

WHY AUSTRALIA IS MISSING OUT ON EMPLOYEE OWNERSHIP

4 February 2026, Perth, W.A.

Graeme Nuttal OBE

Ambassador, Employee Ownership Australia

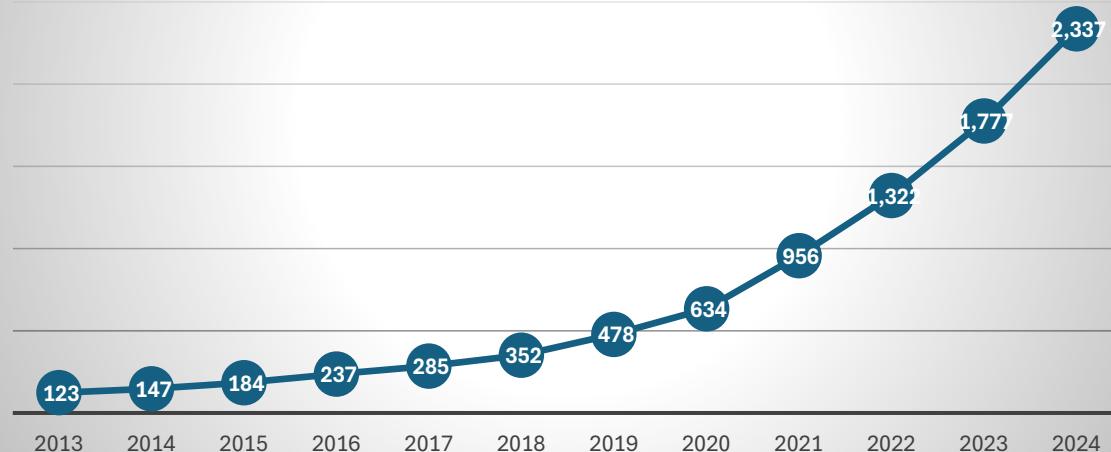
International Ambassador, Employee Ownership Association (UK)

Visiting Fellow, Kellogg College, University of Oxford

Executive Fellow, Rutgers Institute for the Study of Employee Ownership and Profit Sharing

NCEO Fellow, National Center for Employee Ownership (USA)

Cumulative annual total of UK employee owned businesses (2013- 2024)*



EO Business Index
EOA & White Rose Employee Ownership Centre

* In addition, about 370 worker co-operatives

International recognition of EOTs



The Danish
Parliament



REPUBLIC OF
SLOVENIA



Government
of Canada

Gouvernement
du Canada

GOV.SI

An official definition
of employee
ownership



[Emergency Alerts](#) Test on Sunday 7 September, 3pm

[Home](#) > [Employing people](#) > [Contracts of employment and working hours](#)

Employee ownership businesses

Employee ownership is where all employees have a 'significant and meaningful' stake in a business.

This means employees must have both:

- a financial stake in the business (eg by owning shares)
- a say in how it's run, known as 'employee engagement'

Employee owners are
8 - 12% more productive



Over 80% of employees report
increased motivation when they
become owners



Employee owned businesses
do more to:



Share profits



Invest
in skills



Promote
wellbeing



Employee and worker owned
businesses pay a fairer basic wage



Employee and worker owned
businesses give more time
and money to support
local communities



Employee-owned businesses also

- **reinvest more into R&D**
- **create more jobs**
- **invest more in training and skills**
- **make a greater economic contribution**

and so much more ...

Good Jobs

- **Financial Rewards:** Employee owned businesses offer a fairer basic wage.
- **Bonus Payments:** There is a higher probability of employee bonus payments.
- **Other Conditions / Wider Benefits:** They have an enhanced focus on health and wellbeing of employees, who report higher levels of job satisfaction.
- **Job Security:** Lower redundancy rates contribute to stable employment and incomes.

Regional Balance

- **Community:** Employee owned businesses go notably further in supporting and promoting the resilience of their local area, including putting funds back into their local communities.
- **Staff Retention / Resilience:** They help to support stronger employment stability within local communities.

Raising Productivity

- **Output:** Evidence suggests employee owned businesses show greater productivity levels.
- **R&D:** They reinvest more into Research and Development.
- **Job Creation:** They have a track record of creating more employment opportunities than non-employee owned businesses.
- **Learning:** Managers report more focus on skills development since their company became employee owned.

Reducing Carbon Emissions

- **Carbon Strategies:** Employee owned businesses, regardless of their size, are more likely to have a Net Zero or carbon management strategy in place than non-employee owned businesses.
- **Sustainability:** Employee owned businesses are more likely to have “environmental sustainability” accreditation.

Research Bulletin 24/1 | The Employee Ownership Model in Northern Ireland

Roy Mitchell & Fiona Bell, Analytical Services Division, Department for the Economy

August 2024

The UK is seizing the great employee ownership succession opportunity



Nearly **one in five** of all owners surveyed flagged that liquidation was a *likely* outcome of the upcoming ownership transition point

OVER
1/3

Over 1/3 of owners
intending to sell or divest
in the next 10 years have
no plans in place at all.

NOVEMBER 2023

Generation EO: The Great Employee Ownership Succession Opportunity

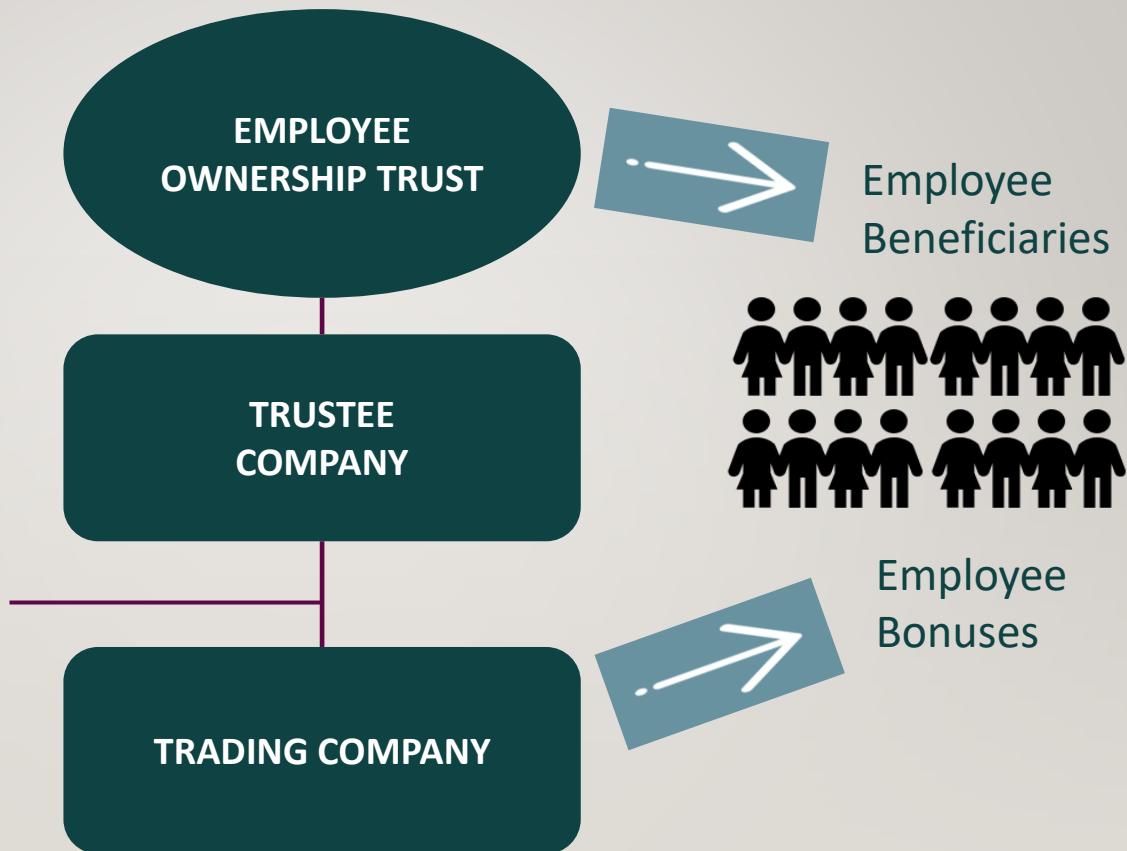
**Ownership
at Work**

In partnership with:

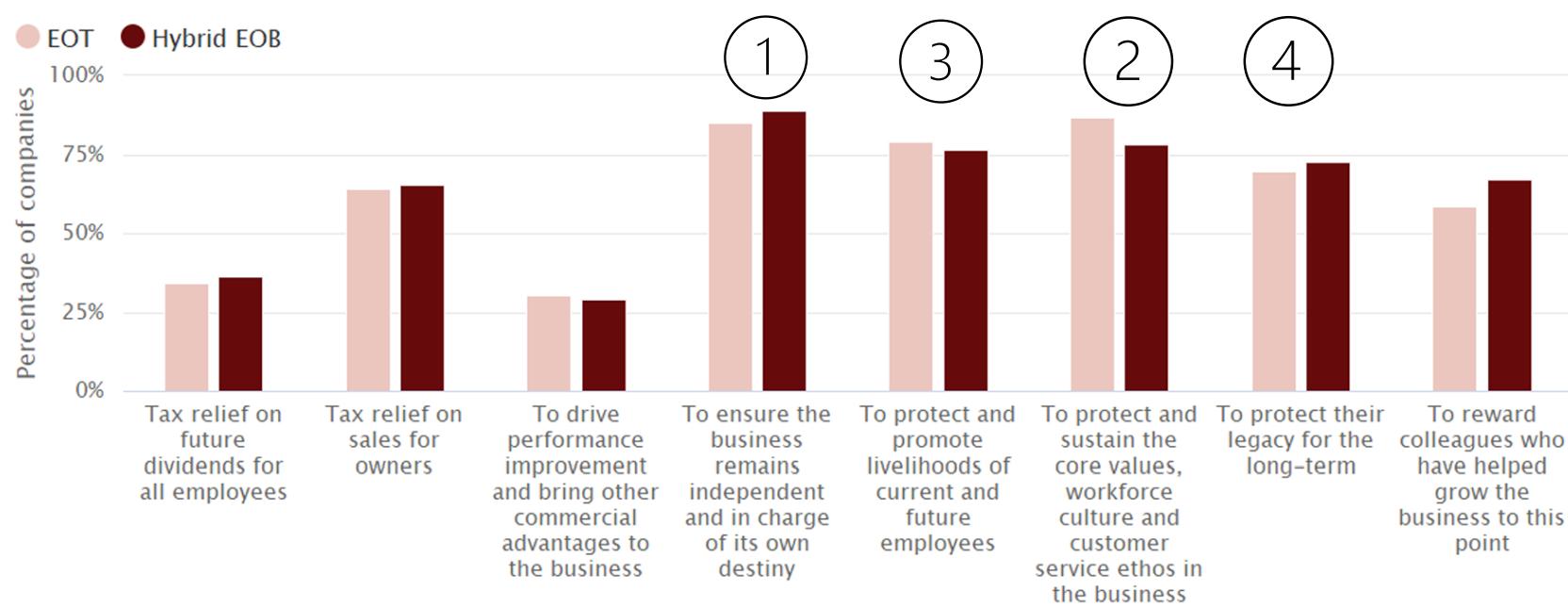
djs **fsb**
research

The employee ownership trust (EOT) model

Long term shareholding for all employees



The reasons the previous owners introduced an EOT



Source: EO Knowledge Programme Survey

UK employee trust owned
businesses include...



ARUP



Tiptree

ZHA

E Erith

richer**sounds**
Experience Better

Swann-Morton®



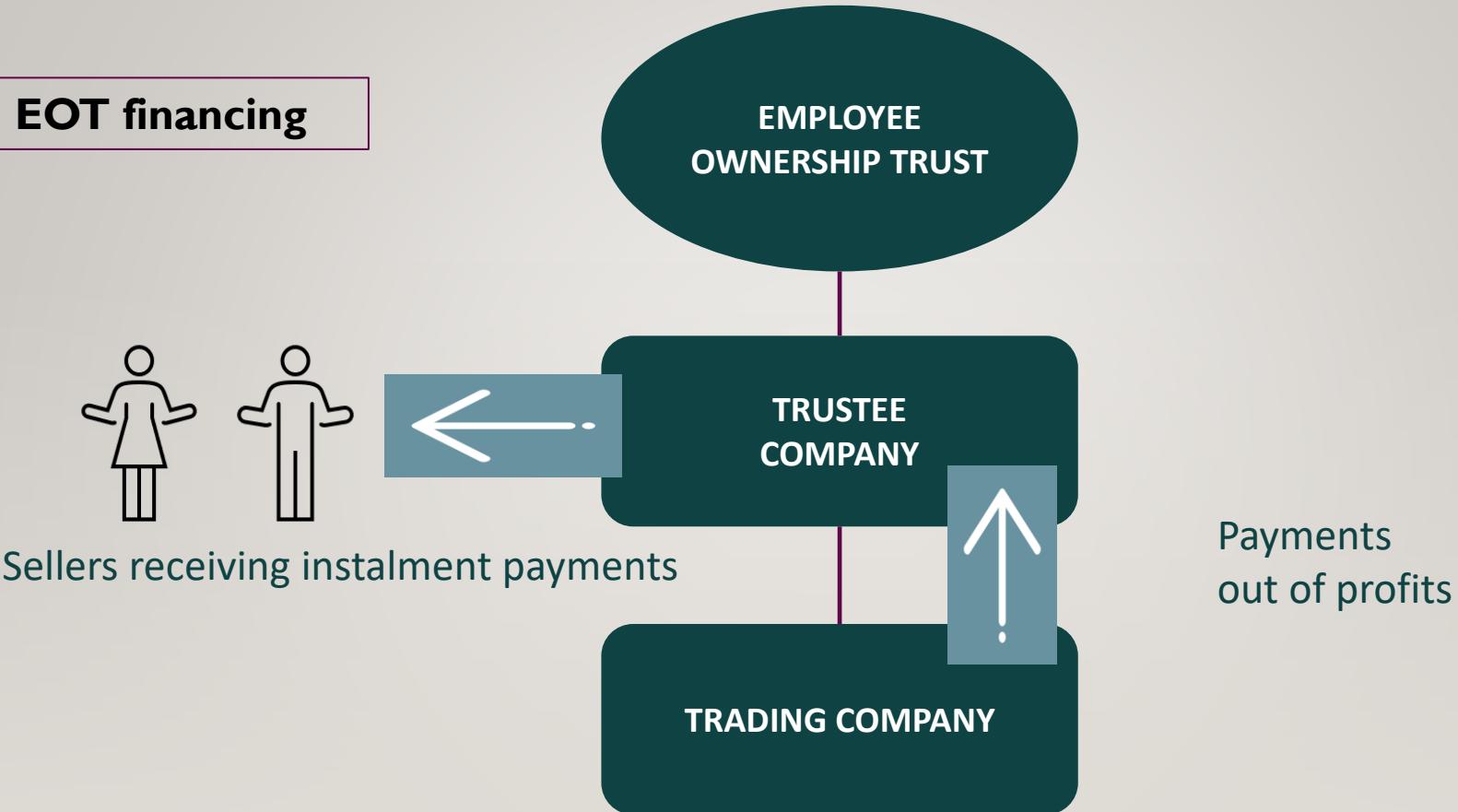
The Entertainer
TheToyShop.com

ALLFORD
HALL
MONAGHAN
MORRIS

LUSH
FRESH
HANDMADE
COSMETICS



EOT financing





Employee Ownership
Australia *Making it your business*



ABN 40 152 310 266

a: GPO Box 2649, Sydney NSW 2001

e: info@employeeownership.com.au

w: www.employeeownership.com.au

Submission to House of Representatives on Petition EN7712 – entitled “ATO to provide Tax Guidelines for Employee Owned Trusts” calling for the introduction of legislation to support and develop Employee Ownership Trusts (EOTs) in Australia

Employee ownership ticks a wide-range of policy boxes...



Improved business performance

Increased economic resilience

Greater employee engagement and commitment

Driving innovation

Profit-sharing

Individual and collective employee participation

Providing good work

Supporting the local economy

Supporting good causes

Stronger growth

Reducing inequality

Creating jobs

Ensuring a more resilient economy

Promoting diversity and inclusion

Promoting a greener economy

Higher productivity

Higher profits

**Reduced absenteeism
and lower quit rates**

Happier employees

Health and well-being

Quality of life

A fairer basic wage

Job security

Health and safety

Training and skills

QUESTIONS?



Graeme Nuttall OBE

E: graeme.nuttall@employeeownership.co.uk

L: <https://www.linkedin.com/in/graeme-nuttall-obe-a7334992/>

X: [@nuttallreview](https://twitter.com/nuttallreview)