vic.gov.au>;

BOURNE, Andrew <Andrew.Bourne@infrastructure.gov.au>

Subject: [SEC=OFFICIAL: Sensitive] RE: FFAS - requested information [SEC=OFFICIAL]

Hi Lachlan

Please find additional information that was provided to Jess today.

As arranged with MJ, we will call at 4:30 to discuss.

Regards

Wendy Sladen (she/her)
 Director Road and Commonwealth Program
 Network Design and Integration
 Department of Transport and Planning

1 Spring Street
 Melbourne VIC 3000
 T 03 ^{s22(1)(a)(ii)} M ^{s22(1)(a)(ii)}
^{s22(1)(a)(ii)} @transport.vic.gov.au
dtp.vic.gov.au



Department
of Transport
and Planning



I acknowledge all Traditional Owners across Victoria, their Elders past and present. I recognise their continued connection to the land and waters which the Victorian Transport and Planning systems operate on. I am committed to building genuine partnerships with Traditional Owners and the First Peoples community to progress and achieve their aspirations and meet their expectations.

From: WOOD^{s2} Lachlan <^{s22(1)(a)(ii)} [@infrastructure.gov.au">
Sent: Wednesday, 28 May 2025 3:20 PM
To: Wendy E Sladen \(DTP\) <^{s22\(1\)\(a\)\(ii\)} \[@transport.vic.gov.au">
Cc: ^{s22\\(1\\)\\(a\\)\\(ii\\)} \\(DTP\\) <^{s22\\(1\\)\\(a\\)\\(ii\\)} \\[@transport.vic.gov.au">; Michael C James \\\(DTP\\\)
<^{s22\\\(1\\\)\\\(a\\\)\\\(ii\\\)} \\\[@transport.vic.gov.au">; BOURNE, Andrew <\\\\[Andrew.Bourne@infrastructure.gov.au\\\\]\\\\(mailto:Andrew.Bourne@infrastructure.gov.au\\\\)>
Subject: \\\\[EXTERNAL\\\\] RE: FFAS - requested information \\\\[SEC=OFFICIAL\\\\]\\\]\\\(mailto:@transport.vic.gov.au\\\)\\]\\(mailto:@transport.vic.gov.au\\)\]\(mailto:@transport.vic.gov.au\)](mailto:@infrastructure.gov.au)

OFFICIAL

Thanks Wendy,

This is consistent with the information provided in the previous correspondence between our Secretaries, ^{s37(1)(a)}

Regards

Lachlan

Lachlan Wood (he/him)
 Assistant Secretary • Victoria, Tasmania and South Australia Infrastructure
 Land Transport Infrastructure Division
^{s22(1)(a)(ii)} [@infrastructure.gov.au
 M +61 ^{s22\(1\)\(a\)\(ii\)} \[+61\]\(tel:+61\)
 GPO Box 594 Canberra, ACT 2601](mailto:@infrastructure.gov.au)

Executive Assistant: ^{s22(1)(a)(ii)} @infrastructure.gov.au

Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts
CONNECTING AUSTRALIANS • ENRICHING COMMUNITIES • EMPOWERING REGIONS

infrastructure.gov.au

I would like to acknowledge the traditional custodians of this land on which we meet, work and live.
 I recognise and respect their continuing connection to the land, waters and communities.
 I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.

OFFICIAL

From: Wendy E Sladen (DTP) <^{s22(1)(a)(ii)} [@transport.vic.gov.au>](mailto:@transport.vic.gov.au)
Sent: Tuesday, 27 May 2025 5:23 PM
To: WOOD^{s2} Lachlan <^{s22(1)(a)(ii)} [@infrastructure.gov.au>](mailto:@infrastructure.gov.au)
Cc: ^{s22(1)(a)(ii)} (DTP) <^{s22(1)(a)(ii)} transport.vic.gov.au>; Michael James <^{s22(1)(a)(ii)} [@transport.vic.gov.au>](mailto:@transport.vic.gov.au)
Subject: [SEC=OFFICIAL: Sensitive] FFAS - requested information

Hi Lachlan

As discussed, please find attached the letter from Minister Williams to Minister King in relation to requirements for reporting under the FFAS.

Can you please let me know if you need any further information.

Regards

Wendy Sladen (she/her)
 Director Road and Commonwealth Program
 Network Design and Integration
 Department of Transport and Planning

1 Spring Street
 Melbourne VIC 3000
 T 03 ^{s22(1)(a)(ii)} Ms^{s22(1)(a)(ii)} @transport.vic.gov.au
^{s22(1)(a)(ii)} dtp.vic.gov.au



Department
of Transport
and Planning



I acknowledge all Traditional Owners across Victoria, their Elders past and present. I recognise their continued connection to the land and waters which the Victorian Transport and Planning systems operate on. I am committed to building genuine partnerships with Traditional Owners and the First Peoples community to progress and achieve their aspirations and meet their expectations.

Disclaimer

This message has been issued by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts. The information transmitted is for the use of the intended recipient only and may contain confidential and/or legally privileged material.

Any review, re-transmission, disclosure, dissemination or other use of, or taking of any action in reliance upon, this information by persons or entities other than the intended recipient is prohibited and may result in severe penalties.

If you have received this e-mail in error, please notify the Department on +61 (2) 6274 7111 and delete all copies of this transmission together with any attachments.

Ensuring compliance with relevant Commonwealth and State legislation through contract management

1. The delivery of land transport infrastructure projects by DTP and VIDA is achieved through a range of different contract types and mechanisms. Typically, this can involve a single contract, a group of related contracts and/or a head contract with sub-contracting arrangements underneath for a particular project or transaction.
2. Notwithstanding the diversity of contract mechanisms, DTP and VIDA contracts generally contain obligations on contractors regarding the following relevant matters:
 - Compliance with laws
 - Compliance with Codes such as the Victorian Supplier Code of Conduct and Fair Jobs Code
 - Fraud control, notifications and corrective actions
 - Compliance with anti-corruption laws
 - Notification of probity events and management of conflicts of interest
 - Rights of audit and inspection
 - Sanctions, indemnities and termination
3. In relation to “compliance with laws”, the obligation can be variously framed. The obligation is usually described as a requirement for the contractor to comply with all laws and statutory requirements relating to a project or works program, including all relevant approval requirements and conditions. Nuances do apply depending on the contract form and the specific aspects of a project.
4. Management of “compliance with laws” obligations is operationalised through our contract management frameworks and requirements. For example, DTP’s Procurement Policy requires that all contracts are managed in accordance with the DTP Contract Management Guidelines. These Guidelines require that the DTP Contract Manager receives sufficient assurance that the contractor is complying with all obligations effectively.
5. Both DTP and VIDA have established specialist, dedicated and experienced teams who manage our projects or works programs. Managing contractor performance can take many forms and approaches. Across DTP and VIDA projects, our contract management approaches include the following key elements:
 - Contract management forums and mechanisms: these management mechanisms are generally required under the Contract. They can take the form of regular relationship management meetings, as well as specific subject matter forums dealing with project development, delivery, completion and payments.
 - Contractor performance reporting: while the form and content of the reporting may vary, common areas include KPIs, delivery milestones, payment milestones.
 - Audits and reviews: these can be mandated under the contract with a particular frequency or can be expressed as a general right of the State.

s47B(a), s47B(b)



~~PROTECTED~~

s47B(a), s47B(b)

7. As previously communicated to the Commonwealth, both DTP and VIDA have also sent correspondence in 2024 and 2025 to key project contractors to reinforce expectations and requirements in relation to any allegations of fraud, improper or criminal conduct. Regular correspondence and communication are core parts of general contract management.

8. s47B(a), s47B(b)

9. The combination of these mechanisms allows DTP and VIDA to gain assurance in relation to general obligations on its contractors to comply with laws through our formal contract management and integrity frameworks and approaches.

~~PROTECTED~~

Ensuring any allegations or instances of criminal behaviour or corruption are reviewed and reported to the appropriate regulator

DTP and VIDA can only take steps in relation to matters they become aware of, which typically occurs through reporting or through monitoring of contracts.

Both DTP and VIDA continue to strongly encourage the reporting of unacceptable behaviours, including though communications to contractors, the implementation of multiple reporting avenues, and collaborative engagement with NSW and Queensland government representatives on a common approach to reporting across jurisdictions.

s47B(a), s47B(b)



There is no requirement for personnel making a report to substantiate the allegation, and reports can be made anonymously.

The person with reporting responsibility may request that enquiries are undertaken through relevant parties (eg. the reporting person or applicable contractor) to ensure adequate information is provided to the regulator.

DTP and VIDA are separately responsible for reporting matters within their respective remits and confirming the appropriate regulator(s) in the circumstances. Where the alleged behaviour falls into more than one category and/or regulator jurisdiction, it will be reported to all relevant regulators. All reports must have regard to privacy and other legal obligations which may apply.

In the event a matter has been reported to a regulator, a record of the report is made by VIDA and DTP respectively.

s47B(a), s47B(b)





The Hon Catherine King MP

Minister for Infrastructure, Transport, Regional Development and Local Government Member for Ballarat

Ref: MS25-002229

The Hon Gabrielle Williams MP
Minister for Transport Infrastructure
Minister for Public and Active Transport
Parliament of Victoria
PO Box 2392
MELBOURNE VIC 3000

via: Gabrielle.williams@parliament.vic.gov.au

Dear Minister *Gabrielle*

I am writing in relation to ongoing efforts to ensure land transport infrastructure projects are free from improper or criminal conduct in the construction sector.

I would like to acknowledge the leadership of Victoria, together with New South Wales and Queensland, to develop the Unacceptable Behaviours Guidelines for construction industry participants. By clearly defining what unacceptable behaviour looks like, and highlighting ways to report it, the Guidelines will be an important resource to help address a key challenge on construction worksites.

As discussed with my Department, I am comfortable that this resource also supports your jurisdiction's requirements under the Federation Funding Agreement Schedule on Land Transport Infrastructure Projects (2024-2029) (the FFAS). These include the review and reporting of any instances of criminal behaviour or corruption to the relevant regulator; as well as to support initiatives that enhance construction sector culture (FFAS clauses 11(e) and 20(g)). I have also written to other jurisdictions encouraging them to take up similar guidelines as a result.

I would, however, also ask that your officials continue to report any instances of suspected criminal behaviour or corruption to my department.

I look forward to continuing to work with you to ensure a safer and more productive construction sector, and supporting all parties to meet their obligations under the FFAS.

Yours sincerely

s22(1)(a)(ii)

Catherine King MP

28/7/2025

cc The Hon Amanda Rishworth MP, Minister for Employment and Workplace Relations