



Annual Review 2022



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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 roads 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.

2022 highlights



Expanded our event offerings with new events addressing contemporary industry priorities and policy issues including mental health, gender equality, freight transport and digital asset management.

Delivered the RA Fellowship program with our largest and most diverse cohort to date, with 40 participants, of whom a majority (58 per cent) were women.



Produced industry-leading research reports and recommendations around opportunities for decarbonisation in infrastructure, productivity-enhancing reforms to procurement, road worker safety and making buses a more attractive public transport option.



Held our largest-ever John Shaw Dinner, with more than 850 guests attending to celebrate RA's 70th anniversary.



Launched new branding and a new website to modernise RA's communications collateral.

Expanded RA's reach across the Tasman, holding our first-ever industry dinner and policy forum in New Zealand.



A message from the President

This is my third contribution to an RA Annual Review as President. Looking back over that period it's hard to fathom just how many and varied have been the challenges that have presented themselves over that time.

When I took up the role towards the end of 2019, none of us could have comprehended the extent to which COVID-19 would disrupt every aspect of our lives just a few months later.

Like every other organisation around the country, RA was suddenly faced with the prospect of not being able to deliver its programs in the usual way. For an association which, above all, has always relied on its ability to connect members with each other and to decision-makers, this was a daunting proposition - made all the more troubling by the fact that no one could say with any certainty when it would end.

There are many individual events, moments and policy achievements that I could identify as highlights over the past three years. But perhaps there are none of which I am prouder than to have worked with the RA Board and our team throughout that period to rapidly pivot and evolve the organisation's programs and delivery models in a way that continued to provide real and immediate value for our members, despite the limitations imposed by COVID-19.

There are not many industry organisations that can claim to have experienced an increase in membership during the depths of the pandemic. The fact that RA was able to do so is a testament not only to the loyalty of our members, but also to the relevance of RA's offering and the point of connection that we are

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able to provide for the industry, right across the nation and for organisations of varying sizes.

I am also enormously proud these outcomes were achieved without relying on financial assistance programs that were offered by governments to not-for-profit organisations during the pandemic.

Needless to say, every organisation in the country has experienced some degree of change to its personnel and business model as a result of the COVID-19 experience. RA is no exception. However, I am confident that our organisation today is even more agile, focussed, united and resilient than it was prior to the pandemic.

I am equally proud of other changes which have occurred at RA during my presidency which, although perhaps not obvious on a day-to-day basis, mean that RA is now tremendously well-placed to lead our industry as it continues to evolve.

I am pleased to have led the Board throughout a period that has witnessed:

- strong growth in our signature Fellowship and Emerging Leaders programs;
- expanded efforts to enhance diversity and inclusion within our organisation and across the industry, both through the content of RA events and in our policy activities;

- a broader focus in our events program that is drawing in new speakers and subjects;
- an evolution of RA's policy engagement to embrace contemporary issues such as placemaking, digital engineering and asset management and a focus on freight; and
- elevating RA's profile through key publications and activities such as our Procurement Reform Report, the Journey to Net-Zero and the success of our inaugural industry visit to New Zealand.

Like RA, the nature of integrated transport is continuing to evolve. There is now a far greater focus on sustainability than was the case just three years ago, and the decarbonisation agenda is now mainstream for every level of government and every part of the industry.

A changed economic environment - with high inflation and skills shortages across the nation - is likely to accelerate changes to procurement models. As a part of this, it will be necessary for our industry to seriously invest in its digital capabilities, not only to improve efficiency and safety, but also to attract the talented professionals we need to sustain us in the future.

And of course, if we are to maintain social licence, it is essential that we continue to reach out to communities and consider how transport infrastructure can be delivered in ways that

improve community amenity and contribute to a greater sense of place.

None of these challenges come with easy responses. But RA's capacity to bring industry and government together and develop sensible, practical policy responses means this organisation is well placed to play a leading role in shaping each of these outcomes.

As you will be aware, I have made the decision not to continue as President at this year's AGM. I am enormously grateful for the support of our members over the past three years as President. The opportunity to meet and work with so many committed and talented people from across RA's membership is one I value enormously.

Although it will be in a different capacity moving forward, I nonetheless look forward to remaining actively engaged in RA's journey and connected with our members. You are ultimately RA's greatest strength and I have no doubt your commitment, ingenuity and energy will drive RA on to continue delivering positive outcomes for our industry and for the community.

Michael Bushby
President
November 2022



A message from the CEO

It is my privilege to lead a team at RA that has continued to evolve and modernise RA's profile over the past 12 months, helping our organisation to better reflect the values of a transport sector that is rapidly changing.

Some of these changes will be very obvious to all those who are closely engaged with RA. Over the past year, we have completely overhauled RA's website, branding and event ticketing system to provide RA with a more contemporary public profile and create a more seamless engagement experience for our members.

As you'll note from the material in this Annual Review, we have also continued to evolve both the content and format of our events, working to secure new speakers and present issues that are of enormous importance to the modern industry.

One of my proudest moments during 2022 was the huge success of RA's first International Women's Day industry lunch, which completely sold out and was a powerful demonstration of this sector's commitment to addressing gender inequality and enhancing the diversity of our workforce.

I'm pleased that in 2023, the scope of this event is being expanded so that RA members in each state and territory will have the opportunity to be part of this critical conversation for our industry.

Likewise, I'm sure those of you who attended this

year's John Shaw Dinner in Melbourne will agree the evening substantially raised the standard for RA events. Not only did we break previous attendance records, but the pace and style of the evening helped to showcase the modern face of RA and was a fitting way to formally mark the organisation's 70th anniversary.

You can be confident that the RA team is already working to ensure that heading into 2023, this standard can be further exceeded, so that the sense of industry connection that has always been central to RA events is one that can be shared by an even more diverse range of participants.

Consistent with our strategic values, I'm also proud that RA has been able to further build its cross-industry collaborations over the past year and produce industry leading policy publications that address contemporary industry priorities and elevate RA's profile and credibility in the policy space.

The collaborative partnership with other transport and infrastructure associations that resulted in the release of The Journey to Net-Zero report just as a new Federal Government assumed office was a case in point. There is

no part of our industry that is now untouched by the decarbonisation agenda, and the recommendations in this report give RA a solid basis on which to lead industry action on this critical national objective.

I'm also proud that we are now working to further strengthen the capability of our policy streams by expanding our policy expert panels. The willingness of our members to volunteer their time to serve will continue to enhance RA's policy output next year and enable us to engage on policy issues relevant to our industry in an even more focused way.

As you will read elsewhere in this year's Annual Review, our flagship RA Fellowship and Emerging Leaders programs have also enjoyed another strong year. The impressive capabilities and energy that have been shown by our Fellows this year should give us every confidence that the next generation of industry leaders will be well placed to deal with the challenges of an increasingly complex world.

As the nature of transport infrastructure and services starts to become even more integrated, technology reliant and conscious of its sustainability impacts, the shape of RA's

membership will continue to evolve.

We've already seen this throughout 2022, with several of the new members joining RA being organisations who are active in the data and technology space. This represents an exciting opportunity to align our industry with the wider economic transition that is occurring, as all sectors seek to further embrace the power of digitisation, AI technology and develop platforms that can both improve efficiency and reduce exposure to physical dangers on-site.

I would like to take this opportunity to thank the RA Board, the RA team, the leaders of our policy streams and all our members for again being such dedicated champions of RA throughout what has been an incredibly productive year for the organisation.

I look forward to continuing to work with you in 2023 as we continue RA's evolution and strengthen our position as the nation's leading organisation for transport infrastructure and services.

Michael Kilgariff
Chief Executive Officer
November 2022



Our board



Michael Bushby
President
Strategic Advisor, WSP



Scott Olsen
Vice President
CEO, Fredon
Policy Stream Chair
Capacity



Gillian Miles
CEO and Commissioner
National Transport Commission
Chair Diversity & Inclusion Committee



Neil Scales OBE
Director-General
Queensland Department of
Transport and Main Roads



Sergio Cinerari
Downer Australian Operations
Policy Stream Chair
Customer Experience



Corey Hannett
Director-General
Major Transport Infrastructure Authority



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



David Stuart-Watt
Immediate Past President
Client Director Transport ANZ, WSP



Aneetha de Silva
Vice President
Managing Director Government
Australia & New Zealand, Aurecon
Policy Stream Chair
Transport Reform



Andrew Head
Treasurer
CEO, WestConnex



Marko Misko
Partner
HWL Ebsworth
Policy Stream Chair
Sustainability



Scott Charlton
Chief Executive Officer
Transurban



Camilla Drover
Deputy Secretary,
Infrastructure and Place
Transport for NSW



Bede Noonan
Chief Executive Officer
ACCIONA



Silje Troseth
Vice President APAC & General
Manager Australia
Q-Free ASA

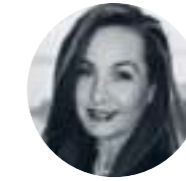
Policy Stream deputy chairs



Chris Jackson
General Manager
Customer Experience
Transurban
Customer Experience



Mandi Mees
Head of Program and Partnerships
National Transport Commission
Transport Reform



Kay Salvair Smith
Managing Director
Fusion Advisory
Capacity



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

Future Leaders Committee leadership



Jill Boag
Project Director
Gamuda (VIC)
Chair



Stuart Cook
Transport Lead
BG&E (QLD)
Deputy Chair

Our staff



Michael Kilgariff
Chief Executive Officer



Royce Christie
Director
Policy



Georgie Fidge
Director
Membership



Simon Morgan
Director
Corporate Affairs



Veronica Ong
Director
Finance & Operations



Angela Grogan
Marketing Manager
Membership & Programs



Thao Nguyen
Manager
Membership & Office



Jason Romney
Senior Policy Officer



Chloe Robertson
Policy Officer



Daniel Mellow
Manager
Events



Rebekka Mellor
Executive
Membership & Events



Felicity Lampert
Coordinator
Events



Nicki Lever
Executive
Programs & Events



Lily Gang
Assistant Accountant

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RA patrons 2022



RA Fellowship Program Sponsor



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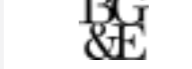








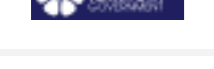




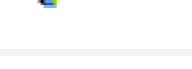

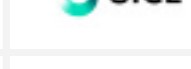

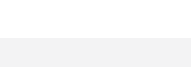
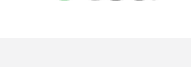
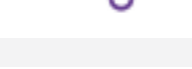
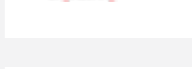





RA Life Members

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

New members in 2022

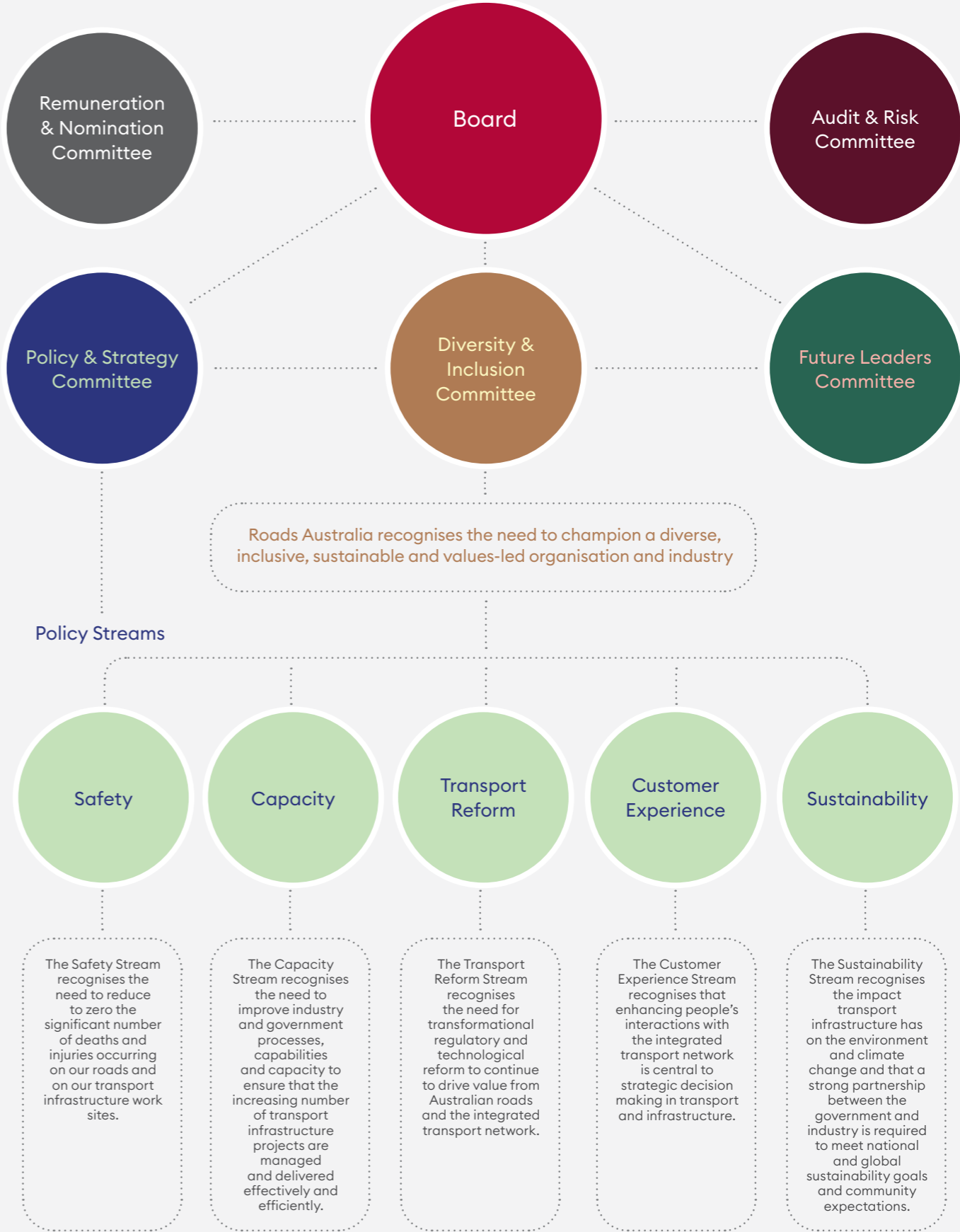


Our members

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Tier 2												
												
Tier 3												
												
												
												
												
												
Tier 4												



RA structure



RA policy streams

Safety

Safety remained RA's number one policy priority during 2022, as we focussed on opportunities to improve safety outcomes for those who work on our roads as well as for all those who use the road network.

Ahead of the Federal Budget and in the wake of the Federal election, RA actively encouraged the Federal Government to more closely align infrastructure funding with road safety outcomes, especially in regional and remote areas.

Around 55 per cent of road crash deaths occur in regional areas, and while elevating standards to International Road Assessment Program (iRAP) ratings of 3-star or above must remain a priority, RA has also encouraged the Federal Government to support low-cost road safety improvements such as better road markings, shoulder sealing, new barriers, better signage and other works as interim measures.

RA was pleased to take part in a roundtable meeting with the new Assistant Minister for Infrastructure and Transport, Senator the Hon. Carol Brown, to highlight the importance of pursuing these measures to save lives.

Throughout the year, RA's Road Worker Safety Working Group (RWSWG) continued to lead industry conversations about the importance of better protection for those who work on our roads, through enhanced regulatory and enforcement measures, and by deploying technology-based solutions.

"Throughout the year, RA's Road Worker Safety Working Group (RWSWG) continued to lead industry conversations about the importance of better protection for those who work on our roads"

There was some success on both fronts, as Queensland announced it would use mobile speed cameras to enforce speed limits in road work zones, and Western Australia confirmed that it would move to using automated traffic control devices on all highways, main roads and high volume, high speed local roads.

Working with the RWSWG, RA also continued actively encouraging all jurisdictions to move towards procurement arrangements that assess investments in safety on a below-the-line basis, so that companies who prioritise and innovate in this area are incentivised rather than penalised.

This opportunity was emphasised as a key element at our Spotlight on Safety event held in Sydney in October, at our joint policy forum with Waka Kotahi NZTA in Auckland in September, and during RA's presentation to this year's Roadmarking Industry Association of Australia Annual Conference.



RA policy streams

Capacity

As the national pipeline of infrastructure projects remains at record levels, many parts of the industry are experiencing acute challenges with skills shortages, the retention of staff and rising costs in a high-inflation economy.

During 2022, RA's focus has been on identifying and actively highlighting opportunities to plan and deliver transport infrastructure more efficiently. By getting the policy response right, these challenges can hopefully come to be viewed as a short-term consequence of the COVID-19 pandemic, rather than 'baked' into the process of infrastructure delivery.

When the newly elected Federal Government established an independent review into Infrastructure Australia (IA), RA used our submission to recommend that IA be given an expanded remit that will enable it to develop, manage and coordinate a national pipeline of infrastructure projects, in partnership with the states and territories.

This would provide industry with a clear national picture of where and when demand for particular aspects of construction and specialised skillsets are likely to occur, so that activities could be planned more effectively. We also recommended that IA be resourced to allow a focus on specific sectors in more detail, and to monitor labour workforce supply and demand for skills in high demand transport areas.

"We have also continued efforts to make the industry's workforce more diverse and sustainable into the future by making a detailed submission in support of developing a culture standard for the construction industry"

We have also continued efforts to make the industry's workforce more diverse and sustainable into the future by making a detailed submission in support of developing a culture standard for the construction industry, as well as actively supporting initiatives designed to increase industry participation from women (see the Diversity and Inclusion section of the Annual Review).

RA's Submission to the Productivity Commission's 2022 Productivity Inquiry set out ways that the efficiency and safety of infrastructure delivery and asset management could be enhanced through the adoption of newly available digital approaches. By moving to technology-based solutions (such as digital twins), we can reduce exposure to physical dangers on-site.

Moreover, by monitoring the performance and condition of transport assets digitally, asset owners may be able to defer expensive rehabilitation and replacement costs.

Strategies for addressing challenging market conditions and leveraging the power of

technology-based solutions were further explored when RA convened procurement workshops attended by member representatives in Sydney and Melbourne in August.

The outcomes of those workshops have been distilled into an updated RA Procurement Reform Report, which will be released shortly.



RA policy streams

Transport Reform

With momentum for the decarbonisation of transport infrastructure and services exponentially escalating as 2022 began, RA's policy focus was around the convergence of transport, energy and technology.

Harnessing the power of RA's diverse membership, we presented a series of webinars over the months leading into RA's 2022 Transport Summit that unpacked convergence from several perspectives.

The complex and interdependent nature of systems that will all play a role in decarbonisation was evident throughout this series, as participants identified strategies for making sure our transport and energy networks have the capacity to accommodate accelerating demand from the community for zero emissions vehicles.

It was evident that governments at all levels will need to work collaboratively and - given Australia is behind the global curve - comparatively quickly to ensure we have the infrastructure in place that will enable a significant scale up of ZEVs within the nation's vehicle fleet. As well as considering supply side challenges for the electricity market, we also explored the role hydrogen could play as a fuel source for heavy vehicles in the freight sector.

"As well as considering supply side challenges for the electricity market, we also explored the role hydrogen could play as a fuel source for heavy vehicles in the freight sector."

The opportunities for those who own and operate vehicle fleets was also examined in-depth, with the webinar series showcasing practical examples of fleet transition in the freight, public transport, construction and government sectors.

These powerful examples of proactive industry leadership in the transition to less emissions intensive transport were also highlighted in RA's submissions to policy consultations and our recommendations for Federal Budget funding priorities.

Of course, hastening the transition towards ZEVs also places greater urgency around the need to agree and implement a nationally consistent approach to road user charges for these vehicles, so there is a sustainable funding base for the construction and maintenance of road infrastructure.

RA is pleased to note that the Federal Government's recently released consultation paper to support development of a

National Electric Vehicle Strategy explicitly acknowledges we need a more sustainable and fair way to pay for roads.



RA policy streams

Sustainability

As decarbonisation, Australia's commitment to net-zero and the need to embrace the opportunities offered by moving towards a circular economy dominated national policy conversations throughout 2022, RA stepped forward to highlight how our industry could play a role in this seminal economic transition.

The highlight was the release of *The Journey to Net-Zero: Inspiring Climate Action in the Transport Sector* on 2 June. This report is a powerful demonstration of industry's willingness to step up and play its part in driving change, setting out a series of ambitious recommendations that encompass all facets of infrastructure delivery and maintenance. (See more about the report on the next page).

Of course, the release of the report was simply the beginning of a collaborative effort that all of industry recognises will be needed to address a challenge as complex as climate change. RA is continuing to work with those involved in the partnership that produced the report to act on its findings and recommendations.

The increasing emphasis on the infrastructure industry's environmental impact is evident through government net-zero targets and sustainability assessment requirements in procurement.

"The increasing emphasis on the infrastructure industry's environmental impact is evident through government net-zero targets and sustainability assessment requirements in procurement."

A crucial step to achieving net-zero targets and addressing industry's environmental impact is embracing a circular economy approach to materials used in infrastructure construction and maintenance.

Yet, some of our regulatory frameworks and standards date from a time before sustainability was a core consideration. As a result, we are not leveraging the full range of economic, environmental and social benefits that can result from embracing recycled material in the delivery of transport infrastructure.

Low industry awareness of where and how recycled materials can be deployed has been identified as a key barrier to uptake. Throughout the year, RA sought to counter this by showcasing practical examples of where this is already occurring.

Our webinar in late May highlighting how collaboration is expanding the circular economy

was well attended and its associated Policy Insights piece provided access to a range of tools and resources that can help industry participants better understand the benefits.

During the year, RA also presented webinars that addressed other policy levers that will help in our pursuit of decarbonisation, including active transport.





The journey to net-zero

RA was proud to lead an industry-first partnership that produced a major report setting out opportunities to accelerate the transport sector’s journey to net-zero and support Australia’s sustainable future.

The Journey to Net Zero – Inspiring Climate Action in the Australian Transport Sector was delivered as part of an industry-first partnership between the Australasian Railway Association (ARA), Infrastructure Sustainability Council (ISC) and Roads Australia (RA), and includes 46 recommendations to accelerate decarbonisation in the sector.

Authored by KPMG and sponsored by Arup, the report analysed local and global examples of leading best practice, and features 29 case studies demonstrating existing technology and strategies for carbon reduction.

THE REPORT IDENTIFIED FIVE KEY AREAS TO DRIVE ACTION AND SUPPORT THE SECTOR’S JOURNEY TO NET-ZERO:

- #1** Create a national, strategic approach to transport and infrastructure, with a focus on placemaking to meet the community’s long-term needs.
- #2** Introduce policies and investment that promote the development of efficient, sustainable and resilient transport systems, including a move to ensure all new infrastructure projects incorporate net zero emissions targets.
- #3** Enable collaboration, capacity building and education at all stages of the process and advocate for new approaches to procurement.
- #4** Implement governance structures, processes and approaches to drive transparency and sound decision making to support the decarbonisation of transport systems.
- #5** Adopt and promote technology solutions that optimise asset design, construction and operation of road and rail fleets.

RA policy streams

Customer Experience

2022 was the first year in the past three that was not characterised by significant COVID-19 restrictions on movement. As such, it was also the first genuine opportunity to make assessments about the extent to which working from home, flexible work and changes to commuter habits/travel patterns would endure beyond COVID-19.

Road congestion in our major cities is certainly back with a vengeance. Public transport use still remains below pre-pandemic levels and journey patterns have unquestionably altered, with many jurisdictions noting that ‘pain points’ in the transport network are increasingly on local arterial roads, rather than on major freeways.

Clearly, the community’s expectations have shifted – and as a result, so must policy responses. Throughout the year, the Customer Experience policy stream considered how industry and policy makers can better leverage data and insights to fund and manage our transport networks and services in a more sophisticated way.

This was the subject of a dedicated panel conversation at the 2022 Transport Summit, which explored how technology can be used to wean the nation off a transport pricing system – heavily reliant on fuel taxes - that is no longer effective, equitable or sustainable.

As placemaking becomes an increasingly central consideration in the delivery of transport infrastructure, RA was also pleased to present a dedicated webinar examining the enablement of place in transport infrastructure through good planning, design and delivery.

This included exploration of indigenous perspectives and how indigenous heritage can be acknowledged and reflected in new infrastructure in a way that enhances community amenity.

The major research output for the Customer Experience stream in 2022 was the release of the Investigating the Social Licence for Buses in Australia report on 29 September (see next page).





Bus social licence

Concerns about passenger safety at night is the leading factor shaping people's perception of buses in Australia's largest urban centres according to world first research commissioned by RA, with support from Aurecon.

Investigating the Social Licence for Buses in Australia is the result of a detailed survey of approximately 2,400 people across Melbourne, Sydney and South East Queensland. Safety at night was considered in all three regions as having the highest importance, but the lowest performance of the 23 themes investigated.

The research, undertaken for RA by Movement & Place Consulting, also highlighted other common areas of concern including cleanliness and hygiene, timetable reliability and punctuality.

Using the results of the survey, the researchers were able to apply a "social licence" assessment for each of the jurisdictions, effectively a measure of the level of public support for buses as a form of public transport.

Melbourne scored the lowest of all of the jurisdictions (with under 20 per cent approval), with Sydney recording the highest level of support overall. Bus users in Queensland also showed considerable support.

The research project also showed strong support for buses as a means of addressing climate change and improving people's connections to jobs and services.





Empowering future leaders

RA's Future Leaders Program draws together two of our most critical and in-demand initiatives – the RA Fellowship and our Emerging Leaders Program.

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We are exceptionally proud that for the first time, a majority of our Fellows this year were women, and this has brought an even more dynamic energy to the program, which with 40 participants, has been the largest delivered to date.

The Fellows mid-year workshop provided an important opportunity for our Fellows to connect with each other - and with leading thinkers from across the industry - to gain insights that help them to develop their leadership skills in core areas.

This year, workshop presentations included managing and developing relationships with mentors, enhancing speaking and presentation skills, how to navigate difficult conversations courageously to get the right outcomes, maintaining connections and relationships while working in large organisations and embedding sustainability in normal business practices.

During the year Fellows were able to gain additional insights to help them build their leadership capacities as RA facilitated multi-state events featuring respected industry leaders including Jayne Whitney, Chief Strategy Officer at John Holland and John Galvin, Executive Vice President, APAC at Clough.

As the decarbonisation agenda gathers pace, this year's Fellows project was focussed on enabling better climate resilience in our transport infrastructure systems. Exploring different sectors within the transport ecosystem (eg. supply chain, construction companies and transport operators), our Fellows identified some of the climate change challenges they faced,

and developed a potential solution that would help their business or sector mitigate climate risks.

The 2022 Fellows presented their projects at the end-of-year workshop, held on 9-10 November. This occasion also saw RA welcome our 2023 Fellows, which includes a record cohort of 41 participants, comprising 51 per cent women.

RA wishes to particularly acknowledge the generous support of John Holland as our partner for the RA Fellowship Program in 2022. Their continued support has been critical in allowing us to deliver this leading industry mentoring initiative.

Once again, RA's Emerging Leaders Program – geared for those aged under 35 or with fewer than 10 years experience in our industry - has also been vital in providing access to exclusive networking events and opportunities to learn from respected industry leaders.

One highlight of the program in 2022 was our series of networking breakfasts in Melbourne, Sydney and Brisbane that focused on developing strategies to prioritise mental health, as participants were encouraged to look after themselves and their team members.

Presented by Todd Morgan, CEO, Outside the Locker Room, this series of events provided attendees with practical advice on how to start the conversation with friends and colleagues to make sure they're 'really OK' – and how to build a sense of community within organisations so that people feel connected and comfortable as they go about their day-to-day roles.

Another highlight was the presentation of the 2022 PPP Award to John Hallam of Laing O'Rourke.



RA PPP AWARD

John Hallam, Business Development Lead, Laing O'Rourke was announced as the winner of RA's PPP Award in February.

This award is presented each year to an emerging leader within the industry who shows Promise, Passion and Pursuit.

John's background reflects the diversity of professional experiences that now characterise many younger participants within our industry.

He has used his formal qualifications in law and business to forge a career in construction and engineering, and has worked on the delivery of major transport infrastructure projects in Australia and the Middle East.



Celebrating women in transport

The need to champion a diverse, inclusive, sustainable and values-led organisation and industry is at the heart of RA's Strategic Plan 2022-2024.

Guided by RA's D&I Committee chaired by Dr Gillian Miles, an active consideration of how to make our industry more accessible and more reflective of the community it serves is central to everything that RA undertakes. In 2022, RA built further on its commitment to increasing the representation of women at all levels of the industry – and holding ourselves accountable for delivering.

All RA events now commence not only with an affirmation of this commitment, but a public acknowledgement of the percentage of women in attendance, and a request that members actively support this commitment when registering for RA events.

In March, RA was proud to present our inaugural International Women's Day (IWD) industry lunch. This event in Melbourne was attended by over 500 people, and provided a fitting way to launch the [National Women in Transport](#) initiative.

Being delivered by the National Transport Commission in partnership with Infrastructure Australia, industry and with support from the Department of Infrastructure, Transport, Regional Development, Communications and the Arts, this program is working to improve the gender balance within the transport sector.

Through its Speaker Bureau, the program is able to showcase, support and ultimately increase the number of Australian women working in transport by leading culture change and combatting transport worker stereotypes.

Our IWD industry lunch received such enthusiastic support from members that it is being expanded next year, with RA IWD events set to be held in each state and territory in March 2023.

RA was also proud to host a special Women in Transport dinner in October. This was addressed by Gabrielle Trainor AO and provided a forum for senior executives from across the transport sector to discuss how to drive cultural change in the construction and infrastructure sectors, helping to address skills shortages and establish a more sustainable workforce moving forward.

2022 John Shaw Medal Winner

Louise McCormick, the Northern Territory's first Infrastructure Commissioner, was announced as the winner of the 2022 John Shaw Medal in May. Louise became the second woman to win this prestigious industry award, and its first Northern Territory-based recipient.

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.

Louise McCormick's impact throughout Northern Australia has been incredibly significant. As the Northern Territory's Infrastructure Commissioner, her leadership benefits the entire community and economy, making the Northern Territory safer, more accessible and better able to do business.

Louise was formally presented with the medal during the John Shaw Dinner in Melbourne on 19 May, attended by more than 850 industry participants.

The event also celebrated 70 years since the formation in 1952 of the Australian Road Federation (ARF), which later became Roads Australia.



An unrivalled networking experience

RA's program of networking events enjoys an unrivalled reputation as one that provides the connections and content relevant to industry participants.

Throughout 2022, we continued to present opportunities for our members to engage with decision makers and industry thought leaders in settings that are conducive to meaningful discussions and allow the sharing of perspectives.

With the last COVID-19 travel and capacity restrictions removed in the early part of the year, we were also pleased to be able to return to hosting in-person events across the nation.

Throughout the year, RA hosted more than 80 events attended by over 9,000 participants hearing from over 140 speakers.

Thanks to the support of our members, our efforts to increase participation by women in

our events are yielding positive outcomes. 43 per cent of speakers at RA events this year were women (compared with 11 percent in 2016), and there was an average of 34 per cent female attendance across all RA events.

We are proud that RA's diverse membership base and capacity for policy leadership has again been recognised across all jurisdictions this year, enabling us to present ministerial speakers at RA events in every state and territory.

Our Leaders' lunches (previously known as single table lunches) have once again proved an enormously popular member benefit, with attendees appreciating the chance for in-depth discussions with key leaders from across the industry in an exclusive environment.

Our industry lunches have again been well attended, with the program continuing to evolve to present speakers and issues relevant to contemporary industry priorities.

During 2022, these included dedicated events with expert speakers dealing with issues that included sustainability, new opportunities in infrastructure leading into the 2032 Olympics and gender diversity.

The John Shaw Dinner is always the largest single event on RA's calendar each year, and this year's exceeded all previous years, with more than 850 attending.

Held in Melbourne for the first time, the 2022 John Shaw Dinner served as a celebration of the 70th anniversary of the formation of RA's forerunner organisation, the Australian Road Federation (ARF).

As well as a video produced to highlight RA's journey to date, attendees also had the opportunity to view galleries that acknowledged past winners of the John Shaw Medal, as well as historical records dating from the ARF's formation in 1952.

The John Shaw Dinner served as the social highlight of RA's premier policy event for the year, our 2022 Transport Summit, which again provided rich and varied content that stimulated important discussion across a wide variety of policy issues.

For more details, see the *Perspectives from the Summit* publication.

A voice of influence

The appearance of RA's communications collateral has evolved markedly over the past year, as we have instituted a new approach to branding, launched our new website, enhanced our distribution platform and engaged with a wider range of media outlets to elevate RA's public profile.

Our weekly RA Insider newsletter continues to be a leading source of industry news and information sharing, with its new web-based interface promoting more engagement from readers and allowing readers to share its contents more easily with colleagues or on their own social media feeds.

Throughout the year, RA again issued **media releases** to articulate our positions on key policy issues, highlight our **policy submissions** and demonstrate our capacity for industry leadership.

We were also able to highlight the breadth of RA's policy work in the sustainability space though editorial content placed in Infrastructure magazine and in **The Australian Financial Review**.

We also continued to develop audio and video communications collateral to highlight industry activities and achievements.

Our **video to highlight the 70th anniversary** of RA was premiered at the John Shaw Dinner in May, and we changed the format of our podcast **The Hub** to more effectively highlight the achievements of individual members and RA's engagement on critical industry priorities, including workforce diversity, sustainability and workforce skills



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 2022 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.






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Annual Review 2022**

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