



# Annual Review 2023



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# About Roads Australia (RA)

Roads Australia (RA) is the peak body for roads within an integrated transport system.

We bring industry, government and communities together to lead the evolution of Australia's roads, integrated transport and mobility networks.

Our members include all of Australia's transport agencies, road owners, major contractors and consultants, material suppliers, service and technology providers, and other relevant industry groups.

RA upholds the principles of a safe, inclusive, sustainable, economic and socially valuable road industry for all Australians.

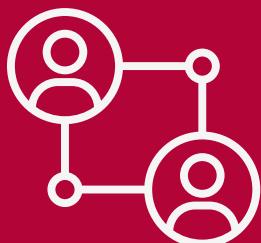
We strive to achieve a robust integrated transport system for people and freight that values and invests in all modes of land transport.

# 2023 highlights



Expanded our events program including new forums for emerging leaders and the first RA Leaders' lunch across the Tasman in New Zealand.

Joined with industry peak bodies and government agencies to establish Infrastructure Net Zero, supporting the infrastructure sector in its decarbonisation journey.



Led the Australian and New Zealand delegation to the PIARC World Road Congress in Prague, establishing new international connections for our members.

Upheld our ongoing commitment to diversity and inclusion, beginning work on our Reconciliation Action Plan and holding IWD Industry events in every state capital.



Welcomed Jim Betts, the nation's leading Commonwealth transport official, to the RA Board and appointed a new CEO, Ehssan Veiszadeh, charting a new direction for the organisation.

Grew our online audience by more than 20 per cent, sharing the importance of strong collaboration between industry and government broadly across the transport sector.



# A message from the President

The past year has been one of change within RA, a new President, a new CEO and a shift in strategic direction as we continue to serve the vital interests of our members.

The transport industry, and the infrastructure sector as a collective, are facing pressing global challenges, ones we are certainly not immune to here in Australia. We have seen record infrastructure pipelines across the nation moderating, budgets tightening and the sustainability of the industry increasingly coming into focus.

Despite the complexity of these challenges RA is well placed to support the road sector in meeting them head-on, in close collaboration with aligned industries and with government and industry in the same room.

We know how crucial collaboration is and how important it is to have visionary individuals in influential positions. This is why I'm delighted we have welcomed the most senior transport official in the nation to the RA Board this year, Jim Betts, Secretary of the Department of Infrastructure, Transport Regional Development, Communications and the Arts.

The unique composition of the RA Board is pivotal in bringing together the public and private sectors and the importance of this can not be understated. Having the most senior transport leaders in the same room for years to come will no doubt lead to better outcomes for our industry, and more importantly, the people who rely on the integrated transport systems we design, construct and operate.

On many fronts the future of the industry is malleable; we can take action now to create a more sustainable and liveable future. To achieve this RA must continue to meet the demands of stakeholders and members and set a positive, strategic vision for the future.

To this end, it has been pleasing to establish and strengthen international relationships between RA, members and global road stakeholders over the past 12 months.

We know the challenges we face are global, and our relationships must also be. On the sidelines of the ITS Australia Global Summit we convened a roundtable with the American Association of State Highway and Transportation Officials (AASHTO), an important relationship between national peak bodies with shared challenges.

The PIARC World Road Congress in Prague provided the opportunity to further strengthen our relationship with AASHTO and build new connections with the German Federal Ministry of Digital and Transport and the United Kingdom delegation.

Leading the Australian and New Zealand delegation with Austroads, RA provided members with an invaluable opportunity to share their often unparalleled expertise with a new audience and the ability to bring home fresh ideas and insights to support their operations in our region.



Closer to home, RA continued important work, supporting a more sustainable and representative sector. Our Diversity and Inclusion Committee has met with a new focus on engaging and retaining women, supporting Indigenous engagement and fostering young talent.

If we are to meet the challenges of the future, we need transport to be a career of choice, an industry where everyone sees a sustainable career that is both rewarding and welcome. RA will continue supporting initiatives that drive these outcomes and bring talented people together to support the future of the industry.

A key pillar in our D&I work continues to be the innovative RA Fellowship Program, expanded over the past 12 months alongside our Emerging Leaders Program.

Our RA Fellows are wonderful ambassadors for the industry, and we will continue supporting their development and sharing their stories. The opportunities within the industry are endless, our collective achievements are incredible. We must continue to communicate this with the broader community.

Much like our Fellows, the RA Board is planning for the future. We were pleased to announce the appointment of Ehssan Veiszadeh as our new CEO in May.

In consultation with our members, Ehssan and his team will develop a new three-year strategy, which will revamp our policy program, membership experience and events offering, while ensuring we remain an influential and trusted voice within the industry.

Our focus will be on enhancing collaboration with aligned bodies, including through initiatives like the Infrastructure Net Zero initiative, which RA is working on alongside nine other peak bodies and government agencies.

Our shared challenges must be met with shared solutions, including bringing together partners from across the infrastructure sector to maximise our impact and deliver for our members.

I'm proud to be leading such an adaptive organisation and I look forward to the ongoing work of implementing RA's vision for a more collaborative, sustainable and integrated transport industry.

**Aneetha de Silva**  
President  
November 2023

# A message from the CEO

It is a great privilege to be writing this message to our membership at such a crucial time for the transport sector and for Roads Australia.

I've come to RA as a relative outsider of the transport industry and have continually been amazed by the incredible achievements of organisations across the RA membership. Our members are supported by extraordinary people who are delivering solutions to some of our most complex social challenges.

2023 is a year that will be remembered for many reasons across our sector. We've seen major transport infrastructure projects reach significant milestones right across the nation and continued record investment in infrastructure pipelines as we work towards an integrated transport future.

However, this year has not been without challenges. We've seen reviews into the infrastructure pipelines at a Commonwealth and State level and some frank conversations have begun about our capacity to deliver the major projects of the future, including how we move forward in a difficult fiscal and global environment.

We must become more efficient and find innovative solutions to problems that have traditionally sat outside the remit of transport agencies. As an industry, we must continue to build and operate the crucial land transport infrastructure our nation needs but we must not ignore our environmental and social obligations.

It's a fine line to walk. Meeting the needs of consumers but doing so while achieving decarbonisation targets and changing the future of mobility. I'm confident RA and our membership are in the best possible position to thread this needle and share this journey with stakeholders from across government and industry.

The unique feature of RA's membership is what drew me to the organisation. RA's diverse membership composition, which brings senior government and industry leaders to the table, provides us with an incredible opportunity to solve some of our most intractable challenges.

Whether it be on the sidelines of events or across our policy networks, conversations that are essential to the future of the roads sector are beginning and continuing everywhere I go. RA is the indispensable connection between government and industry and will remain so well into the future.

Over the past 150 days, my priority has been meeting as many of our members as possible, identifying their concerns and working on a strategic vision for RA that aligns our work and future with the needs of our membership.



There are common themes that have emerged, consistent across the public and private sectors and crucial to the sustainability of our industry. The most pressing of these is undoubtedly decarbonisation and meeting our net zero obligations. While the pathway may be clear for other industries, transport emissions will continue to grow before we begin to reign them in through collective action from 2030.

We are seeing a Commonwealth Government actively engaging with our industry and I'm delighted RA was a key driver in establishing the Infrastructure Net Zero initiative launched earlier this year. Across the work plan we will be actively engaging with our members to ensure the challenges and opportunities for the roads sector are clearly understood and factored into government decision making.

Secondly, we need to continue thinking about roads as enablers of broader social and economic outcomes, as public spaces and as community-focused pieces of infrastructure. We look forward to delving more deeply into multi-model infrastructure, placemaking, integrated transport and land use planning and the coming automation and AI revolution.

Lastly, we need to ensure the workforce exists to construct, manage and operate transport infrastructure and systems. This year has seen a substantial increase in RA's focus on our emerging leader streams and diversity and inclusion. Our industry is a fantastic place to work, one where everyone is welcome and the career opportunities are endless. We must do more to promote this message and ensure our sector reflects the broader society in which we work.

These key themes are all interconnected - much like the transport future we envisage. When we work together and think strategically these challenges are surmountable and RA will continue to connect government and industry, while remaining responsive to the needs of our members.

I would like to thank the RA Board, the RA staff and all our members for their support in the early stages of my tenure and I look forward to continuing the important work of RA, ensuring we remain the most representative and respected voice in the transport industry.

**Ehssan Veiszadeh**

Chief Executive Officer  
November 2023

# Our board



**Aneetha de Silva**  
President  
Managing Director - Government  
Australia & New Zealand, Aurecon



**Silje Troseth**  
Vice President  
Vice President APAC & General Manager  
Australia, Q-Free ASA  
*Policy Stream Chair  
Transport Reform*



**Scott Olsen**  
Vice President  
CEO, Fredon  
*Policy Stream Chair  
Capacity*



**Michael Bushby**  
Immediate Past President  
Strategic Advisor, WSP



**Andrew Head**  
Treasurer  
CEO, WestConnex



**Scott Charlton**  
Chief Executive Officer  
Transurban



**Jim Betts**  
Secretary  
Department of Infrastructure, Transport,  
Regional Development, Communications  
and the Arts.



**Marko Misko**  
Partner  
HWL Ebsworth  
*Policy Stream Chair  
Sustainability*



**Kevin Devlin**  
Director General  
Major Transport Infrastructure Authority



**Camilla Drover**  
Deputy Secretary,  
Infrastructure and Place  
Transport for NSW



**Pedro Vicente**  
Chief Executive Officer  
CIMIC Group  
*Policy Stream Chair  
Safety*



**Sally Stannard**  
Acting Director General  
Department of Transport and  
Main Roads



**Bede Noonan**  
Chief Executive Officer  
ACCIONA Geotech Australia

## Policy Stream deputy chairs



**Joan Ko**

Principal | Climate & Sustainability  
Leader – Australasia  
Arup  
*Transport Reform*



**Nicole Neal**

Chief Executive Australia  
Tonkin + Taylor  
*Sustainability*



**Chris Jackson**

General Manager  
Customer Experience & Operations  
Transurban  
*Customer Experience*



**Kay Salvair-Smith**

Managing Director  
Fusion Advisory  
*Capacity*



**Mandi Mees**

Head of National Rail Skills and  
Reform Design  
National Transport Commission  
*Transport Reform*



**Graeme Silvester**

General Manager Health, Safety,  
Environment, Quality, Sustainability  
and Rail Safety  
CPB Contractors  
*Safety*

## Future Leaders Committee leadership



**Verity Turner**

Environment & Planning Director  
Transurban  
*Deputy Chair*



**Stuart Cook**

Transport Lead  
BG&E (QLD)  
*Chair*

# Our staff



**Ehssan Veiszadeh**  
Chief Executive Officer



**Gerard Dell'Oste**  
Executive Director  
Corporate Services



**Georgie Fidge**  
Director  
Membership



**Royce Christie**  
Director  
Policy



**Thao Nguyen**  
Manager  
Membership & Office



**Angela Grogan**  
Marketing Manager  
Membership & Programs



**Mitch Itter**  
Manager  
Corporate Affairs



**Felicity Lampert**  
Executive  
Programs & Events



**Rebekka Mellor**  
Executive  
Membership & Events



**Tara Wolfson**  
Executive  
Events



**Rebecca Baker**  
Manager  
Events

# Our patrons & sponsors

## RA patrons 2022



## RA Fellowship Program Sponsor



## RA Insider Sponsor



## RA Life Members

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

## New members in 2023



# Our members

	 <b>ABERGELDIE</b> COMPLEX INFRASTRUCTURE	 <b>accionA</b>	 <b>AECOM</b>	 <b>ARCADIS</b>	 <b>ARTC INLAND RAIL</b>	 <b>ARUP</b>
	 <b>CIMIC</b>	 <b>COLAS</b>	 <b>CPB CONTRACTORS</b>	 <b>Downer</b> Relationships creating success	 <b>EastLink</b> Time better spent.	 <b>Fulton Hogan</b>
Tier 1	 <b>InfraBuild</b> Building futures through sustainable ideas	 <b>Jacobs</b>	 <b>JOHN HOLLAND</b>	 <b>LAING O'ROURKE</b>	 <b>LEVEL CROSSING REMOVAL PROJECT</b>	 <b>mainroads</b> WESTERN AUSTRALIA
	 <b>Queensland Government</b>	 <b>RAIL PROJECTS VICTORIA</b>	 <b>regional roads victoria</b>	 <b>SAMSUNG</b> SAMSUNG C&T	 <b>ServiceStream</b>	 <b>SEYMOUR WHYTE</b>
	 <b>WEST GATE TUNNEL PROJECT</b>	 <b>WINBLOW</b> STRUCTURAL ENGINEERS	 <b>WSP</b>			
Tier 2	 <b>BildGroup</b>	 <b>case</b> CIVIL AND STRUCTURAL ENGINEERING	 <b>DECAMIL</b>	 <b>egis</b>	 <b>FREDON</b>	 <b>HATCH</b>
	 <b>a-ha!</b> a human agency	 <b>agonis</b> group	 <b>ALTUS</b> TRAFFIC	 <b>arrb</b>	 <b>ashurst</b>	 <b>bamser</b> Supporting Engineering Excellence
	 <b>DONALD CANT WATTS CORKE</b>	 <b>EIC</b> ACTIVITIES	 <b>ferrovial</b> construction	 <b>FJA</b>	 <b>FSC</b> Group	 <b>FUSION</b> advisory
	 <b>kapsch &gt;&gt;</b>	 <b>KBR</b>	 <b>KOMATSU</b>	 <b>M</b> MOTT MACDONALD	 <b>MU GROUP</b> TRANSPORT AND INFRASTRUCTURE	 <b>NORTH</b>
	 <b>RLB</b> Rider Levett Bucknall	 <b>SICE</b>	 <b>SYSTRA</b>	 <b>Tasmanian Government</b>	 <b>TBH</b> project delivery experts	 <b>TERRITORIA CIVIL</b>
Tier 4	 <b>AUSTRALIAN</b> CONSTRUCTORS ASSOCIATION	 <b>ACRS</b>	 <b>Austroads</b>	 <b>BIS OXFORD</b> ECONOMICS	 <b>CEMENT CONCRETE &amp; AGGREGATES AUSTRALIA</b>	 <b>CCF</b>
	 <b>ACT</b> Government Transport Canberra and City Services	 <b>TyreStewardship</b> AUSTRALIA	 <b>Australian Accredited</b> Stewardship Scheme	 <b>THE UNIVERSITY OF</b> SYDNEY Business School	 <b>vta</b> victorian transport association	 <b>wyndham city</b> city.coast.country

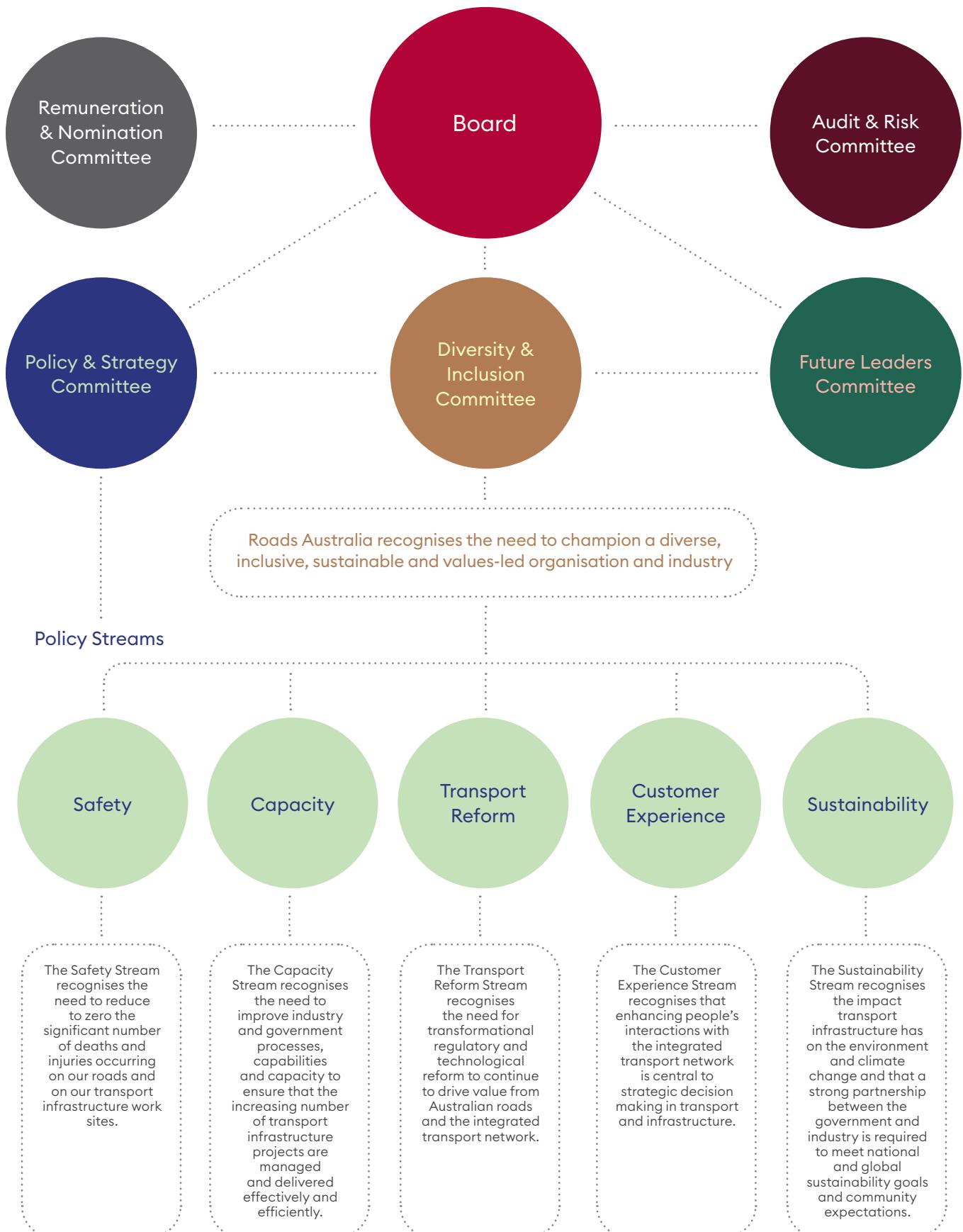
					
					
					
					

					
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# RA structure



# RA policy & submissions

The appointment of a new CEO, Ehssan Veiszadeh, from July 2023, has been an opportunity to review the strategic vision of the organisation and reinvigorate the priority areas that RA can continue to have a real public impact in.

Using the solid launching pad of policy positions, reports and submissions over recent years RA will continue to seek to influence policy outcomes that provide roads and places that are inclusive, productive, sustainable and safe.

The direction for RA's priorities were discussed in a major speech from Ehssan delivered at the National Roads & Traffic Expo in October 2023.

Over the course of 2023, there remained opportunities for RA to consider policy positions through extensive engagement with members and policy panels, leading to a range of public submissions on various topics and inquiries including:

- Independent Review of the National Partnership Agreement on Land Transport Infrastructure Projects
- Infrastructure Investment Program Strategic Review
- Inquiry into the implications of severe weather events on the national regional, rural, and remote road network
- Draft Principles for a National Approach to C-ITS in Australia
- 2023-24 Commonwealth Pre-Budget Submission
- NSW Tolling Review

While strategic work will continue into the new year, RA maintained our strong focus on our existing five policy areas throughout 2023.

# RA policy streams

## Safety

Road safety, especially the safety of the workers on our roads, was again a strong focus for Roads Australia this year.

RA's Road Worker Safety Working Group (RWSWG) spent 2022 developing a number of guiding documents including advice on considering safety in tenders on a below the line process as well as a Road Worker Safety Industry Guideline.

Throughout 2023 RA has used these in discussions with government and agencies in our work to promote the benefits from improving standards for road worker safety and will continue in 2024 to build support in transport agencies.

At the 2023 CEO Workshop, held with senior leaders from across government and industry, road safety was again mentioned as a key priority across the transport sector, with significant support for enhancing protections for road workers and utilising technology to support these outcomes.

With community education a well-known weakness in keeping road workers safe, the RWSWG and RA worked closely with the National Road Safety Partnership Program (NRSPP) and other organisations on the development of a Respect Traffic Controllers campaign. This campaign sought to humanise traffic controllers and increase road user's understanding and empathy with a goal to reduce the abuse of traffic controllers whose role is to make our roads safer.

The role of technology in the safety of workers and road users was also reviewed in a webinar RA hosted in National Road Safety Week, featuring presentations from RA member organisations on the cutting edge of innovation in this important space.

## Capacity

Following a series of turbulent years in infrastructure delivery, with hyper-escalation of materials, shortages of skilled workers and a significant pipeline of work, RA continued to push for procurement reform that will benefit the industry and government.

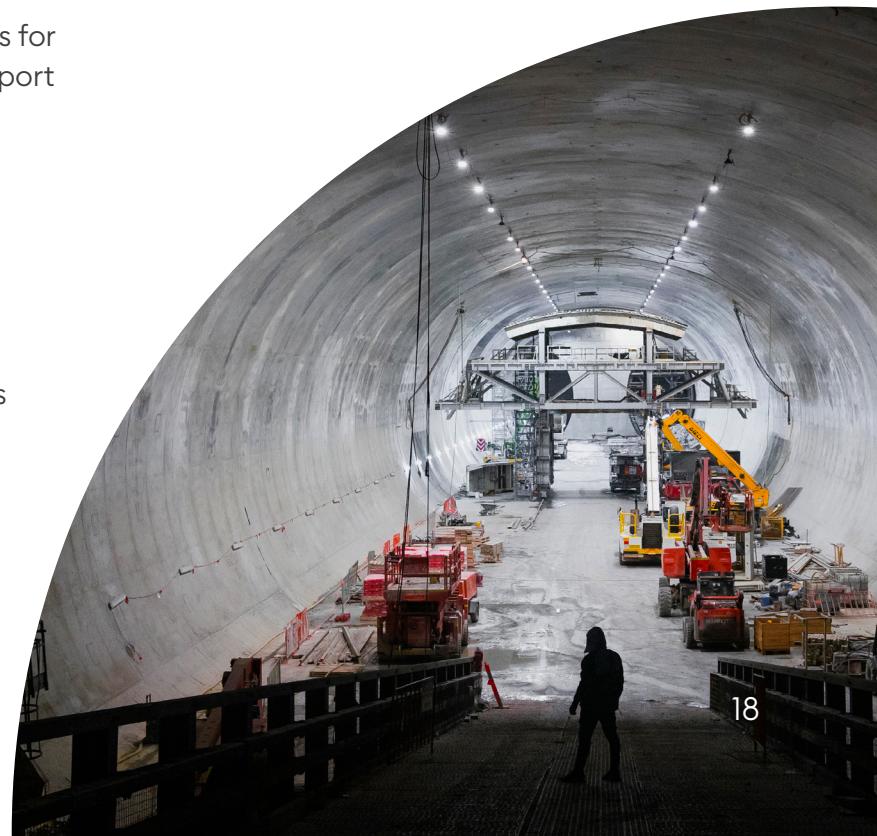
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# RA policy streams

## Transport Reform & Technology

The Transport Reform and Technology stream spent a significant amount of time in 2022 looking at the conditions around the convergence of transport, energy and technology that will be central to the roll-out of electric vehicles. This work continued and was broadened in 2023 with strategic considerations on the principles for a national C-ITS approach in Australia.

The result of the successful High Court challenge to the Victorian Road User Charge on electric vehicles gave RA an opportunity to again refer to our long-held position call for all Australian governments to work together on the development of a fair, nationally consistent road user charging model and implementation framework which offers greater certainty around the future funding base for our roads.

The system-wide challenges for mobility and freight, the opportunities for communities across cities, suburbs and regional areas and the role that road networks will need to play to provide safe, equitable and sustainable transport solutions were explored in a webinar on future transport hosted by RA in September.



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*"RA used these opportunities to call for strategic maintenance funding and a rethink to the pavement design approach and data collection and use."*

## Customer Experience

Following on from the Bus Social Licence report released in 2022, RA met with government representatives from Brisbane, New South Wales and Victoria to discuss the implications of our research. This report was also picked up by Infrastructure Victoria who used it as evidence on their work this year on bus reform in Melbourne.

With the severe weather impacts on Australian roads, RA made a submission and attended a hearing to provide evidence on an inquiry into resilient regional, rural and remote roads.

Regional, rural and remote roads networks are critically important for the well-being of Australia's country communities as well as being vital for local and regional economies.

RA used these opportunities to call for strategic maintenance funding and a rethink to the pavement design approach and data collection and use.



# RA policy streams

## Sustainability

RA, along with nine peak bodies and government agencies formed the Infrastructure Net Zero Alliance to drive greater sustainability in infrastructure development in Australia. More on this initiative is included elsewhere in this document.

Earlier in the year RA hosted a webinar on sustainable and circular supply chains. The panel discussed the move to a circular economy and the effort to create environmentally and economically sustainable supply chains to help deliver that promise.

At RA's Spotlight on Sustainability event in October, NSW Transport Minister Jo Haylen launched the Transport for NSW Net-Zero and Climate Change Policy. Including clear and ambitious targets for reducing transport emissions from operations as well as the direct and embodied emissions from the development of transport infrastructure, this policy along with the accompanying Sustainable Infrastructure Procurement Program, has set NSW up as a leader in transitioning the industry across to initially net zero delivery to eventually be a net positive sector.





# Infrastructure Net Zero initiative

RA was delighted to partner with nine other peak bodies and government agencies for the launch of the Infrastructure Net Zero Initiative (InfraNZ) in Sydney earlier this year. The work program will be led by a steering committee including RA.

The goal of InfraNZ is to support the decarbonisation of Australia's infrastructure, ensuring collective action allows our national emission reduction targets of 43 per cent by 2030 and Net Zero by 2050 to be met.

Industry consistently advocated for greater collaboration on infrastructure decarbonisation, evidenced by RA's Journey to Net Zero Report, published last year with support from the Australasian Railway Association, Infrastructure Sustainability Council, KPMG and the support of Arup. RA will support the steering committee with expert advice, governance and strategic direction and across five common priority work areas.

## INFRASTRUCTURE NET ZERO COMMON PRIORITY AREAS

**#1**

### A NATIONAL PLAN & PATHWAY

Support the development of a national plan to decarbonise infrastructure, creating pathways for critical assets

**#2**

### POLICY

Encourage policy, investment, and incentives at state and federal level to assist with the transition to renewable energy, sustainable materials and advanced manufacturing.

**#3**

### PROCUREMENT

Co-create governance structures, processes and approaches for reducing emissions with transparency and through sound decision-making.

**#4**

### CAPABILITY BUILDING

Identify the core skills gaps, create access to knowledge and build capability.

**#5**

### TECHNOLOGY

Trial, adopt and promote technology solutions that optimise a holistic approach to an asset's lifecycle from design through to end of life.



# XXVIIth World Road Congress

Together with Austroads, RA led the Australian and New Zealand delegation to Prague for the XXVIIth World Road Congress.

The five-day event brought together more than 40 ministerial delegations and thousands of road stakeholders with experience across the full scope of land transport construction and operations. This was an opportunity to bring global expertise to Australia and New Zealand, while sharing our world leading innovations with international partners.

RA was delighted to host a Delegation Dinner, providing an opportunity for delegates to network and share notes on the sidelines of the Congress.

RA was also able to leverage its strong reputation as a collaborative connector to convene roundtables with the German Federal Ministry of Digital and Transport, the United Kingdom delegation and the American Association of State Highway and Transportation Officials (AASHTO).

These three forums provided a space for RA members to not only share their transport knowledge but also receive new information and hear about innovative practices being implemented in international jurisdictions.

The Congress featured multiple presentations from Australian transport officials, industry leaders and academics sharing their research and knowledge with the world.



# Procurement Reform Report

Roads Australia released its Procurement Reform Update Report in December 2022. This report was built on the important policy work in the earlier Procurement Reform report of 2020 and followed extensive consultation and engagement with industry. The updated report highlighted the need to keep the momentum going on procurement reform, particularly in response to new and emerging challenges of supply chain risks, hyperinflation, labour and skills shortages and geopolitical instability, coupled with governmental ambition for a growing pipeline and larger, more complex projects.

The Update Report made 28 recommendations focussed on a sustainable, productive and successful transport infrastructure sector where the whole industry works together for better outcomes. A key element of these recommendations is to move to more collaborative contracting for major projects where contractors and governments work together through the planning and development phases of the project and into the construction phase. This was a key recommendation

of the Productivity Commission (Rec 5.7) in its Advancing Prosperity report to the Commonwealth Government in March 2023. Many of the recommendations in the updated report are being pursued by governments and industry. Major Roads Projects Victoria has and continues to undertake reform of its infrastructure procurement through its Program Delivery Approach – much of which is strongly aligned to directions and priorities outlined in the Procurement Reform Update Report 2022.

With growing challenges in the infrastructure sector, greater ambitions of government clients and poor productivity growth in the sector over recent decades, the urgency for continued procurement reform has never been greater. Procurement reform will continue to be a key area of focus and energy for Roads Australia and its members.



# Strengthening the voice of emerging leaders

2023 was a significant year for RA as both streams of the Future Leaders Program expanded. Both the Fellowship Program and the Emerging Leaders Program added new events, forums and opportunities across our membership.

The Emerging Leaders program is open to anyone with less than ten years of industry experience with a focus on career development, leadership fundamentals and networking.

Building on last year's success, a highlight of this year's program was the series of breakfasts in every state of the nation, allowing emerging leaders to hear from senior transport officials about the importance of leadership, networking and supporting the development of a strong workplace culture.

For the first time, RA produced a Future Leaders'

Outcome Report following the establishment of a Future Leaders' Forum to further strengthen the voice of younger professionals across the transport industry.

Undoubtedly the biggest event of the year for RA's Emerging Leaders was the Gala Dinner which culminated in Transport for New South Wales' Fiona McDonald receiving the 2023 PPP Award.

This year also saw record applications for the RA Fellowship Program - our innovative and highly regarded mentoring program that matches up-and-coming leaders with some of the nation's most senior transport leaders.

The 2023 intake was comprised of a female majority and included our first-ever New Zealand-based Fellow in Ventia's Natalie Martin. In addition to Natalie's participation in the program we hosted Multi-state events in every state in the country and in New Zealand with

Fellows hearing from a diverse range of leaders, possessing strong leadership credentials and unique career backgrounds.

In another first for the program, Fellows in NSW and Victoria gained on-the-ground knowledge of major transport infrastructure projects through site visits to the M6 Stage 1 Project in Sydney and the West Gate Tunnel Project in Melbourne, hearing from directors and team leaders encompassing the entire scope of operations.

The standout event in the RA Fellowship Program calendar continued to be the mid-year workshop and dinner with Fellows making face-to-face connections with other participants and mentors while also receiving their group project outline.

RA has recently announced the 2024 RA Fellows cohort with a diverse group of individuals and careers set to benefit from this unparalleled mentoring program in the year ahead.

## RA PPP AWARD

The highlight of this year's Emerging Leaders' Gala Dinner was the announcement of our PPP Award winner for 2023, Fiona McDonald- Senior Manager Inter Government Relations, Industry Engagement & Development, Infrastructure & Place at Transport for NSW.



The PPP Award is presented to an emerging leader who shows Promise, Passion and Pursuit within the transport industry.

Fiona is a talented senior manager with a passion for transforming the infrastructure and transport sector for the better. With close to a decade of experience across Australian and international governments and the private sector, including leading industry-leading innovative programs on complex road infrastructure projects in Western Sydney and the United Kingdom.

As this year's winner, Fiona is engaging in a 12-month industry ambassador experience and will play an integral role in the growth and development of RA's Emerging Leaders Program.



# Future Leaders' outcome report

In a first for the organisation, RA released a 'Future Leaders' Forum Outcomes Report' following the inaugural Future Leaders' Forum held at Crown Melbourne in March.

The forum was established to continue strengthening diverse voices across the industry and supporting RA's commitment to diversity and inclusion, with a strong focus on hearing and acting upon the voices of younger people involved in the transport industry and establishing a more representative sector.

Following a presentation from Kate Dundas, Chief Operating Officer of Sustainability Victoria, future leaders were divided into groups to develop policy objectives RA should consider based on RA policy goals including optimising road use, decarbonisation and improving stewardship of our road network.

Input from participants fell broadly into three categories; decarbonisation, innovation and knowledge sharing and planning and design.

A strong desire for climate action and decarbonisation of the transport sector across all groups reflects the commitment of up-and-coming industry leaders to a net zero transport future.

The Future Leaders' Forum forms part of RA's ongoing expansion of events and policy work across our emerging leaders' program.



## Diversity & Inclusion committee

As part of RA's commitment to establishing a more inclusive transport industry, RA's Diversity and Inclusion (D&I) Committee continued to meet, welcoming new members from across the industry.

The committee met for the first time in June, comprised of representatives from both government and industry across the nation including RA Board and expert panel members, RA's two most recent Emerging Leaders PPP Award winners and Indigenous representatives.

Utilising this broad range of experience, the D&I committee will enhance its focus on RA's three key objectives in this space:

- Engaging and retaining women
- Supporting Indigenous engagement
- Fostering young talent

Actions are already underway across these areas, including through and expanded and improved RA Fellowship and Emerging Leaders Program and IWD events in every capital city to highlight the importance of a gender-diverse workforce.

Sharon Grey – Group Manager, Indigenous and Social Inclusion, CPB Contractors and Hayden Heta – Managing Director – Wamarra, are now advising RA on the development of a Reconciliation Action Plan - a key part of RA's Diversity and Inclusion Strategy.



# 2023 RA Awards

At RA's John Shaw Medal Awards Night on April 27 Dr Charles MacDonald was named as the recipient of the 2023 John Shaw Medal in front of a sold-out Sydney Town Hall.

The John Shaw Medal is named in honour of John (J.A.L.) Shaw, Commissioner of the NSW Department of Main Roads from 1962 to 1967 and the longest-serving President of RA's forerunner organisation, the Australian Road Federation (ARF).

The medal is awarded by RA in recognition of outstanding service to road transport in Australia. A panel comprising past winners of the award assesses the nominations received each year.

Dr MacDonald is widely recognised as a leading figure in the Australian civil construction industry in both the private and public sectors. He has worked as a chartered civil engineer for fifty years, delivering road infrastructure in Australia

and in overseas locations including the UK, Hong Kong and Saudi Arabia.

Dr MacDonald's expertise is actively sought across industry and government, while also maintaining a strong commitment to sharing knowledge and experience by mentoring emerging professionals in the industry.

Jill Boag, Immediate past Chair, RA Future Leaders' committee and Project Director, Gamuda Australia was awarded the RA Champion Award for exceptional support of RA over the past year.

At RA's Transport Summit, Geoff Ayton was presented the Ray Fisher Award for Technical Excellence, recognising Geoff's substantial achievements, mainly across non-erodible subbases, concrete compaction, jointing systems, construction drawings, specifications and related skills training at all levels from paving crews to project managers.

RA would like to congratulate all award winners for their significant contributions to the transport industry.



# Making the connection

RA continued to refine its event program in 2023, increasing the number of attendees, events and female participation across the full scope of the RA event experience.

The highlight of the events calendar continues to be the John Shaw Dinner, supported by RA's Transport Summit, with both these events held in Sydney this year and attended by senior leaders and employees from across industry and government.

Extensive consultation and feedback from members has allowed RA to continue delivering high-quality events with the most senior industry leaders and government ministers in attendance.

Our Leaders' lunches provided invaluable forums for executives to hear directly from government transport officials on the front line of transport service and infrastructure delivery,

building and strengthening the connection between government and industry on a personal level.

For the first time, RA delivered International Women's Day events in every capital city in the nation, sell-out events reflecting the transport industry's commitment to continue supporting a more diverse and representative sector. Further supporting this commitment, RA expanded the event offerings targeted toward the transport leaders of the future, fostering talent and helping establish the sector as a career of choice.

## 2023 EVENTS HIGHLIGHTS

**86** EVENTS DELIVERED

**10,186** ATTENDEES

**36%** FEMALE ATTENDANCE

**15** EVENTS DELIVERED TOWARDS THE FUTURE LEADERS

# A collaborative transport voice

In addition to delivering an extensive events program and working with members to publish policy reports, papers and submissions, RA has continued to build its reputation as a trusted voice in the transport sector.

RA's social media following increased by more than 20 per cent over the calendar year, with new connections continually being made across the transport industry, including with individuals and organisations on the cutting edge of innovative transport technology development.

RA's podcast 'The Hub' also experienced strong growth, with downloads increasing and listeners benefiting from monthly podcast releases. This included interviews with leaders from across the global transport industry and the sharing of key insights from our Transport Summit with The Hub's audience.

The RA Insider continued its weekly pattern, keeping more than 15,000 industry and government transport workers across important news relating to their operations and how RA is fostering stronger collaboration between the public and private sectors.

New opportunities throughout the year included RA's presence at the ITS Australia Global Summit, where RA convened a bilateral roundtable with the American Association of State Highway and Transportation Officials (AASHTO), a relationship further consolidated at the World Road Congress in Prague.

For the first time, RA had a physical presence at the National Roads & Traffic Expo in Sydney, with CEO Ehssan Veiszadeh delivering the opening keynote address, outlining his priorities and the pressing issues facing the industry.

RA will continue to identify innovative forums and opportunities to support the voices of RA members and their important work in shaping integrated transport networks and communities.





# Our partners

RA's industry leading program of events would not be possible without the generous support of those members who partner with us to support their delivery.

We thank all those who have partnered with us throughout 2023 to help us provide industry participants with the chance to hear from key decision makers, leading industry thinkers and opportunities to discuss and develop solutions to challenging policy issues.





**Roads Australia**  
**Annual Review 2023**

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