



# Annual Review 2021



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## About Roads Australia (RA)

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

Roads Australia brings industry, government and communities together to lead the evolution of Australia’s roads, integrated transport and mobility networks.

Roads Australia’s 160+ 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.

Roads Australia strives to achieve a robust integrated transport system for people and freight that values and invests in all modes of land transport. We uphold the principles of a safe, inclusive, sustainable, economic and socially valuable roads industry for all Australians.

Roads Australia recognises the need to champion a diverse, inclusive, sustainable and values-led organisation and industry.

# A message from the President

As we approach the end of another year that has entailed its fair share of challenges, I'm incredibly proud of the way Roads Australia – and our entire industry – has continued to adapt and evolve to embrace changing circumstances.

From the outset, I wish to thank RA's members for their continuing support throughout what has proved to be another very challenging year.

Although we all hoped COVID-19 was something we could consign to 2020's rear-view mirror, circumstances proved to be otherwise.

In some respects, the 2021 RA Transport Summit held in Sydney in mid-June served as a perfect symbol for the year we have experienced. We were all thrilled to be back in the one room together, discussing the ideas and policy reforms that will shape the future of integrated transport and celebrating industry achievement at the John Shaw Dinner.

Then without warning, the second day of our Summit was interrupted by Sydney's COVID outbreak – beginning a cycle of restrictions and lockdowns in the nation's two largest cities from which they are only just now beginning to emerge in earnest.

It was fitting that one of the major policy themes of the RA Strategic Plan 2021–2023 launched

at the Summit is 'resilience', because rapidly and successfully responding to changes in circumstance has been imperative for RA and across our industry this year.

In my view, it will grow even more vital as we move into 2022. This is not necessarily due to COVID, but rather will be driven by an increasing focus from governments, industry and the community on sustainability.

Although environmental issues have long been a part of public conversation and of RA's policy agenda, the past year has undoubtedly witnessed an increased emphasis on opportunities to accelerate the pace and scale of decarbonisation in the transport sector.

Again, RA's Strategic Plan ensures we are well equipped to be a voice of influence in these conversations. Decarbonisation of the economy through integrated transport and the efficient use of resources and energy is clearly set out as one of RA's primary policy goals.

Moreover, we have demonstrated our credentials in this area by establishing a collaborative industry-first partnership now working to deliver a report recommending ways the transport infrastructure sector can help Australia achieve net zero emissions by 2050.

Of course, with governments now actively pursuing accelerated uptake of zero emissions vehicles (ZEVs), the question of ensuring access to a sustainable funding base to support the construction and maintenance of our road networks comes into sharper focus.

It has been encouraging to see several jurisdictions recognise this reality in 2021 by legislating a modest road user charge for ZEVs. This is a necessary first step in a transition towards a fair, nationally consistent road user charging model and implementation framework which offers greater certainty around the future funding base for road infrastructure.

Although RA recognises this reform will not be easy, it is critical – and we remain committed to being part of a mature and collaborative

engagement between governments, industry and the community that will develop a fair and durable solution for the long term.

Elsewhere in this Annual Review, you will learn more about how RA's policy activities, government engagement, networking events and industry programs throughout the past year are helping to place our industry on a more sustainable footing.

This includes continued work around procurement reform and active pursuit of productivity and safety benefits now within the industry's grasp thanks to the availability of new technologies.

As we move into 2022, I look forward to continuing to work with our members in driving policy reforms that will help to deliver a diverse, inclusive, sustainable and values-led organisation and industry.

**Michael Bushby**

President  
November 2021





# A message from the CEO

It is my privilege to lead a team at Roads Australia that has once again proven its capacity to deal with challenging circumstances.

I'm pleased to say that despite another year heavily influenced by COVID-related disruption, RA has continued to make measured and substantive contributions to policy reform processes that are shaping the future of integrated transport.

I'm equally pleased that RA's membership levels have remained stable in the face of difficult conditions across some parts of the sector, as the impacts of border closures and other COVID restrictions have been felt throughout 2021.

In some operational senses, 2021 has proved to be an even more challenging year than 2020, as various jurisdictional rules around COVID compliance changed more frequently and with less notice. Unlike 2020, this year witnessed periods during which the entire construction sector in our two largest cities was forced to close down to contain COVID outbreaks.

I appreciate the difficulties this posed for many of RA's members and I am enormously grateful that despite these circumstances, our members

have stuck with us and continued to actively engage in RA's activities and programs.

RA's Strategic Plan 2021-2023 commits us to four strategic values – to be the Leader, the Collaborator, the Facilitator and the Champion.

For the RA team, these values are top of mind in all that we undertake. As you read through this Annual Review, you will see many examples of the ways RA is living these values through our actions.

I am particularly proud of the way we have collaborated with several other allied industry bodies throughout the past year to make joint submissions and representations to governments on key policy issues.

*"RA's Strategic Plan 2021-2023 commits us to four strategic values – to be the Leader, the Collaborator, the Facilitator and the Champion."*

RA seeks to be a voice of influence – and that voice grows more powerful when others join us to pursue policy reforms in key areas such as procurement, road worker safety and workforce culture that will ultimately benefit the whole industry.

As we all understand, the future of our industry relies heavily on our capacity to attract and retain a skilled workforce that reflects the aspirations and the diversity of the community it serves.

RA's diversity and inclusion (D&I) program is central to these efforts – and I'm enormously grateful for the way our members have supported the growth of initiatives such as the RA Fellowship Program and our Emerging Leaders Program, both of which are going from

strength to strength. I think it is particularly worth celebrating the fact that the majority of the 2022 RA Fellowship Program participants (58 per cent) will be female.

I would like to take this opportunity to thank the RA Board, my staff team, our policy streams and all our members for their ongoing support and for continuing to champion RA across the industry.

I look forward to working with you in 2022 and continuing to grow the events, policy and industry initiatives for which RA is rightly renowned.

**Michael Kilgariff**  
Chief Executive Officer  
November 2021



# Our board



**Michael Bushby**  
President  
Strategic Advisor, WSP



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



**Jose Angel Andres Lopez**  
Executive General Manager  
Acciona Construction Australia



**Sergio Cinerari**  
Chief Operating Officer  
Downer Australian Operations  
*Policy Stream Chair  
Customer Experience*



**Corey Hannett**  
Director-General  
Major Transport Infrastructure Authority



**Andrew Head**  
Chief Executive Officer  
WestConnex



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



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



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



**Scott Charlton**  
Chief Executive Officer  
Transurban



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



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



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



**Juan Santamaria**  
Executive Chairman and CEO  
CIMIC Group Limited  
*Policy Stream Chair  
Safety*

## 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*



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



**Kay Salvair Smith**  
Partner  
MinterEllison Consulting  
*Capacity*



**Jay Stricker**  
Industry Director  
Transportation  
AECOM  
*Sustainability*

## Future Leaders Committee leadership



**Anna Andrews**  
Executive Director Customer  
Coordination & Service Delivery  
Transport for NSW  
*Chair*



**Jill Boag**  
Project Director  
CPB Contractors  
*Deputy Chair*

# Our staff



**Michael Kilgariff**  
Chief Executive Officer



**Georgie Fidge**  
Director  
Membership



**Simon Morgan**  
Director  
Corporate Affairs



**Prue Northey**  
Manager  
Membership & Programs



**Jason Romney**  
Senior Policy Officer



**Alex Smith**  
Manager  
Events



**Aaron Liew**  
Accountant



**Rachael Rooney**  
Director  
Events



**Royce Christie**  
Director  
Policy



**Veronica Ong**  
Director  
Finance & Operations



**Thao Nguyen**  
Manager  
Membership & Office



**Chloe Robertson**  
Policy Officer



**Daniel Mellow**  
Coordinator  
Events

# Our patrons & sponsors

## RA patrons 2021



## RA Fellowship Program Sponsor



## RA Insider Sponsor



## RA Life Members






































































































































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

## New members in 2021





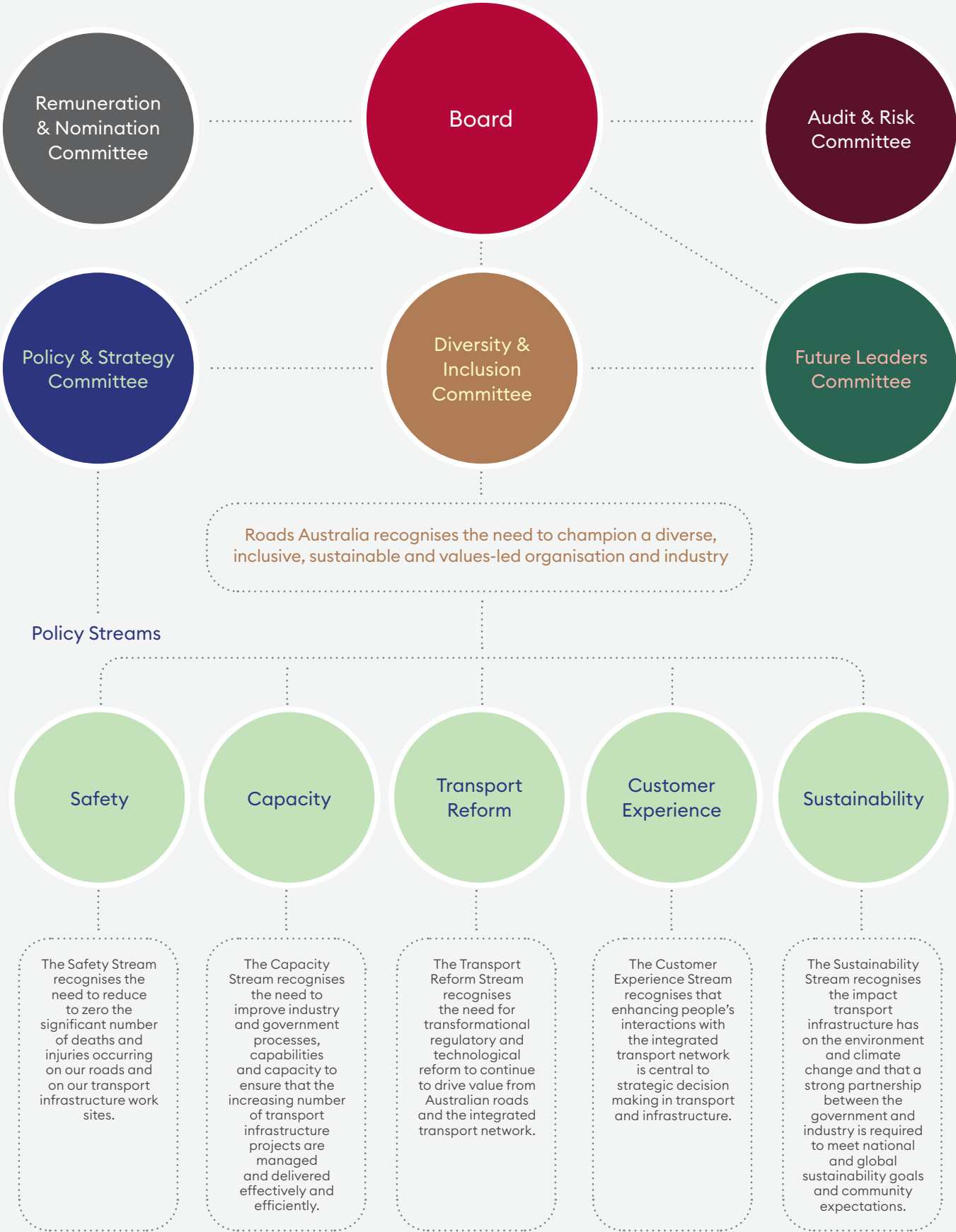
# Our members

Tier 1												
												
												
												
Tier 2												
												
Tier 3												
												
												
												
												
Association												
												
												





# Roads Australia structure







## RA policy themes

The annual RA Board Strategic Workshop took place in March, bringing members of the RA Board together with senior leadership from transport infrastructure agencies across Australia to review and determine our key areas of focus over the ensuing 12 month period. The workshop is a crucial way for RA to ensure our priorities and activities are aligned with our industry's needs and continue to adhere to RA's overarching strategic values.

As the past 18 months have amply demonstrated, we live in unpredictable times. Accordingly, many of the conversations during the workshop centered around ensuring our industry is sufficiently agile and resilient, able to withstand and respond to emerging challenges effectively. This will enable us to continue delivering a robust integrated transport system for people and freight.

Clearly, the expectations placed upon our industry in terms of supporting economic recovery from the COVID-19 pandemic through the delivery of new projects are immense.

To meet them, we will need to embrace the efficiencies and opportunities presented by new technologies, work to ensure our industry is seen as a career of choice by people from a diverse range of backgrounds, and help the community to better understand the importance of the work we do.

These imperatives were reflected in the four key policy themes presented in the RA Strategic Plan 2021–2023 – Resilience, People, Place Making and Data & Technology.

Together, these themes reflect our continuing evolution, as we strive to meet changing community expectations and embrace emerging industry opportunities.

As we moved through the year, the activities of RA's five policy streams have been directed towards addressing each of these overarching themes.

## CEO's Workshop

**Having government and industry as part of our membership allows RA to actively facilitate policy leadership.**

The RA CEO's workshop each year is a clear demonstration of this approach, as senior leaders from the public and private sector sit down and collaboratively identify opportunities for RA to develop solutions to challenges now confronting our industry.

The 2021 RA CEO's Workshop was held on 16 June in Sydney, the day prior to the opening of the 2021 RA Transport Summit.

This year, the CEO's Workshop took each of the priority areas identified by government agencies during the March 2021 RA Board Strategy Workshop and established potential actions under each theme, as set out in the [CEO's Workshop Report](#).

RA is now actively pursuing the actions identified by Workshop participants to help deliver enhanced outcomes for industry, governments and the community.

This is already being reflected through the activities of RA's policy streams, as well as our significant program of policy and networking events.





# Diversity and Inclusion

As set out in RA’s Strategic Plan 2021–2023, our Diversity & Inclusion (D&I) Program is a key focus for the organisation across all of our event and policy activities.

This year, RA Board member Gillian Miles became chair of our D&I Committee, which has clear terms of reference and is directly accountable to the RA Board.

The D&I Committee is now working to refine its strategic approach and focus to support RA’s strategic values and enable us to cross promote best practice D&I initiatives and thought leadership for the benefit of the entire industry.

To coincide with International Women’s Day in March, RA held a special online event that was built around the official theme of IWD 2021 – ‘Choose to Challenge’.

RA embraced this theme by choosing to challenge current perceptions of our industry, spotlighting the experiences and contributions women are making as leaders across the sector, as well as exploring opportunities to address some of the barriers to entry for young women considering a career in construction or engineering.

The event brought together senior leaders to hear directly from students and education professionals and consider what more we can be doing to enhance the attraction and retention of women in our industry moving forward.

Issues were considered from operational, management and consulting perspectives, and there was also discussion of how our tertiary and vocational education systems can best be used to promote sustainable career pathways, particularly for those from diverse and/or disadvantaged backgrounds.

*"This year, RA Board Member Gillian Miles became chair of our D&I Committee, which has clear terms of reference and is directly accountable to the RA Board."*

RA also produced a [short video](#) to highlight our commitment to these issues. During the year we also released a [podcast episode](#) which explored how senior industry leaders can support flexible work practices to encourage greater gender diversity and employee retention in our workforce.

## Scholarship builds Indigenous inclusion opportunities

Roads Australia is committed to supporting Indigenous engagement and participation within our industry by providing opportunities that promote long-term development for businesses and individuals.

As a practical initiative in support of this objective, this year RA again partnered with Ashurst to offer a scholarship for the 2022 RA Fellowship Program.

The scholarship forms part of Ashurst's social values initiatives with Rail Projects Victoria for the Victorian Rail Infrastructure Program, and is designed to support and increase participation in rail and construction industry leadership positions among those from under-represented demographic groups.



# RA policy streams

## Safety

Safety is RA's number one policy priority and 2021 presented several opportunities to elevate the profile of road safety in the national conversation, showcasing the significant role RA members are playing in the delivery of strategies and innovations that are making our roads safer.

The most prominent of these was our *Spotlight on Safety* event, held in Brisbane on 6 May and addressed by nationally and internationally prominent policy leaders and road safety advocates.

There were also presentations by road agencies across several jurisdictions, senior leaders within transport regulators, those working to develop and deploy technological innovations that will enhance road safety and those focused on ensuring people who work to construct and maintain our road network can do so in a safe environment.

The themes and conclusions to emerge from the event (see page 21) have subsequently been used by RA to inform the development of our safety-related policy submissions and discussions with governments throughout the year.

*Spotlight on Safety* was also a fitting lead-in to National Road Safety Week (16–23 May) for which RA was again a proud Principal Partner, working with the Safer Australian Roads and Highways (SARAH) Group, governments and allied industry groups to encourage Australians to 'Take the Pledge' and drive so that others survive.

*"RA's Road Worker Safety Working Group continues to actively pursue all opportunities to improve the understanding among policy makers around the importance and urgency of action to protect the lives of on-site road workers."*

RA's Road Worker Safety Working Group continues to actively pursue all opportunities to improve the understanding among policy makers around the importance and urgency of action to protect the lives of on-site road workers.

During 2021, these included submissions and appearances before federal and state parliamentary committees calling for the collection of specific data around incidents and 'near misses' involving roadside workers, the use of speed cameras in road work zones and upgrading regional road infrastructure, given the majority of road deaths nationally occur in rural and regional communities.

During the year, RA also presented two separate webinars that specifically addressed the unique dangers that face roadside workers each day and identified how their safety can be enhanced through a mix of better community education, more sophisticated traffic management strategies and embracing opportunities offered by technology.





# Spotlight on Safety

More than 170 road safety professionals, industry representatives, academics and members of the community gathered in Brisbane on 6 May 2021 to take part in Roads Australia's [\*Spotlight on Safety\*](#).

Road safety is a critical issue, and is RA's number one policy priority. *Spotlight on Safety* is an important part of RA's objective to lead policy discussions, facilitate opportunities for collaboration and champion policy, regulatory and community-driven solutions that will make a practical contribution to enhanced road safety outcomes.

As RA President Michael Bushby noted in his opening remarks, it is always important to acknowledge progress – and we have come a long way since 1970, when almost 3,800 people died on Australian roads in a single year.

However, as the harrowing personal stories related by several of our presenters throughout the day confirmed, road trauma also comes with a significant human cost. 1,200 deaths on our roads each year – and 40,000 serious injuries – is a figure that remains far too high.

*Spotlight On Safety* was an important opportunity for those working in the transport and infrastructure sectors to reaffirm their own commitment to reducing the occurrence of fatalities and serious injuries on our roads.

Among the key themes to emerge from the day were:

- **Enhancing the safety of road infrastructure itself** is crucial, though the use of simple engineering measures such as audio-tactile line marking and widening and sealing shoulders;
- **Setting bold targets is essential** – and so is keeping authorities accountable for delivering them. The National Road Safety Strategy 2021– 2030 needs to reflect this ambition and set out a credible pathway towards Vision Zero;
- **We must speed up adoption of technology-based solutions** – whether to reduce driver distraction (eg, mobile phone detection cameras) or make sites safer for road workers by embracing digital solutions, reducing their exposure to physical dangers;
- **Driverless vehicle technology can boost safety and productivity outcomes** – but we have to get the regulatory settings right to engender community confidence about the safety of driverless and connected autonomous vehicles (CAVs);
- **Despite knowing the dangers, too many Australians are taking risks** by driving when fatigued or using mobile phones. Campaigns are needed to make these as socially unacceptable as drink driving;
- **Greater efforts are still required to enhance community understanding** about everyday road use scenarios, including how to safely interact with heavy vehicles and exercise appropriate caution when driving around roadworks; and
- **Australia requires a considered, consistent approach to collecting data on incidents involving road workers.** Only by fully understanding where and why incidents are occurring can industry and governments formulate effective policy responses.

These issues should now be vigorously pursued by governments, industry and the community.





# RA policy streams

## Capacity

The record pipeline of transport infrastructure projects now being delivered nationally as a result of COVID-related economic stimulus has exerted some significant pressures on our industry.

In particular, continued international and domestic border closures and restrictions due to COVID-19 have had a deleterious impact on the availability and mobility of labour. This has been exacerbated by competition from other sectors within the economy for workers.

Throughout the early months of 2021, RA continued to meet with transport and infrastructure Ministers and agencies across all jurisdictions to highlight the recommendations contained in RA's Procurement Reform Report.

In October, we also presented at a public hearing of the House of Representatives Inquiry into Procurement Practices for Government-funded Infrastructure. This was an important opportunity to engage with MPs from all parties on the issues raised in RA's [submission](#) to the inquiry.

In many respects, the need for action has only grown more urgent since the report's release in September 2020 – a reality reflected by the increasing number of allied industry organisations joining calls for procurement reform.

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*"In many respects, the need for action has only grown more urgent since the report's release in September 2020."*

We worked with the Australasian Railway Association (ARA) to produce a [joint submission](#) calling for changes to the Priority Migration Skilled Occupation List (PMSOL) to include specialist skills that are critical to the delivery of major road and rail construction projects. This met with some success in June, when the Federal Government [announced](#) the addition of 22 new occupations, many of which are relevant to our industry.

We have also collaborated with other industry groups in [encouraging](#) the Federal Government to use the Infrastructure and Transport Ministers Meeting (ITMM) to establish a collaborative leadership group that includes all jurisdictions and industry representatives to develop and implement nationally consistent solutions to procurement challenges.



# RA policy streams

## Transport Reform

‘Decarbonisation’ has been the watchword of 2021 across all sectors of the economy. For the transport sector, this naturally means a greater focus on the transition towards vehicles that use cleaner fuels.

Yet more broadly, this movement is also accelerating the need to develop new ways of funding the delivery and maintenance of transport infrastructure, with fuel taxes rendered increasingly ineffective and inequitable as zero emissions vehicles increase their market share.

The development of a mature and nationally consistent solution has been a key focus for the Transport Reform Stream during 2021.

As the June 2021 RA Transport Summit in Sydney made clear, our industry is eager to play its part in reducing transport sector emissions through the embrace of new vehicle technologies. During the Summit, the Transport Reform stream facilitated a key panel discussion around the convergence of transport, energy and technology which outlined the opportunities the phenomenon presents for our industry.

RA has long been on the record encouraging all Australian jurisdictions to move towards a fairer, nationally consistent road user charging model and implementation framework which offers greater certainty around the future funding base for road infrastructure.

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*"The development of a mature and nationally consistent solution has been a key focus for the Transport Reform stream during 2021. "*

There was some progress towards this objective in 2021, as Victoria introduced a modest road user charge for electric vehicles from 1 July, and other jurisdictions legislated (or flagged plans to legislate) similar charges. There was also a noticeable increase in state-based efforts to encourage uptake of ZEVs, with several announcing a mixture of rebates, stamp duty waivers, registration discounts and investments in charging infrastructure during the year.

However, Australia continues to lag behind progress made in other comparable markets, and our September policy webinar [\*Shifting Gears: Modernising the way we use, manage & pay for roads\*](#) examined successful approaches pursued internationally that could be adopted in Australia.





# RA policy streams

## Customer Experience

COVID-19 has unquestionably altered customer demands and expectations around the delivery of integrated transport services – for people and freight. As lockdowns and restrictions were again imposed over extended periods in the nation’s two largest cities, it became clear that the ‘return to normal’ many forecast for 2021 would not immediately occur.

Even with widespread vaccinations, in many locations the use of public transport services has not completely bounced back. More Australians are embracing opportunities to work from home, and some remain cautious about being in confined spaces on public transport. As well as the obvious implications for traffic congestion as private car use grows, there has also been considerable growth in demand for personal mobility, as evidenced by the growing use of e-scooters in our major cities.

At the same time, parts of the freight transport network have struggled to keep up with demand for deliveries, as online shopping becomes a default option for many, whether through choice or necessity.

These challenges were a key focus during a session the Customer Experience Stream convened at the RA Transport Summit in June, as participants explored how placemaking puts the needs of the customer at the heart of planning and delivering modern transport infrastructure.

Separately, the Customer Experience Stream has also been working during 2021 on the development of a research project that will identify ways to elevate the profile and desirability of buses within a multi-modal transport system. Too often, buses are seen as a ‘second best’ option by commuters, and their vital role in providing vital links with other transport modes is undervalued by decision makers.

RA has commissioned market research that will inform the development of this report and identify opportunities to ally emerging technologies (eg. electric and hydrogen fuel cell powered buses) with developing customer expectations (eg. increased importance placed on sustainability). This will help to deepen appreciation among policy makers and the community alike for the critical role buses will continue to play in our transport network going forward.

## Sustainability

Sustainability has been a major theme across national policy conversations and for all sectors of the economy throughout 2021, as the world moved towards the COP26 Summit in Glasgow and Australian governments committed to the target of net zero emissions by 2050.

This objective was reflected in the [public announcement](#) of an industry-first partnership RA has driven that will set out ways government and industry stakeholders can accelerate decarbonisation throughout a transport asset’s lifecycle, by reducing embodied, operating and enabled emissions.

The partnership – which also includes the Australasian Railway Association (ARA) and the Infrastructure Sustainability Council – is now working to finalise a report that will showcase best-in-class initiatives and make policy recommendations that help Australia achieve net zero emissions by 2050.

Throughout the year, the Sustainability Stream has also taken opportunities to highlight practical ways in which our industry is delivering improved environmental outcomes through a mixture of material, technology and behavioural innovations.

These included a dedicated workshop at the RA Transport Summit which set out work being done to embrace the circular economy by incorporating recycled and sustainable materials in the delivery of transport infrastructure projects.

There was also a [policy webinar](#) held in September which discussed the need to develop consistent national standards (and potentially mandate) the use of recycled materials in transport infrastructure, and overcome some of the risk aversion still prevalent in some parts of the industry which may be inhibiting innovation in this area.







# Networking and events

After COVID-related interruptions saw the bulk of RA's face-to-face networking program in 2020 converted to an online format, 2021 has been somewhat more forgiving and allowed us to deliver an extensive program of in person networking events for our members.

Of course, we were not entirely spared from restrictions, particularly in Sydney and Melbourne during the second half of the year, which has again seen RA deliver some of our industry and policy events in an online webinar format.

Nevertheless, during 2021, the balance of our events returned to an in-person format, with some 48 live events – supplemented by 26 online events – to an estimated 10,800 registrants.

Our program of events has confirmed RA's position as a voice of influence within our industry, as we have been fortunate to secure ministerial speakers at our events in every jurisdiction during 2021.

On top of this, we have been fortunate to have our industry and policy events addressed by leading Australian and overseas-based industry figures, who were able to share their insights regarding emerging trends and opportunities in the delivery of integrated transport. In total, our events during 2021 have been addressed by 172 speakers, of whom 33 per cent were female (compared with 11 per cent female speakers in 2016).

After the disappointment of forced cancellation in 2020, we were delighted to again be able to host our two flagship events this year, with the 2021 RA Transport Summit and the John Shaw Dinner held at the Fullerton Hotel on 17–18 June.

*"Our program of events has confirmed RA's position as a voice of influence within our industry, as we have been fortunate to secure ministerial speakers at our events in every jurisdiction during 2021."*

It was terrific to again have a chance to recognise our industry's outstanding contributors and award the 2021 John Shaw Medal to two eminent industry leaders in Neil Scales OBE, Director-General, Department of Transport and Main Roads, and Ray Farrelly OAM.

After what has been a challenging second half of 2021 for many in the eastern states, we are also delighted that RA is able to present its series of Annual Lunches as in person networking events to conclude the year. These are occurring in each state and territory throughout the latter part of November and into December.

As we note at all our events, our program would not be possible without the generous and continuing support of our supporters and sponsors.

In 2021, these were led by our patrons – Arcadis, Arup, Aurecon, John Holland, SMEC and WSP. Their vital support provides RA with the capacity to deliver such a comprehensive event program each year.

We are also indebted to our corporate sponsors and supporters who sponsored programs and individual events during the year, including ACRS, AECOM, Altus Traffic, Arcadis, Arup, Aurecon, BildGroup, BMD, Cardno, CIMIC Group, Donald Cant Watts Corke, FSC Group, GHD, Ghella, John Holland, Laing O'Rourke, McConnell Dowell, pitt&sherry, Q-Free, Ranbury, SMEC, Stantec, Symal, Transport for NSW, Transurban, Turnbull Engineering and WSP.





# Future Leaders Program

RA's Future Leaders banner incorporates two of our most vital and heavily subscribed industry initiatives – the RA Fellowship Program and our Emerging Leaders Program.

As the COVID-19 situation affected different jurisdictions at different times over the course of the year, the 2021 RA Fellowship Program was delivered via a mix of in person and online mentoring and event opportunities for participants.

We were grateful that the annual mid-year workshop for our Fellows was able occur as a face-to-face event in April. It was an intense but inspiring two days of thought-provoking presentations that commenced with a keynote presentation by Alison Mirams, Chief Executive Officer, Roberts Co.

The workshop also featured a CEO panel discussion, where experienced industry leaders sharing the benefits of their insights with

participants as to what effective leadership looks like in a contemporary environment. A particular highlight was the thoughtful and humorous workshop dinner address by Jayne Whitney, Chief Strategy Officer, John Holland, who discussed the importance of positive role models and workplace culture in developing team members who derive personal satisfaction from their role.

In addition to one-on-one mentoring activities undertaken throughout the year, our Fellows also took part in exclusive online events featuring leading industry speakers that included Sergio Cinerari, Chief Operating Officer, Downer Australian Operations and Simon Ormsby, Group Executive Interstate Network, ARTC.

In 2020, RA Fellows undertook a project to consider primary interventions that could eliminate or reduce job stressors for the white-collar workforce. Unfortunately, the COVID-19 pandemic restricted opportunities to assess the practical effectiveness of these interventions.

Accordingly, our 2021 RA Fellows have built on this work by collecting work demand data using qualitative and quantitative data collection tools. Over the course of this year, Fellows have been gathering data prior to and post deployment of a job re-design option, enabling them to assess the impacts and reach conclusions about whether a particular option can potentially reduce job stressors.

The outcomes of these projects were presented during the end-of-year workshop for our 2021 RA Fellows, held on 11 November – which also saw us welcome our intake of 2022 RA Fellows.

We are especially proud that the 2022 intake of RA Fellows will be our largest yet, with 40 participants. Moreover, for the first time, a majority of our participants in the program (58 per cent) will be female.

RA wishes to especially thank and acknowledge John Holland as the sponsor of the RA Fellowship Program. Their continued support is essential in permitting RA to offer this industry-leading mentoring initiative each year.

Throughout 2021, RA's Emerging Leaders Program continued to offer those in our industry with fewer than 10 years of experience (or aged under 35) with access to exclusive opportunities to engage with respected industry leaders and glean insights from their experience.

In 2021, these included webinars specially geared towards enhancing skills and leadership capacity across areas that included the conduct of commercial negotiations, practicing inclusive leadership on major projects, embracing digital transformation and enhancing sustainability principles across our projects and our workforce.



## RA PPP Award

Each year, RA offers one emerging leader who shows 'promise, passion and pursuit' the opportunity to engage in a 12-month industry exposure and ambassador experience by presenting them with the RA PPP Award, sponsored by Transport for NSW.

Our 2020 PPP Award winner was Rezarta Rushitaj, Technical Practice Leader, Highways for ANZ, AECOM, who went on to be our Emerging Leaders Program Ambassador in 2021. Rezarta's strong technical experience is matched by a passion for enhancing our industry's gender and cultural diversity.

Coming from a non-English speaking background, Rezarta has drawn on her own experiences to support initiatives that shape a more inclusive industry.

This includes serving on Engineers Australia's Women in Engineering Committee, being an ambassador for the Workplace Gender Equality Agency's 'women's work | men's work' campaign, volunteering for Engineers Without Borders and promoting engineering as a career of choice by speaking to school students, presenting at forums and mentoring early career professionals through AECOM's Graduate Mentoring Program.

As our PPP Award winner, Rezarta has had the opportunity to engage in a number of leadership mentoring experiences, hosted national webinars, participated in our CEO's workshop and taken a seat on the Future Leaders Committee for the year.





# Communications

RA was a regular contributor to the public discourse on road transport and related issues (see *media statements on page 36*).

Consistent with RA's strategic value to be 'The Collaborator', this year has seen us working to build industry consensus and momentum for policy reform in key areas, leading the development of joint media statements with other organisations to highlight key issues.

Examples have included our work with the Australasian Railway Association (ARA) around reform of skilled migration and our collaboration with the ARA and the Infrastructure Sustainability Council on the decarbonisation of transport infrastructure.

Likewise, in furtherance of our objective to be 'The Leader', we have proactively engaged

with journalists working with major mainstream and industry publications. This has resulted in coverage of RA's policy positions in *The Australian Financial Review* and *The Sydney Morning Herald*, and opportunities to provide industry thought leadership pieces in *Roads & Infrastructure* magazine.

In 2021, RA redesigned the layout of our popular *RA Insider* email newsletter to give it a more contemporary appearance. From May 2021 onwards, *RA Insider* also moved from a being fortnightly publication to a weekly edition.

This has allowed items contained in the newsletter to be more current when it reaches inboxes each Thursday afternoon. It has also given RA members more opportunities to share their projects, initiatives and successes with our readership, it has now grown to more than 18,800 recipients.

As part of our ongoing efforts to modernise RA's communications, throughout 2021 we have produced a series of short videos to promote some of our key events, highlight individual policy issues and illustrate ways RA is embracing its commitment to champion a diverse, inclusive, sustainable and values-led organisation and industry. This aligns with our commitment to be 'The Champion' for our industry.

Examples have included videos to support National Road Safety Week, R U OK Day, the opening of nominations for the Ray Fisher Award for Technical Excellence, the opening of applications and subsequent announcement of the 2022 RA Fellowship Program intake, the release of the 2021 Australian Infrastructure Plan and a video highlighting RA's commitment to building a more diverse and inclusive industry workforce.

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*"It has also given RA members more opportunities to share their projects, initiatives and successes with our readership, it has now grown to more than 18,800 recipients."*



# RA policy submissions

**January 2021**  
**Submission to the Review of the National Transport Commission (NTC)**

Roads Australia's submission to the statutory review of the National Transport Commission (NTC).

**January 2021**  
**Submission on the 2021–22 Commonwealth Budget**

Roads Australia's submission to Treasury setting out investment priorities for the 2021-22 Commonwealth Budget.

**February 2021**  
**Submission to the NSW Parliament Inquiry into Inland Rail and regional NSW**

Roads Australia's submission encourages the NSW Government to maximise the project's potential benefits by pursuing early engagement with contractors, working collaboratively with ARTC Inland Rail to collaboratively assess and manage risks and use the project as an opportunity to enhance industry capacity in regional NSW, particularly around skills training.

**February 2021**  
**Submission on Infrastructure Victoria's Draft 30-year Infrastructure Strategy**

Roads Australia's submission to Infrastructure Victoria, providing feedback on its Draft 30-year Infrastructure Strategy.

**March 2021**  
**Submission on the Draft National Road Safety Strategy 2021–2030**

Roads Australia's submission on the Consultation Draft of the National Road Safety Strategy 2021–2030 makes several recommendations, including calling for a greater focus on road worker safety and enhancements to improve the safety of road infrastructure, particularly in regional communities.

**March 2021**  
**Joint RA / ARA Submission to the Inquiry Into Australia's Skilled Migration Program**

A joint submission from Roads Australia and the Australasian Railway Association to Federal Parliament's Inquiry Into Australia's Skilled Migration Program.

**April 2021**  
**Submission to the Victorian Opposition on the ZLEV Distance-based Charge Bill 2021**

RA's submission to the Shadow Treasurer on Victoria’s Zero and Low Emission Vehicle (ZLEV) Distance-based Charge Bill 2021.

**May 2021**  
**Submission to the Infrastructure & Transport Ministers' Meeting (ITMM)**

Roads Australia's submission to the Infrastructure & Transport Ministers' Meeting on 28 May 2021 addresses skilled migration, procurement reform priorities and the need to establish a national road worker safety strategy.

**May 2021**  
**Submission to NSW Legislative Council Inquiry into Road Tolling Regimes**

Roads Australia's submission to the NSW Legislative Council's Inquiry into Road Tolling Regimes notes that it is ultimately a matter for government as to how a particular road is to be financed and funded, and this needs to be determined on a case-by-case basis. However, it is clear that toll roads do have a place in the road mix of Australian cities.

**July 2021**  
**Submission to House of Representatives Inquiry into Procurement for Government-funded Infrastructure**

RA's submission makes 13 individual recommendations for ways Federal Parliament can use its position as a major funder of transport infrastructure projects to drive procurement reform.

**July 2021**  
**Submission to Inquiry into Mobile Speed Camera Enforcement Programs in NSW**

Roads Australia's submission to the NSW Parliament's Joint Standing Committee on Road Safety’s inquiry into mobile speed camera enforcement programs in NSW supports NSW’s mobile speed camera program, while also calling for additional community education around the risks and consequences associated with speeding to drive cultural change.

**August 2021**  
**Submission to Joint Select Committee on Road Safety – Inquiry into Road Safety 2021**

RA's submission to Federal Parliament's Joint Select Committee on Road Safety makes a number of recommendations around investment in infrastructure and technology to enhance road safety and encourages a particular focus on doing more to protect the safety of road workers.

**November 2021**  
**Submission on NSW Government's Future Transport Strategy**

RA's submission on the NSW Government's Future Transport Strategy highlights key opportunities around decarbonisation and placemaking, regional transport, car parking, the allocation of curbside space for freight, the integration of data & technology in the transport network.

# RA policy insights

**26 August 2021**  
**Road Worker Safety**

**9 September 2021**  
**Sustainability and Recycling**

**22 September 2021**  
**Shifting Gears: Modernising the way we use, manage & pay for roads**

**21 October 2021**  
**Leading Change in Work Zone Safety**

# RA media statements

**26 February 2021**  
**IPL's Focus on Connectivity & Integration in Transport Welcomed**

Roads Australia (RA), the peak body for roads within an integrated transport system, says the Infrastructure Priority List (IPL) released today by Infrastructure Australia (IA) confirms the central role of enhanced transport infrastructure in promoting post-COVID economic recovery and welcomes its clear focus on enhancing connectivity within Australia’s integrated transport networks.

**2 May 2021**  
**Vic ZEVs Package Shows Incentives and Reform Go Hand In Hand**

Roads Australia (RA), the peak body for roads within an integrated transport system, says the Victorian Government’s suite of incentive measures designed to enhance uptake of zero emissions vehicles (ZEVs) proves that the pursuit of sensible road user charging reform is entirely compatible with encouraging consumers to purchase ZEVs.

**7 May 2021**  
**Spotlight on Safety – Concluding Statement**

More than 170 road safety professionals, industry representatives, academics and members of the community gathered in Brisbane on 6 May 2021 to take part in Roads Australia's Spotlight On Safety.

**11 May 2021**  
**Budget Investment in Transport Infrastructure Will Maximise Social and Economic Benefits**

Roads Australia (RA) has applauded the significant investments made in key transport infrastructure projects across the nation in tonight’s Federal Budget and is urging the Government to ensure funding allocations flow quickly to maximise both social and economic benefits.

**26 May 2021**  
**Victoria Puts Road Funding On Sustainable Path**

Roads Australia (RA), the peak body for roads within an integrated transport system, says the Victorian Parliament’s passage of the Zero and Low Emission Vehicle Distance-based Charge Bill 2021 will help make sure the state can pay for future road infrastructure, while still encouraging uptake of zero emissions vehicles (ZEVs).

**27 May 2021**  
**Skills List Must Be Reformed To Allow Project Delivery**

The lack of immediate access to skilled workers from overseas will have a significant impact on the ability to deliver major transport infrastructure projects, according to two of the nation’s leading transport industry associations.

**17 June 2021**  
**Updated Strategic Plan Continues Roads Australia's Evolution**

Roads Australia (RA) has released the latest iteration of its three-year rolling Strategic Plan, setting out how the organisation will bring industry, government and communities together to lead the evolution of Australia’s roads, integrated transport and mobility networks.

**22 June 2021**  
**State Budgets Elevate Need For Consistent Road User Charging Model for ZEVs**

22 June 2021 - Roads Australia (RA) has welcomed the focus on incentives to enhance uptake of zero emissions vehicles (ZEVs) in the NSW State Budget today, and has renewed its call for ministers across all jurisdictions to work collaboratively to establish a consistent national approach to road user charges for ZEVs.

**23 June 2021**  
**Transport Industry Welcomes Additions To Skilled Occupation List**

New occupations added to the Priority Migration Skilled Occupation List (PMSOL) this week will assist in the delivery of major road and rail construction projects across the country.

**19 August 2021**  
**30-Year Infrastructure Strategy Will Address Victoria's Transport Challenges**

Roads Australia (RA) – the peak body for roads within an integrated transport system – says the 30-year Infrastructure Strategy released by Infrastructure Victoria today adopts a thorough approach to addressing the state’s transport challenges.

3 September 2021  
Transport Industry Applauds Reform Pathway Set Out in IA Plan

Roads Australia (RA) – the peak body for roads within an integrated transport system – says the 2021 Australian Infrastructure Plan released by Infrastructure Australia today sets out a practical reform pathway that will deliver more resilient and sustainable transport infrastructure and services for the community.

7 September 2021  
Industry first partnership to lead the way to achieve net-zero transport in Australia

An industry-first partnership between Roads Australia (RA), the Australasian Railway Association (ARA) and the Infrastructure Sustainability Council has been announced today, with the three bodies united in their efforts to help reduce the climate change impact of new and existing transport infrastructure.

21 September 2021  
WestConnex Sale Will Deliver Transport Dividends

Roads Australia (RA) – the peak body for roads within an integrated transport system – says the NSW’s Government’s announcement that its remaining share of WestConnex has been acquired by the Sydney Transport Partners consortium (which includes Transurban) is a win for Sydney’s integrated transport network.

13 October 2021  
Market Capacity Report Underscores Need For Procurement Reform

Roads Australia (RA) – the peak body for roads within an integrated transport system – says the Infrastructure Market Capacity Report released by Infrastructure Australia (IA) today adds further weight to its calls for procurement reform.





**Roads Australia  
Annual Review 2021**

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