



Annual Review 2024



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About Roads Australia

As your peak body for roads within an integrated transport system, we work to facilitate and curate important conversations, create opportunities for engagement and support a high-performing transport sector.

Joining Roads Australia connects you to our 120+ member organisations working across the transport and infrastructure sector.

This includes Australia's transport agencies, major contractors and consultants, road owners and operators, material suppliers and technology providers.

We're committed to being future focused, deeply in tune with what matters to our members and connected to global best practices and perspectives.

A message from the Chair

The past 12 months have been significant for the transport sector as governments across the nation work to deliver substantial infrastructure pipelines alongside dual challenges - soft economic conditions and budget constraints.

At Roads Australia (RA), our focus on renewal has driven our advocacy with stakeholders and decision makers across the country, to equip our members as they grasp emerging opportunities.

Our focus is on remaining relevant and impactful, delivering genuine value for our members across the transport supply chain. This year, we released our new Corporate Strategy which is built on member responsiveness and underpinned by the issues that matter most to the industry. Our events program and policy work continually adapt for maximum impact that is tailored to the needs of our members.

As an industry body, it is incumbent upon our Board to represent our sector as it is today, while reflecting shifts in Australia's workforce to attract more bright young stars to our industry.

In February, the RA Board achieved gender parity, an ambitious goal we set in 2022 and one that I am proud to have seen come to fruition. Our Board reflects the diversity of skills and knowledge across the transport supply chain, and our industry as a whole.



There is more work for us to do in this space. With the commitment from our Board, Members and sector, I am confident we can demonstrate our growth as an industry in supporting and rewarding all transport workers, cementing transport as a career-of-choice for professionals across the nation.

RA has also worked closely with our members to revamp our constitution, allowing us to focus on what we do best; facilitating and curating important conversations, creating opportunities for engagement and supporting a high-performing transport sector.

2025 will bring new challenges and fresh opportunities to our sector and organisation. Elections will be held federally, and in Western Australia, which will create further uncertainty in the investment climate.

Transport is one of our nation's most critical public assets. Building resilience in our infrastructure is a key message RA will continue to drive with leaders across our nation, to support a prosperous future for our sector and Australia.

Aneetha de Silva
Chair
November 2024



A message from the CEO

We know our industry faces a variety of challenges from global supply chain disruptions, which are a natural outcome of increasingly volatile political, security and economic landscapes, as nations continue tightening their belts post-pandemic.

RA has worked hard over the past 12 months to align our industry's proficiency and needs with the requirements of governments around our nation.

By bringing key government and industry decision makers together, 'in the room' talking to each other, improving our collective understanding of how our sector's capabilities can meet Australia's needs, we have provided several forums to jointly tackle thorny policy and financial challenges. Sometimes, this has included looking beyond our shores to locate and share global best practice and perspectives.

The innovation we see displayed by members across the full scope of transport operations should fill us all with confidence to see our sector retain its critical position in driving our nation's economic wellbeing.

Here at RA, we have continued evolving to meet members where they are, strengthen our mutually beneficial engagement and undertake policy work that will have the most impact for their operations.

This refreshed policy focus has redefined our priorities to cover the issues our members care most about and where the greatest need for fresh thinking exists.

Boosting productivity, improving sustainability, workforce and bolstering safety are themes that emerge across all our conversations with members. Our four national policy priorities reflect their importance.

Our events program has been strengthened by our commitment to deep and lasting policy impact while still providing the unparalleled networking opportunities for which RA is famous.

Through our Future Leaders and Fellowship Programs we see the incredible talent within our industry and the people who will be on the frontlines of our transport future, solving complex policy issues with passion.

It's an exciting time to be in our sector and here at RA we look forward to remaining a vital convenor of conversations as a common-sense voice in the room for both our public and private sector members for many years to come.

Ehssan Veiszadeh

CEO
November 2024



JOHN
HOLLAND

hssan Veiszadeh

Chief Executive Officer
Roads Australia



Emerging
Leaders
Program
Building and
empowering
networks

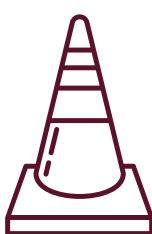
roads.org.au

2024 Highlights



Held more than 70 industry-leading events connecting public and private sectors across Australia and New Zealand, welcoming over 7,000 guests.

Convened our Transforming Transport Summit, bringing together Australia's most senior transport leaders - with an opening keynote by Federal Minister, the Hon Catherine King MP.



Released the national road worker safety industry guideline to increase road worker safety by demonstrating effective use of innovative devices and solutions to reduce risk.

Supported the next generation of transport leaders through our prestigious Fellowship Program, including our recipients of the John Shaw Medal and Emerging Leaders Award.



Affirmed four new national policy priorities focused on boosting productivity, reduce/reuse/recover, unlocking the potential in people and road safety.



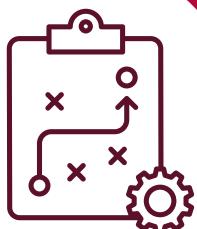
Convened a national conversation about empowering women in the transport sector, and for the first time in our history we achieved gender parity on the Roads Australia Board.



Partnered with the Public Transport Association Australia New Zealand (PTAANZ) and the Australasian Railway Association (ARA) to drive a cross-sector response to the climate challenge.



Released a new Corporate Strategy underpinned by member responsiveness and policy priorities that matter most to the industry and revamped RA's Constitution to position RA as a modern industry association with members at its core.





Policy Leadership

Australia's transport secretaries and national bodies joined RA's Board Strategy Planning Day in February to align RA policy priorities across the sector.

Four new national policy priorities emerged to frame RA's new national policy plan driving outcomes for members: Boost Productivity, Reduce/Reuse/Recover, Unlock the potential in people and Stay Safe.

Our annual flagship event, the Transforming Transport Summit, was restructured around RA's policy priorities to facilitate debate and discussion with Australia's and New Zealand's most senior transport leaders across government and industry in attendance.

The Summit provided members with an unparalleled opportunity to hear directly from speakers like Minister Catherine King, just weeks out from the Federal Budget, from secretaries from multiple jurisdictions and receive important early findings from the Construction Industry Culture Taskforce culture standard pilots.

RA's Transforming Transport Summit also launched the Road Worker Safety Industry Guideline, a close collaboration with a large cohort of RA members, Austroads and partner peak bodies, which aims to raise minimum standards of safety to protect frontline workers and work towards safer roads for everyone.



Curated conversations with senior leaders, aligned with our national policy priorities, ensured everyone in the room went away with a new perspective, idea or understanding of the challenges and opportunities ahead for our sector.



National policy priorities



Boosting productivity

Australia's infrastructure pipeline is valued at \$230 billion over five years and will grow as housing, energy and defence investment increases.

Australia ranks 16th in the OECD for productivity - its lowest in 60 years.

Construction is among the least digitised industries globally, while Australia recently slipped from 14th to 16th in the World Digital Competitiveness Ranking.



Reduce, reuse, recover

Transport contributes 21 percent as the third largest contributor of national carbon emissions.

Transport facilities that emit more than 100,000 tonnes of CO2 per year are subject to limits under the Safeguard Mechanism.

The value of embodied carbon will be used to economically appraise major projects above \$250 million.



Unlock the potential in people

Every economic sector is competing for skills, with Jobs and Skills Australia reporting workforce shortages across 36 percent of occupations nationally.

Workforce inclusion, equality and diversity are major challenges, with women representing just 14 percent of both the construction and engineering workforces.

Transportable skills across projects and borders are urgently needed.



Stay safe

Road trauma costs the national economy A\$22 billion each year.

Australia recorded 1,266 road fatalities in 2023, the deadliest year in five years.

Australia is 18th in the road death rankings among 31 OECD nations.

Austroads data shows there are 18 fatal crash events at work zones each year, as well as 245 serious injury and 530 minor injury events.

Collaborating with Industry

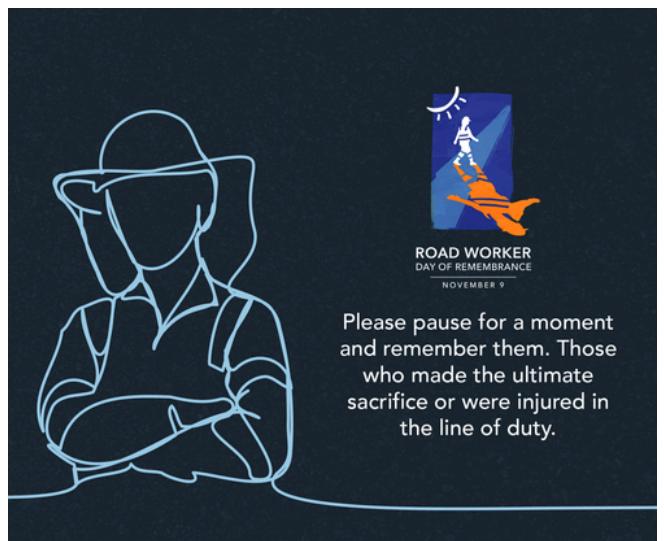
RA has continued to identify and leverage opportunities to work with other leading voices in our sector, to advance the interests of our members.

We developed a joint report following the National Decarbonising Transport Summit, in partnership with the Public Transport Association Australia New Zealand (PTAANZ), the Australasian Railway Association (ARA) and our partner, Arup.

Delegates from across the nation and transport supply chain discussed the importance of radical transformation over incremental change, multiple pathways for a resilient sector, the solutions available today and the whole-of-sector response required to decarbonise transport.

In the lead up to Road Worker Day of Remembrance on 9 November, RA also partnered with the Traffic Management Association of Australia (TMAA), SARAH: Safer Australian Roads and Highways Group, Australian Flexible Pavement Association (AfPA) and Roadmarking Industry Association of Australia (RIAA).

The partnership led to a national conversation regarding what needs to happen to keep road workers safe, and supported engagement with key Government decision makers to advance the industry's road safety priorities.



Celebrating excellence

A day of thought-provoking policy discussion at RA's Transforming Transport Summit was followed by the transport industry's night of nights at Crown Palladium.

The John Shaw Dinner brought together more than 700 transport professionals to celebrate the achievements of the sector and a legacy building individual, recipient of a John Shaw Medal, presented to an industry champion.



Celebrating our Industry Champion



Madeleine McManus OAM, CEO of the Centre for Professional Engineering Education and Centre for Pavement Engineering Education (CPEE), was recognised for her outstanding and innovative leadership over an illustrious career in transport and continuing contribution to the sector.

Her many roles have included National Director of Engineers Australia, the youngest Chair of the Chartered Institute of Transport and Logistics, a Member of the Victorian Advanced Manufacturing Council and a Board member of Monash University's Engineering and IT Foundation.

She was also awarded the Medal of the Order of Australia for her services to engineering and education in 2017.

Ms McManus OAM is the third woman to receive the award and has been an inspiration to women across the transport sector looking to leave behind a legacy of their own.

Cultivating the next generation of leaders

Throughout 2024, RA has supported the next generation of transport leaders through our leadership development programs.

With skills shortages continuing to be an endemic issue facing the transport infrastructure sector in Australia and New Zealand, listening to young people entering our workforce and adapting our ways of working, to ensure we continue attracting and retaining top talent, has never been more important.

At RA, we have spent 2024 modernising our Emerging Leaders and Fellowship Programs, and adapting recommendations from Alumni and Mentors.

The Fellowship Program once more proved highly in-demand, with a high calibre of applications received, surpassing our rigorous merit-based selection process:

- Achieving gender parity among our 2024 Fellows cohort.
- The 2024 intake included experienced professionals who have progressed their careers rapidly over the past 12 months, with many crucial steps taken thanks to the Program and their individual mentors.
- Achieving gender parity among the 2025 Fellowship intake, after received a record number of applications from WA, SA and Tasmania, demonstrating the relevance of the organisation across jurisdictions.

RA remains grateful for the support of John Holland in delivering the Fellowship Program to all members.



The Emerging Leaders Program has also undergone a momentous shift.

Throughout 2024, young professionals have come together to discuss challenges in our sector, shifts in our workforce, and emerging trends across the nation's productivity discussion, to share their insights and learn from experienced leaders.

The Future Leaders' Forum Outcomes Report included impactful actions recommended across the areas of diversity, innovation, skills and culture.

Young professionals have attended RA's Emerging Leaders Breakfasts, and Future Leaders Forum, asking questions from senior leaders - including RA Board Members - they might not have the opportunity to during their usual workday.

Providing them with opportunities to get to know their peers and network is our most critical goal.

RA remains grateful for the support of CPB Contractors in delivering the Emerging Leaders Program to all members.



2024 Fellow Spotlight: Isolde Piet

2024 RA Fellow Isolde Piet, Construction Lead – Tunnels at CPB Contractors was the first female tunnel boring machine (TBM) pilot in the world.

In August her career reached new heights as she was announced as the leader of the new Suburban Rail Loop East TBM crew.

Significantly, the crew will include 25 highly skilled roles and will be the world's first all-female TBM crew.

Isolde is setting a strong example for women involved in the industry, proving gender is no obstacle to achieving incredible things in the transport sector.



2024 Emerging Leader Spotlight: William Phillips



William Phillips, an undergraduate construction advisor at BMD Constructions, was announced as the recipient of RA's 2024 Promise, Passion and Pursuit Award.

It recognises an emerging transport leader, providing the recipient with leadership and mentoring opportunities for 12 months following the John Shaw Dinner, where it is awarded.

As the 2024 recipient, William has piloted a program to support young professionals in the civil construction sector, with a focus on cultivating technical and leadership skills as well as prioritising mental health and wellbeing.

Diversity & Inclusion Outcomes

RA's Diversity and Inclusion Strategy reflects a strong commitment by the organisation to increase female participation, support indigenous engagement, promote social enterprise and foster young talent across the transport infrastructure sector.

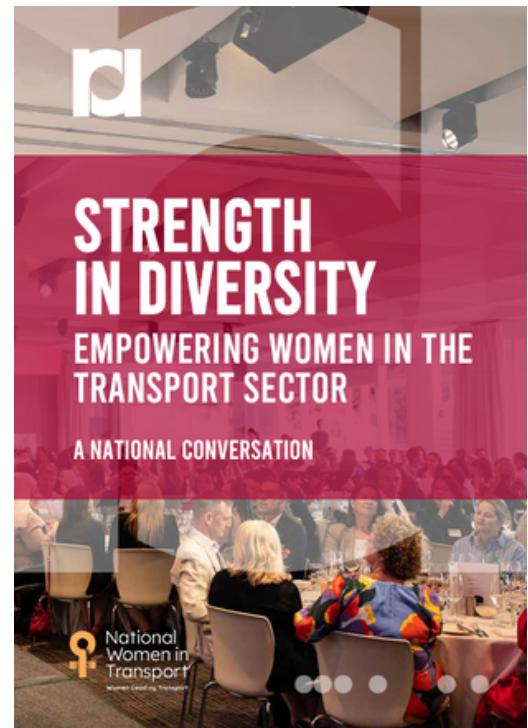
Supported by a dedicated member committee of expert representatives across these areas, RA continues to foster a culture of inclusivity and thriving diversity.

Of note, we were proud to reach gender parity on our Board in early 2024, a feat which has also been achieved on our 2025 Fellowship Committee for three years in a row.

To promote strength in diversity, in 2024 RA hosted a policy-led International Women's Day Industry series across the nation focused on economically empowering women and girls in the transport sector.

Over 1,200 members and guests from 69 organisations across six jurisdictions shared their approaches, which are synthesised into an informative and at times challenging RA report, 'Strength in diversity: Empowering women in the transport sector'.

The report highlights the valuable work that governments and industry have implemented to foster a diverse workforce and inclusive organisational culture.





RA recognises the untapped potential across the transport sector to boost productivity and increase the economic value of Australia's workforce by enabling full and equal participation of women. Through RA's policy plan, members continue to promote initiatives and work with partners to create an inclusive and sustainable transport workforce to unlock the potential in people across the sector.

Work has commenced on RA's first Reconciliation Action Plan. This is an important step to ensure that the culture and traditions of the traditional owners and custodians of the lands where we operate across Australia are shared and celebrated through everything we do.

RA's Future Leaders program continues to provide many valuable opportunities for the voice of young people to be elevated across our sector.

Increased young member engagement through the Fellowship Program and Emerging Leaders initiatives ensures the voice of youth remains a vital ingredient of RA's annual engagement program.

In 2024, RA solidified its ongoing commitment to creating an inclusive and sustainable transport workforce by embedding the principles of gender equity, increased indigenous participation and fostering young talent across our engagement program.



Roads Australia Board



Chair

Aneetha de Silva

Senior Advisor, Government

Aurecon



Deputy Chair

Silje Troseth

Vice President APAC & General

Manager Australia

Q-Free ASA



Treasurer

Bede Noonan

Chief Executive Officer

ACCIONA



Jim Betts

Secretary

Department of Infrastructure,

Transport Regional Development,

Communications and the Arts



Kevin Devlin

Director General

Victorian Infrastructure Delivery

Authority



Nicole Green

Group Executive, Australian Markets

Transurban



Scott Power

Chief Executive Officer

BMD Group



Scott Olsen

Chief Executive Officer

Fredon



Sally Stannard

Director General

Queensland Department of

Transport and Main Roads



Pedro Vicente

Chief Executive Officer

CIMIC Group



Camilla Drover

Deputy Secretary – Infrastructure

Projects and Engineering

Transport for NSW



Alison Close

Partner

Clayton Utz

Our Leadership Team



Ehssan Veiszadeh
Chief Executive Officer



Mandi Mees
Executive Director -
Policy Development



Mark Sinclair
Executive Director -
Membership Services



Elizabeth Kelleher-Cook
Executive Director -
Public Affairs

Our Patrons & Sponsors

RA Patrons in 2024



RA Fellowship Program Sponsor



RA Insider Sponsor



RA Life Members

David Stuart-Watt
Ray Fisher
Ian Webb
Tim Boyle
Ken Mathers

New members in 2024



Our Members

Tier 1



Tier 2



Tier 3



Tier 4





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