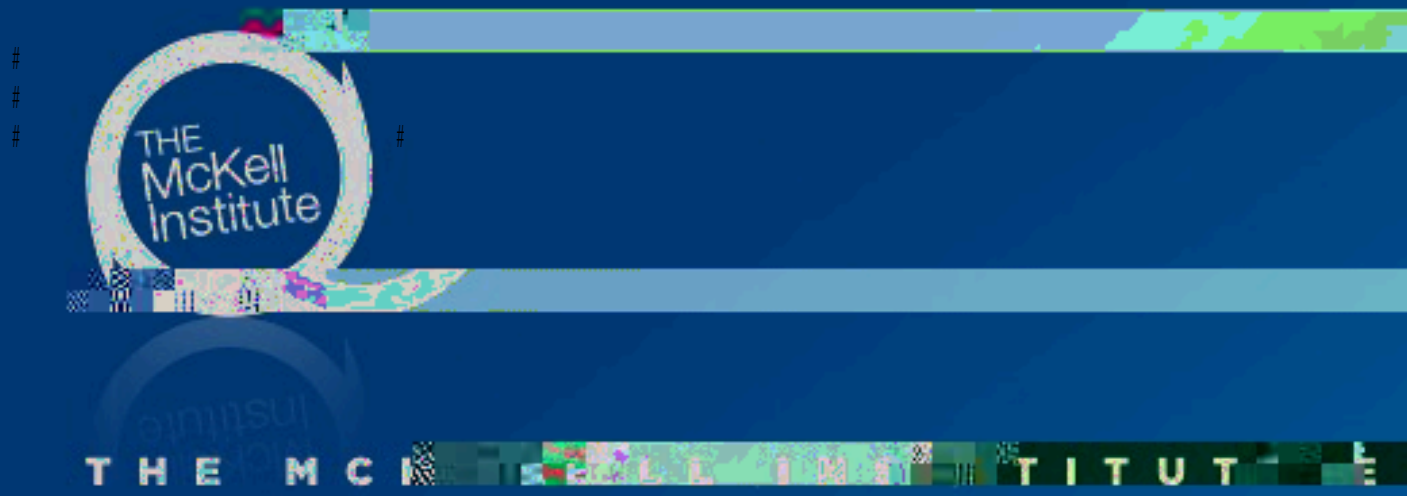
!"#$%"&#'(#&)*#+",+-.,/##
#
01-)2-#3',4#-,+1"2-4#(%-#5+6-11#7,2('(8(-92#28:&'22'",#("#(%-#!"#$%&'(%)"#*+#,'$%&-*.&/)#)#0*
1'#,*2(%*345567*89:)9;<**
*
!%-#5+6-11#7,2('(8(-#'2#)#,",;<."3'(#.-2-).+%#".=),'2)('",#4-4'+)(-4#("#'4-,('3*',=#<.)+('+)1#
<"1'+*#2"18('",2#("#+",(-&<".).*#+%)11-,=-2>##
#
7,#(%'2#28:&'22'",/#(%-#7,2('(8(-#4.)$2#)((-,('",#("#(%-#4-3'+'(2#$'(%#(%-#+8..-,(#)<<"',(&-,(#
<."+-22#"3#(%-#?7!@#:").4>##
#



McKell Institute Submission

Into the South Australian Parliament's Review of the Construction Industry Training Fund Act 1993

Edward Cavanough

February 2023

About the McKell Institute

+#%&", '(%)"#*<<

2. Evidence supports enhanced worker representation on boards

!%-.-#'2#)#:.")4#1'(-.)(8.-#",#(%-#-33'+)+*#"3#="E-.,',=#:").42#"3#E).'"82#+"&<"2'('",2>#58+%#"3#(%'2#1'(-.)(8.-#'2#3"+82-4#",#+".<".)(-*:").42#c#(%-#:").42#="E-.,',=#<.'E)(-#2-+(".#3'.&2/#(%-#<-.3".&),+-#"3#$%'+%#+),#:-#&-)28.-4#:*#&-(.'+2#+"&&",#("#)11#<.'E)(-#3'.&2/#28+%#)2#<."3'(2#".#2%).-#<.'+-2>#Q'E-,#(%-#2<-+'3'+#&),4)(-2#"3#:").42#="E-.,',=#2()(8(".*#)8(%".'('-2/#&-()#),)1*2-2#"3#:").4#<-.3".&),+-#',#(%-2-#2()(8(".*#-,('('-2#'2#+%)11-,=',=#("#+",48+(>#J"$-E-./#1-22",2#+),#:-#4.)$,#3."&#(%-#1'(-.)(8.-#-G)&',',=#(%-#+"&<"2'("",#"3#<.'E)(-#2-+(".#:").42#("#',3".&#:-2(#<.)+('+-#',#(%-#)<<"',(&-,(#"3#:").42#="E-.,',=#2()(8(".*#)8(%".'('-2/#28+%#)2#(%-#?7!@#:").4>##!%-#-G'2(',=#1'(-.)(8.-#(*<'+)11*#3',42#,"#)4E-.2-#'&<)+(2#("#".=),'2)('",)1#<-.3".&),+-#.-281(',=#3."&#-&<1"*--#.-<.-2-,()('",#",#:").42/#$%-(%-.#(%'2#:-#',#<.'E)(-#2-+(".#:").42#".#"(%-.#4-+'2'",#&)K',=#:"4'-2>##

#

#

d<<",-,(2#),4#<."<",-,(2#"3#$".K-.29#.-<.-2-,()('",#",#:").42#:"(%#+'(-#',4'E'48)1#<)<-.2#("#\82('3*#+1)'&2#(%)(#(%-'.#<.-3-..-4#="E-.,),+-#&"4-1#%)2#(%-#:-2(#"8(+"&-2#',#(-.&2#"3#".=),'2)('",)1#<-.3".&),+->#!%-#.-)1'(*#'2/#%"$-E-./#(%)(#'(#'2#+%)11-,=',=#("#)++8.)(-1*#H8),('3*#(%-#4'.-+(#+"..-1)('",#:-($--,#(%-#+"&<"2'("",#"3#)#:").4#),4#(%-#<-.3".&),+-#"3#(%-#".=),'2)('",#'(#="E-.,2>#

#

I(84'-2#)((-&<(',=#("#H8),('3*#(%-#2<-+'3'+#'&<)+(#",#<."48+('E'(*#".#2%).-%"14-.#.-(8.,2#.-281(',=#3."&#-&<1"*--#.-<.-2-,()('",#",#+".<".)(-#:").42#).-#(*<'+)11*#',+",+182'E->#I-E-.)1#2(84'-2#%)E-#,"(-4#&"4-2(#=)',2#',#"E-.)11#<."48+('E'(*#),4#<-.3".&),+-#',#3'.&2#$'(%#-&<1"*--#.-<.-2-,()('",/#:8(#"3(-,#+'(-#E).'"82#+)E-)(2>##

#

S",-2#VCDa_W/#82',=#@.'('2%#.-()'1#+""<-.)('E-2#)2#%'2#+)2-#2(84*/#'4-,('3'-4#(%)(#+";"<2#$'(%#$".K-.2#",#(%-'.#:").42#e&"4-2(1*#',+.-)2-V-4W#<."48+('E'(*9'''>##d(%-.#)((-&<(2#("#4-(-.&',-#

RD-)?F9,)#0*%C9*/E)K)%-*"@*$C/&9C"K,9&$*%"*&9$F"#,*%"*#90/%):9*$C"(I$*)#*%C9*9("#"?-N*9?FK"-99$*?/I9*C"K,)#0*$C/&9$*&)$I)9&N*E'%*F&"%9(%*%C9?$9K:9$S<:))**

!%-#+%)11-,=-#$'(%#(%'2#<"2'('",#'2#(%)(#'(#-G)==-.)(-2#(%-#',318-,+-#"3#&',".'(*#',318-,+-#",#(%-#4-+'2'",#&)K',=#"3#:").42>#7,#,"#1-='21)(-4#.-='&-#4"#-&<1"*--#.-<.-2-,()('E-2#+",2('(8(-#)#&)\".'(*#",#+".<".)(-#:").42/#),4#(%-.-#'2#,"#28==-2('",#',#(%'2#28:&'22'",#(%)(#(%-#?7!@#:").4#2%"814#:-#+"&<"2-4#"3#)#&)\".'(*#"3#$".K-.#.-<.-2-,()('E-2>#I%"814#(%-#-&<1"*--#.-<.-2-,()('E-2#",#)#

F#+"&&",#).=8&-,(#)=)',2(#$".K-.2#",#:")."42#'2#(%)(#(%-#<.-2-,+-#"3#1):"8.#48.',=#:").4#4-+'2'",#&)K',=#+"814#2K-$#(%-#:").4#3."&#&)K',=#'&<".(),(#4-+'2'",2#(%)(#&)*#:-#"3#)#,-(#:-,-3'(#("#(%-#3'.&/#$%'1-#+"&',=#)(#(%-#-G<-,2-#"3#-&<1"*--2>#!%-.-#'2#2"&-#-E'4-,+-/#%"$-E-./#(%)(#(%-#"<<"2'(-#+),#:-#(.8->#N8.:"(,#h# f '==',2#).=8-#(%)(#"E-.+"&',=#(%-#)2*&&-(.*#"3#',3".&)('",#:-($--,#-&<1"*--2#),4#&),)=-&-,(#'2#)#<.-;.-H8'2'(-#("#',3".&-4#4-+'2'",#&)K',=#),4#:).=)',',=#:-($--,#:"(%#&),)=-&-,(#),4#-&<1"*--2>##!%-#)8(%".2#).=8-P#

#

R+@/FF&"F&)/%9*,9()$)"#$*/&9*%"*E9*%/I9#N*("&F"&/%9*9?FK"-99$*?'$%*#"%*"#K-*C/:9*/((9$$*%"*(9&%/)#*%-F9$*"@*$%&/%90)(*)#@"&?/%)"#*E'%*C/:9*%C9*("#@),9#(9*%C/%*%C9*)#@"&?/%)"#*&9(9):9,*)$*&9K)/EK9<*U#,9&*3),9/K7*$%&'(%'&9$VK/E"'&*,)&9(%"&$*;)KK*F"$$9$$*9T/(%K-*%C9*$/?9*)#@"&?/%)"#*/$*"%C9&*,)&9(%"&$*/#,*C/:9*/((9$$*%"*E'$)#9$$*,/%/*F"$$9$$9,*E-*?/#/09?9#%S<**

#

N8.:"(,#h# f '==',2#).=8-#(%)(#',#(%'2#+'.+8&2(),+-/#&8(8)11*#4-(.'&-,()1#:).=)',',=#()+('+2#:*#:"(%#1):"8.#),4#&),)=-&-,(#+),#:-#)E"'4-4/#),4#&),)=-&-,(#+),#:-((-.#("#)E"'4#+1"28.-2#"3#:82',-22-2#:-+)82-#-&<1"*--2#%)E-#E'2':'1'(*#"E-.#:82',-22#4)()#\82(#)2#&),)=-&-,(#4"-2P#

#

*R+#9@@)()9#%*FK/#%*(K"$'&9*?/-*"((*'&*F&9()$9K-*E9(/'$9*)?F9&@9(%*)#@"&?/%)"#*3/#,*("#$9W'9#%*K/E"'&*$'$F)()"#$7*&'K9*"'%*/*;/09*('%*E9#9@)()/K*%"*E"%C*K/E"'&*$'FFK)9&$*/#,*(/F)%/K*";#9&$<*O&9$'?/EK-N*K/E"'&*F/&%)()F/%)"#*"#*E"/&,$*"@*,)&9(%"&$*(/#*C9KF*":9&("?9*%C)$*%-F9*"@*F&"EK9?S<**

#

7,#(%-#+",(-G(#"3#(%-#?7!@/#(%-2-#1-22",2#$"814#28==-2(#(%)(#)#&".-#-H8)1#:)1),+-#:-($--,#-&<1"*-.#),4#-&<1"*--#.-<.-2-,()('E-2#",#(%-#:").4#$"814#1-)4#("#&".-#-H8)1#31"$#"3#',3".&)('",#.-=).4',=#(%-#?7!@92#)+('E'('-2#)&",=#-&<1"*--2#),4#-&<1"*-.2#',#(%-#+",2(.8+('",#2-+(".>#!%'2#$"814#:-#)4E),()=-"82#("#)11#<).('-2>##

#

!%-#, "('" ,#"3#-G<) ,4' ,=#$".K-.#.-<.-2- ,()('" ,#' ,#'&<".() ,(#4-+'2'" ,#&)K' ,=#: "4'-2#' ,#I"8(%# F82(.)1')# '2# ," (# ,-$># 7 ,# %'2# .-+- ,(# .-E'-$# "3#) ,"(%-.# K-*# I"8(%# F82(.)1') ,# ' ,2('(8('" ,/# I)3- f ".K#IF/#S"%,#5 -..'((#.-+"&&- ,4-4#(%)(#(%-#".=) ,'2)('" ,#+" ,2'4-.#(%-#)<<"' ,(&- ,(#"3#)44'('" ,)1#$".K-.#.-<.-2- ,()('E-2#' ,#'(2#4-+'2'" ,#&)K' ,=#) ,4#"E-.2'=%(#<."+-22-2>G''##

#

U-+"&&- ,4)('" ,#T#"3#(%-# 5 -..'((#U-E'-$##<."<"2-4#(%-#-2() :1'2%&- ,(#"3#)# I)3- f ".K# IF# dE-.2'=%(#) ,4# F4E'2".*# ?"8,+'1/# ".# I f dF?># !%-# +"&<"2'('" ,# "3# (%)(# +"8,+'1/# 5 -..'((# 28==-2(-4/#2%"814# : -# :)1) ,+-4/#$'(%#$".K-.#.-<.-2- ,()('E-2#) ,4#-&<1"*-.#.-<.-2- ,()('E-2# : -', =#='E- ,#-H8)1#.-<.-2- ,()('" ,#" ,#(%-#, -$1*#<."<"2-4#- ,('(*>#7(#2%"814# : -#, "(-4#(%)(#(%-# Q"E-., &- ,(#%)2#)++-<(-4#(%'2#.-+"&&- ,4)('" ,>##

#

5 -..'((#<."<"2-4#(%)(#(%-#I f dF?# : -#+"&<"2-4#"3#3'E-#-&<1"*-.#.-<.-2- ,()('E-2#) ,4#3'E-# -&<1"*--#.-<.-2- ,()('E-2/#)2#$-11#)2#"(%-.#K-*#2()K-%"14-.2#' ,#$".K<1)+-#2)3-(*#' ,#(%-#2()(->#!%-#.)('" ,)1-#: -%' ,4#(%'2#-H8)1#-&<1"*-.#) ,4#-&<1"*--#.-<.-2- ,()('" ,#" ,#(%-#<."<"2-4#: "4*# '2#(%)(#&".-# :)1) ,+-4#.-<.-2- ,()('" ,#+) ,#1-)4#("# : -((-.#4-+'2'" ,#&)K' ,=#"8(+"&-2/#) ,4# -,%) ,+-#(%-#1-='('&)+*#"3#(%-#<."<"2-4#I f dF?>#I'&'1).#<.', +'<1-2#)<<1*#("#(%-#+"&<"2'('" ,# "3#(%-#?7!@#: ").4>#*

O# '&<).(')1# &-&:-.2# ,"&',)(-4#:*#(%-# 5','2(-./# &--(',=#)#.-3".&-4#+.'(-.')#"3#
'&<).(')1'(*›##

C# 0.-2'4',=# 5-&:-.# ,"&',)(-4#:*#(%-# 5','2(-./# $%"2-#)<<"',(&-,(# $"814#:-#
+",4'('",)1#("#28<<".(#3."&#)#&)\".'(*#"3#(%-#:").4›##

#

71#0%-&"'(-0(-$1(+%189:;<(=0,%3(60 * +0#&-&0"(%1>?&%1#(&"6%1,#13(6$16@#(,"3(=,.,"61#(
f -.-#(%-#F+(#)&-,4-4#("#.-