crf
CORPORATE RESEARCH FORUM

EMPLOYEE AND INDUSTRIAL RELATIONS NETWORK

Navigating the changing employment relationship to manage risk and build organisational resilience.

WHAT IS THE EMPLOYEE AND INDUSTRIAL RELATIONS NETWORK?

The Employee and Industrial Relations Network (ER/IR Network) helps senior HR and ER practitioners navigate today's volatile labour landscape and complex employee and industrial relations issues.

What I value most about CRF's ER/IR network is the opportunity to meet peers to understand how they're managing similar challenges to the ones I'm facing. Being able to share what others are doing builds credibility with my own leadership team and wider stakeholders and sometimes leads to more creative solutions.

Mustafa Faruqi, Employee Relations Strategy Director, BT

Why did we create the ER/IR Network?

The nature of the employment relationship is changing. New legislation in the UK and Europe, the impact of social networks on the workplace, societal and generational changes and even geopolitics are affecting how we manage our people and deal with issues and conflict. Added to this is the fact that, for years, companies and the education system have failed to develop people with the skills and knowledge to deal with this complex employment relationship. Together, these factors help explain why we created our Employee and Industrial Relations Network.

Risks associated with employee relations including implementation issues with the new Employment Rights Act and the European Works Council Directive, long-running disputes, reputational damage and loss of employee trust, mean that ER/IR is suddenly back on the minds of Boards and Executives. HR functions need to be ready to assess and mitigate these risks and reassure senior leadership.

The ER/IR Network provides a safe space to learn and exchange with other senior practitioners as we navigate our complex world.

Who is the ER/IR Network for?

This network is open to HR and ER leaders. Whether in a unionised or non-unionised environment, the insights, learning and connections offered will be invaluable. Membership of the network gives access to leaders and their broader teams, to be used as appropriate.

Current network members include:

Nando's · Severn Trent · Rolls-Royce · Tesco

HOW DO MEMBERS BENEFIT?

Our approach combines exclusive events, original research, expert legal and practitioner input, structured learning and a confidential network of senior peers.

The network helps practitioners stay abreast of change, learn how others are responding, test their thinking and make better-informed decisions in their own context.

Employee & Industrial Relations Network

Strategic insight

Stay ahead of legislative change, case law developments and policy trends policy trends before they impact your business, so decisions are proactive rather than reactive.

Expert access

Draw directly on our legal partners and Strategic Dimensions' ER/IR Interim Talent pool when you need specialist support fast.

Confidential peer exchange

Exchange real solutions with senior peers and policymakers in a closed-door environment, free from commercial or reputational risk.

Annual Membership Investment:

Current CRF Members: £8,000

Non-CRF Members: £9,500

Every membership includes one place on our development programme, 'Creating a 'Win-Win' Employee Relations Strategy' worth £2,500.

Co-led by John Whelan MBE and Nick Dalton

John Whelan MBE is Director at CRF and Former UK HR Director for BAE Systems. Nick Dalton is the former EVP HR at Unilever. Both are seasoned leaders in managing complex ER/IR scenarios at major international organisations.



EXPLORE OUR PROGRAMME

Coming in 2027

Emerging Issues in Trade Union Strategies — 28 January, *Online*

Trade unions are evolving their tactics and testing new legislative powers. This session looks at what that means in practice and how organisations can respond effectively.

What's Next on the Employment Rights Act — 17 March, *London*

The next stages of the Act are taking shape, bringing fresh challenges through implementation. We consider how organisations are adapting their ER strategy in response.

Case Management in the Age of AI — 27 May, *London*

Case volumes are rising and AI-generated grievances are becoming more common. This session examines how to handle the workload and address the root causes driving it.

Approaches to Pay Claims and Pay Movement — 21 September, *London*

Pay claims are harder to navigate in a low-growth, high-cost environment. We examine pay compression, multi-year deals and alternative reward approaches.

Peer Exchange Dinner — 2 December, *London*

An end of year dinner to discuss topical issues in a confidential environment and plan our schedule for the year ahead.

Learning programme: Creating a 'Win-Win' Employee Relations Strategy

20-21 October, *London*

Legislative change, pay pressures and the impact of AI are placing growing demands on those working in ER. This two-day programme explores how to align ER strategy with business goals, shape union relationships and manage workforce risk, so employees feel valued and the organisation delivers its aims.

Research available now

- **From Voice to Value:** Positioning ERGs in the Employment Relations Climate.
- **From Policy to Practice:** Implementing the Employment Rights Act
- **European Works Council Reform in Action:** The New Directive
- **Going Viral:** Social Media, AI and the New ER Playbook

Join the CRF Employee and Industrial Relations Network now

Join now and you can immediately access research and resources as well as participate in the Network's forthcoming programme of events and research.

To explore the Network, read a sample report and find the membership option that's right for you, click here or contact Melissa Bull at melissa@crforum.co.uk.