



The peak body for roads within an integrated transport system

# Annual Review 2020



THE LEADER • THE COLLABORATOR • THE FACILITATOR • THE CHAMPION



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## About Roads Australia

The nation's only roads champion, **Roads Australia's 150+ members** include all of Australia's road agencies, major contractors and consultants, motoring clubs, service 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.

Roads Australia upholds the principles of a safe, inclusive, sustainable, economic and socially valuable roads industry for all Australians.

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# 2020 highlights

Despite the restrictions imposed by COVID-19, Roads Australia was able to adapt and continue delivering industry-leading events and policy reform proposals throughout 2020. Over the past year, Roads Australia has:

## Welcomed 13 new members,

consolidating our year-end membership at 154



## Released

the Roads Australia **Strategic Plan 2020-22**, a rolling three-year plan that outlines the objectives and actions underpinning our core values



## Delivered 90 events

both in-person and web-based – which attracted around **12,000 registrations**



## Published

the **Roads Australia Procurement Reform Report**, containing 21 recommendations that provide a comprehensive blueprint for improving the way infrastructure projects are planned and delivered

## Launched

a series of **podcasts** that allowed Roads Australia to **reach new audiences** and highlight our policy and industry leadership activities



## Hosted

a series of **International Insights webinars** in lieu of our postponed international study visit, sharing global thought-leadership on best practice approaches to the development of transport infrastructure and policy reform



## Elevated

the profile and scope of our **Diversity and Inclusion activities** by appointing a Board sub-committee to drive our program and launching a series of RA Women's Network webinars



## Stepped up

our **Fellows and Emerging Leaders activities** under a new program banner – Future Leaders. We delivered a series of Talking Heads webinars, group mentoring sessions and project-based case studies to engage our industry's 'up and comers'.



## A Message from the President



**To say 2020 has been a year of unprecedented challenge is a massive understatement.**

Yet despite the disruption of COVID-19, I'm pleased to say Roads Australia's members have continued to enthusiastically support our activities. This support has enabled RA to deliver some crucial outcomes that will further our strategic objective to be a voice of influence.

The most significant of these was the public release of the **Roads Australia Procurement Reform Report** in September this year. This delivery of this Report is the culmination of a process that commenced in 2019 via a series of consultative workshops and has subsequently involved active contributions from across our membership during the Report's development.

The breadth and seniority of our membership is Roads Australia's greatest strength – and this is reflected in the depth of the Report and the scope of the ambition contained in its 21 recommendations for reform.

The Report directly addresses challenges across seven areas: ownership and accountability, the pipeline, planning and design, legal and risk, capacity and capability, governance, and culture and inclusion.

Of course, the publication of the Report is merely the first step in the journey towards securing lasting procurement reform. RA continues to proactively pursue opportunities to highlight the merits of our reform proposals through a program of direct engagement with Ministers and senior officials across all jurisdictions and with relevant agencies.

By establishing a collaborative partnership between industry and government to advance the Report's recommendations, RA is facilitating a framework that will allow all stakeholders to play their part in driving change that will secure a more sustainable industry.

Over recent years, RA has played a key role in opening doors to Australian industry and government in the global transport innovation and reform spaces.

Regrettably, COVID-19 disrupted RA's plans to lead a fourth international study visit in 2020. Instead, we brought the best of international thinking to industry participants here in Australia through a series of International Insights webinars during the year. This helped to keep our members connected to developments overseas and emerging global policy trends.

As we enter the final weeks of 2020, the full extent to which the COVID pandemic has changed Australia's integrated transport systems – and the permanence of that change – remains to be seen.

Governments and industry continue to grapple with an uncertain situation, assessing what changes to the way we live and work might ultimately mean for demand for transport services and the way Australians use transport infrastructure.

However, what is already clear is that the delivery of new transport infrastructure lies at the heart of post-COVID economic stimulus strategies being pursued by all governments.

For our industry, this brings not only immense opportunity, but also an immense responsibility to make certain we deliver for the community at a time of unprecedented economic challenge.

I look forward to working with you over the year ahead to ensure Roads Australia fulfils its leadership role in coalescing government, industry and community support for reforms and innovations that will deliver an enhanced integrated transport system for all Australians.

**Michael Bushby**  
President  
November 2020



## A Message from the CEO

The past year has witnessed challenges none of us foresaw when the clock stuck midnight on 1 January.

In the year of the great global pandemic, the extent to which organisations have been able to pivot and adapt to a changed world has had a determinative impact on their fortunes.

For Roads Australia, the arrival of COVID-19 brought with it an immediate recognition we would need to make rapid adjustments to delivering our long-established and successful networking and policy events program.

Like many organisations, RA had to transition to a new business model virtually overnight, and ensure we could continue to deliver member value and make certain that the priorities of our industry remained at the forefront of policy making in a radically changed economic environment.

I've been especially grateful for the enthusiastic way members have embraced our web-based event model. Remarkably, this has enabled RA to surpass our 2019 total of approximately 10,000 event registrations, with around 12,000 having been recorded in 2020.

Throughout the course of the year, RA has continued to build its policy credentials through a very active program of participation in policy development activities across all five of our policy streams. This has included the development of formal submissions and reports, collaboration with other industry bodies on matters of mutual interest and the publication of Policy Insights pieces designed to highlight RA's engagement in key policy discussions.



Perhaps most significantly, our net membership has remained steady throughout the year. This is a powerful endorsement of RA's ability to reach, inform and engage on the issues that matter most to this industry, especially when faced with a challenge as difficult and unprecedented as COVID-19.

I am immensely proud of my team, and enormously grateful to our Board and our members for the role they have played in delivering this outcome.

In important ways, I believe RA has come through this difficult year in far better shape than we went into it.

Despite continued uncertainty around COVID-19 and the economic picture as we head into 2021, your unwavering support for RA throughout a challenging year means we can be optimistic as we look to 2021.

That optimism is founded in the support our members have given to the very clear direction set out in the **Roads Australia Strategic Plan 2020-2022**, which was released earlier this year.

The Strategic Plan sets out an ambitious but achievable series of objectives and actions. Together, these will permit RA to expand its policy influence and thought leadership for the benefit of the whole industry while continuing to deliver real value for members.

**Michael Kilgariff**  
Chief Executive Officer  
November 2020

## Our Board



**Michael Bushby**  
President  
Strategic Advisor,  
WSP



**Marko Misko**  
Vice President  
Partner, HWL Ebsworth  
  
POLICY STREAM CHAIR  
SUSTAINABILITY



**Scott Olsen**  
Vice President  
Chief Executive Officer,  
Fredon  
  
POLICY STREAM CHAIR  
CAPACITY



**Andrew Head**  
Treasurer  
Chief Executive Officer,  
WestConnex | Transurban



**David Stuart-Watt**  
Immediate Past President  
Client Director,  
Transport ANZ  
WSP  
  
BOARD REPRESENTATIVE  
FELLOWSHIP COUNCIL



**Aneetha de Silva**  
Managing Director -  
Government, Aurecon  
  
POLICY STREAM CHAIR  
CUSTOMER EXPERIENCE



**Craig Laslett**  
Executive Chair  
of the Australian  
Constructors Association  
  
DIVERSITY AND INCLUSION  
COMMITTEE CHAIR



**Clare Gardiner-Barnes**  
Head of Strategy,  
Planning and Innovation,  
Infrastructure NSW  
  
POLICY STREAM CHAIR  
TRANSPORT REFORM



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



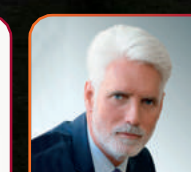
**Jose Angel Andres-Lopez**  
Executive General  
Manager,  
Acciona Construction  
Australia



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



**Rodd Staples**  
Secretary, Transport  
for NSW  
  
POLICY STREAM CHAIR  
SAFETY



**Scott Charlton**  
Chief Executive Officer,  
Transurban



**Sergio Cinerari**  
Chief Operating Officer,  
Downer Australian  
Operations

### POLICY STREAM DEPUTY CHAIRS



**Becky Wood**  
Managing Director -  
Transportation ANZ  
Aurecon  
  
TRANSPORT REFORM



**Jay Stricker**  
Industry Director -  
Transportation  
AECOM  
  
SUSTAINABILITY



**Kay Salvair Smith**  
Partner  
WinterEllison Consulting  
  
CAPACITY



**Jeff Doyle**  
Chief Executive Officer,  
Altus Traffic Group  
  
SAFETY



**Anna Andrews**  
Director Northern Region,  
Transport for NSW  
  
CHAIR  
FELLOWSHIP COUNCIL
















**Jill Boag**  
Project Director  
CPB Contractors  
  
DEPUTY CHAIR  
FELLOWSHIP COUNCIL

### FELLOWSHIP COUNCIL



## Our Staff

 <p><b>Michael Kilgariff</b> CEO</p>	 <p><b>Rachael Rooney</b> Director Events</p>	 <p><b>Hannah Sauvarin</b> Director Stakeholders</p>	 <p><b>Quentin Crombie</b> Director Policy</p>	 <p><b>Simon Morgan</b> Director Corporate Affairs</p>
 <p><b>Veronica Ong</b> Accounts Manager</p>	 <p><b>Thao Nguyen</b> Office Manager</p>	 <p><b>Marlie Curtis</b> National Membership and Events Manager</p>	 <p><b>Prue Northey</b> Administration and Program Coordinator</p>	 <p><b>Emily McLean</b> Senior Policy Analyst</p>
 <p><b>Sophie Chalmers</b> Policy Officer</p>	 <p><b>Alex Smith</b> Events Coordinator</p>	 <p><b>Rowena Moran</b> Office Assistant</p>	<p><b>Our Life Members</b></p> <p>David Stuart-Watt Ray Fisher Ian Webb Tim Boyle Ken Mathers</p>	

## Our Patrons and Sponsors

### RA Patrons 2020



### RA Fellowship Program Sponsor



### RA Insider Sponsor



### New members in 2020

Roads Australia was proud to welcome the following new members during 2020:

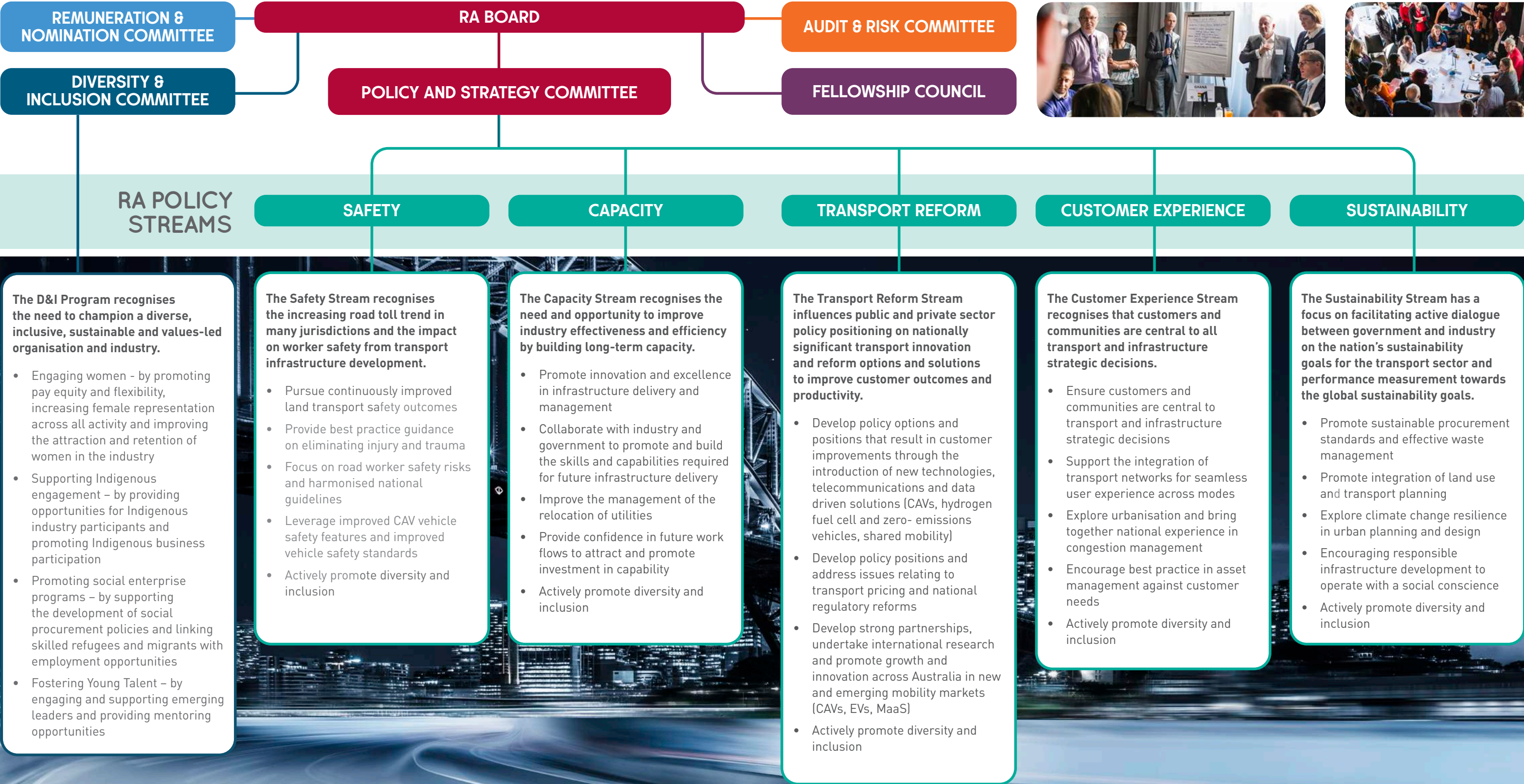




Our Members




# Roads Australia Structure

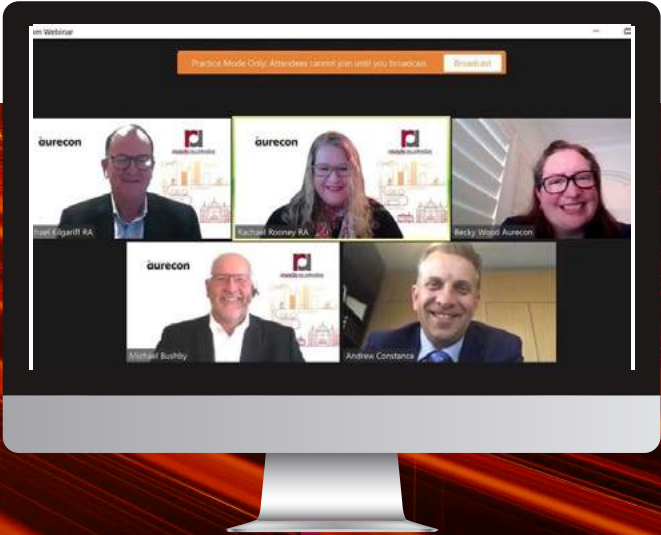




# Policy Outcomes

Challenges associated with COVID-19 saw RA adopt a more flexible planning approach to policy throughout 2020, with a rolling 90-day Operational Plan put in place mid-year to maximise our flexibility and agility, enabling us to respond effectively in an environment where circumstances could change quickly.

Despite the uncertainties engendered by a global pandemic, RA was still able to deliver significant policy outcomes across our five Policy Streams – Safety, Capacity, Transport Reform, Customer Experience and Sustainability.



## Safety

A significant area of policy focus for the Safety Stream in 2020 was regional and rural road safety. Despite regional Australia accounting for just 17 per cent of the national population, two in every three fatalities occurs on a regional or rural road.

To highlight the issue and potential solutions, the Safety Stream ran a webinar on low-cost, high gain infrastructure treatments that can deliver better safety outcomes on regional roads. In addition, a further webinar was held in support of Rural Road Safety Month.

In August, RA also participated in an online consultative process as part of the review into the National Road Safety Strategy, advocating for a standardised approach to road safety data definitions, collection and analysis.

Despite the impact of COVID, RA's Road Worker Safety Working Group continued to meet throughout 2020, with the main objective of the Group being to raise safety standards among traffic management and road workers.

The Working Group is an initiative that arose from the recognition by the RA Board that our organisation should take a leading role in enhancing the safety of our road worker community.

The Working Group is currently focussed on a number of strategic issues, including reforms to the procurement process and pre-qualification requirements. In 2020, this has included providing a submission on Austroads' Draft Temporary Traffic Management Training Framework and Prequalification Scheme.

RA was proud to once again lend its support as a Principal Partner for National Road Safety Week from 15-22 November, and reaffirm its commitment to the Safer Australian Roads and Highways (SARAH) Group.

As part of RA's activities to support National Road Safety Week, a special International Insights webinar was held on 18 November that provided attendees with practical examples of measures being undertaken internationally to enhance road worker safety, and consider their application in an Australian context.

Regrettably, the Safety Stream's major knowledge-sharing event for 2020, Spotlight on Safety, originally scheduled for June, had to be postponed due to ongoing disruptions caused by COVID-19. However, planning is now well advanced to deliver the event on its newly-scheduled date of 4 March 2021 in Brisbane.

## Capacity

Without doubt, the public release of the [RA Procurement Reform Report](#) (see page 14) on 30 September represented a major milestone in the realisation of the Capacity Stream's long-term focus on improving procurement outcomes and addressing capacity and skill shortages in our industry.

The Report was the culmination of a year-long process of industry and government consultation and briefings about priorities for reform.

In the weeks since the Report's public release, RA has continued a program of active engagement with Ministers, officials and allied industry bodies to highlight key recommendations and explore ways for RA to work collaboratively with the industry to deliver meaningful reform to benefit the entire industry.

This has included individual meetings with Deputy Prime Minister and Minister for Infrastructure, Transport and Regional Development Michael McCormack,

Victorian Transport Infrastructure Minister Jacinta Allan and State Treasurer Tim Pallas, NSW Minister for Transport and Roads Andrew Constance and South Australian Treasurer Rob Lucas.

RA has also met with key agency heads to discuss the Report, including Infrastructure Australia, the Infrastructure and Project Financing Agency, Infrastructure NSW, as well as a number of state government departments.

The relevance of the Report's recommendations to Australia's post-COVID economic recovery was further highlighted during RA's Progressing Procurement Reform webinar on 28 October.

A number of other important policy events were also held during 2020, including a May webinar focussed on keeping projects moving during COVID-19 and a NSW procurement reform industry briefing in August, which included speakers from Transport for NSW, Sydney Metro and NSW Treasury.





## Forging a new path for procurement

RA is now working to establish a collaborative partnership between industry and government to pursue the recommendations set out in our Procurement Reform Report.



As governments seek to leverage job creation opportunities by fast-tracking projects and undertaking new investments, Australia is set to witness the greatest infrastructure boom seen in generations.

In such a challenging economic climate, it will be more important than ever that industry and governments work together to make certain projects are delivered in a way that maximises benefits to the community and enables industry to get the best use of its resources.

The nature of the economic crisis is unprecedented - and demands a major rethink of our approach to planning and delivering projects. As the scale and complexity of the task grows, expectations and risks must be clearly understood by all parties, so that projects remain commercially viable and the industry remains sustainable.

The **Roads Australia Procurement Reform Report** is designed to start that process by clearly setting out key areas where governments and industry need to act.

The Report drew on outcomes from two workshops in 2019 and 2020 and an extensive round of consultation focussed on procurement and risk issues.

It brings together perspectives from a wide spectrum of national and regional industry participants including engineering and design consulting firms, project managers, legal and commercial advisors, government agencies, and construction and related services companies.

The main issues identified are:

1. The **process for risk definition and allocation**, particularly on large projects.
2. The **size and complexity of projects** has increased significantly and as a result, small to medium contractors are unable to effectively participate.
3. Governments do not lay out a **long-term pipeline of work** so that companies can invest and gear up.
4. The **time available during procurement** is often not long enough to allow for sufficient risk assessment.
5. The **time available during the design phase** for most big projects is often not adequate for design firms to innovate or explore better engineering solutions.
6. Current **procurement models which apply 'hard edged' risk transfer** can often result in significant and complex legal disputes which ultimately create a lose-lose scenario.
7. **Governments do not engage with industry early enough** in the design stage.
8. **State and territory education systems and the Federal immigration model are not coping** with the increased demand for skilled labour and industry does not do enough to encourage women and people from diverse backgrounds into the industry.

The Report makes 21 recommendations to address these issues. RA is now working to establish a collaborative partnership between industry and government to pursue the recommendations set out in this Report. This approach will ensure all key stakeholders take ownership and play their part in driving lasting changes to the way we plan and deliver infrastructure projects.

## Transport Reform

With COVID-19 disrupting the Transport Reform Stream's major policy symposium event planned for June, as well as our planned international study visit to the United Kingdom and Europe in September, web-based solutions were quickly instituted to allow these important policy conversations to continue.

In April, we hosted the team from Infrastructure Victoria in a webinar and follow-up podcast to unpack and share their recommendations on transport network pricing.

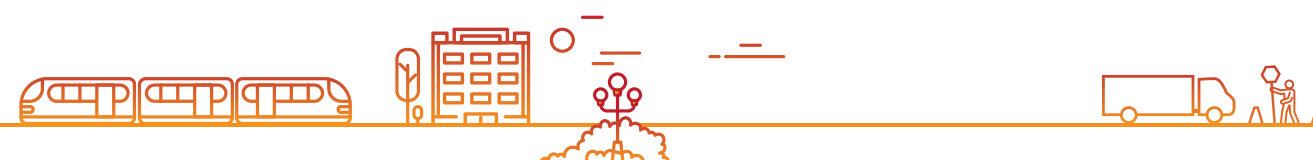
In lieu of the international study visit, the Transport Reform Stream launched RA's series of International Insights webinars, designed to provide our members with the opportunity to 'virtually visit' their international peers and learn more about global trends in integrated transport, and how other countries are managing the COVID challenge.

Commencing in September 2020, these sessions included perspectives from the International Transport Forum at the OECD in Paris on the transition from internal combustion engines to electric vehicles, as well as insights from Delft University about how active transport is integrated into the Netherlands' multi-modal transport system. In November, we heard from senior personnel from government and industry in the UK, who described innovations in road worker safety.

There will be an additional International Insights webinar in December 2020 that will explore the role of hydrogen fuel cell technology in public transport systems.

Following each International Insights webinar, RA has published a Policy Insights piece that highlights the major issues discussed and provides links to speaker presentations as well as other relevant information and research.

As we move into 2021, RA intends to host two International Insights webinars each quarter in the lead up to our planned international study visit in September 2021.







## Customer Experience

In 2020, RA's Journey Reliability Stream was rebadged as the Customer Experience Stream. It was agreed that this contemporary wording was more consistent with the intent of the Stream.

The Customer Experience Stream also took the opportunity in 2020 to revisit Mobility as a Service (MaaS), undertaking a webinar in May (and subsequent podcast) to examine the opportunities and threats posed by COVID-19, and how mobility in Australia might evolve as shared modes are less attractive and working from home becomes more commonplace in a post-COVID economy.

The success of this webinar led RA to produce its first Policy Insights piece, as an efficient means of highlighting the issues discussed and providing members with access to subject-specific research and related material. These publications have been welcomed by members and are now a standard part of RA's policy events.

A subsequent webinar in August also explored how we re-engage with customers to persuade them to return safely and confidently to public transport in the wake of COVID-19.

In Australia, roads are a major infrastructure solution for the public transport task, and in this context the Stream focussed on the future of buses in an integrated transport system. An online workshop held in July commenced a consultative process that will continue into 2021 to develop proposals for reforms to our bus network.

Separate to this, a social licence based research project commenced in the final months of 2020 that aims to identify how to make buses a preferred mode of transport within a multi-modal transport system.

This research focuses on the customers' underlying concerns regarding the bus industry, with a view to developing an understanding as to how to attain an increased level of acceptance, legitimacy, and ultimately, trust in this under-utilised mode of transport.

## Sustainability

In the wake of the devastating east coast bushfires at the beginning of 2020, the Sustainability Stream's focus turned to the resilience of our road infrastructure.

As part of this, the Stream partnered with the Infrastructure Sustainability Council of Australia (ISCA) and Infrastructure Australia (IA) to lead a number of webinars and publish a podcast on priorities and solutions for a more integrated and resilient transport infrastructure network.

Prior to the onset of COVID-19, RA had also planned to work with key stakeholders including Austroads, ARRB and ISCA to promote the use of recycled materials in transport infrastructure. However, due to the ongoing pandemic, work in this area has been delayed until the beginning of 2021.

The Sustainability Stream has also commenced work on a major report to showcase best practice in the environmentally sustainable development and operation of transport infrastructure. At the time of writing, the scope of the report was still being finalised, with major consultation and drafting to get into full swing in 2021.

## RA Policy Insights

To complement our regular policy events, in 2020 RA began producing a series of Policy Insights pieces.

These publications help to provide RA members and participants with a summary of the major issues discussed by speakers at our policy events. Policy Insights also provide access to research and other resources that help to build understanding of policy issues and engender further thinking about some of the challenges faced by our industry, here in Australia and internationally.

To date, Policy Insights have been produced on the following issues:

**May 2020**  
**MaaS opportunities and threats posed by COVID-19**

**July 2020**  
**Regional Road Infrastructure**

**August 2020**  
**Re-engaging Public Transport Customers**

**August 2020**  
**Regional and Rural Road Safety**

**September 2020**  
**Active Transport in a Multi-Modal Transport System**

**September 2020**  
**Transition from Internal Combustion Engines to Electric Vehicles**





# The networking and engagement experience



RA's face-to-face networking program was significantly disrupted in 2020 as travel restrictions and other limitations imposed by COVID-19 forced a recalibration of our planned program of events.

As a result, from mid-March through to October, all our live events - including our annual Transport Summit, the John Shaw Award Dinner and our interstate Forums - were either cancelled, postponed or presented via webinar.

Nevertheless, over the course of the calendar year RA was still able to deliver some 29 live events - supplemented by 61 online events - to more than 12,000 registrants.

In total numbers, this compared favourably with 2019 (94 events attended by 10,059 participants).

This outcome could not have been achieved without the understanding and support of our patrons and corporate sponsors, who worked closely with us throughout the year to refine our event model.

Our thanks to patrons Altus Traffic, Arcadis, Arup, Aurecon, Cardno, John Holland and SMEC Australia, as well as our corporate sponsors and supporters McConnell Dowell, Ventia, Gamuda Australia, GTA Consultants, WSP, GHD, ISCA, Jacobs, ACRS, Transurban, Donald Cant Watts Corke, Wamarra, Tonkin, Clayton Utz, SICE, Hatch, Acciona, Laing O'Rourke and pitt&sherry.

Despite all the constraints presented by COVID-19, we were still able to deliver a significant program of speakers, including the Deputy Prime Minister Michael McCormack (twice), NSW Transport and Roads Minister Andrew Constance, Victorian Treasurer Tim Pallas, Victorian Transport Infrastructure Minister Jacinta Allan, Queensland Transport and Main Roads Minister Mark Bailey, SA Infrastructure and Transport Minister Corey Wingard, WA Transport Planning and Lands Minister Rita Saffioti, and Tasmanian Infrastructure and Transport Minister Michael Ferguson.

All state and territory transport agency heads were also represented on our program of speakers throughout the year.



This outcome could not have been achieved without the understanding and support of our patrons and corporate sponsors





## Future Leaders

**In 2020 RA brought our Fellowship and Emerging Leaders programs together under a new, unified banner – Future Leaders.**

Despite the impacts of COVID, the commitment of our Fellows and their Mentors – past and present – was unabated in 2020.

Leadership webinars with Guy Templeton ANZ President and CEO, WSP, Ken Kanofski, former RMS Chief Executive, Angus Mitchell, General Manager Maritime Safety Queensland, DTMR and Annette Kimmitt, CEO of MinterEllison complemented our annual mid-year workshop, which addressed building healthy teams as a leader.

Our Fellows group project for 2020 focussed on redesigning work to reduce mental harm, specifically asking our teams to explore ways to address primary intervention for the white-collar workforce and provide a practical solution for industry to take forward. These projects were presented during this year's RA National Fellows Presentation & Dinner on 19 November, which was held across five states and connected virtually in lieu of the usual event in Melbourne.

**Such is the industry demand for places in the Fellowship Program that our intake for 2021 expanded to 38.**

Pleasingly, our 2021 intake also meets our goal of 50 per cent female participation in the program.



Thanks to the support of RA member Ashurst, we also launched our inaugural Victorian Fellows scholarship, closely aligned with both RA's D&I Program and Ashurst's social value initiatives.

In November the two-year terms ended for four of our Fellows Councillors – Ross Campbell, Kate Borg, Brendan Hoyle and Natalie Lockwood. We are enormously grateful for the contributions they have each made to the success of the Program.

Our thanks also to Fellows Program sponsor John Holland, which again provided enormous expertise and practical support in 2020.

In many respects, the restrictions associated with COVID-19 have been particularly difficult for our industry's young professionals. The impact of not being able to engage face-to-face with workmates and team leaders – even casually, in the corridor or around the water cooler – can't be underestimated.

RA sought to counter this through our Emerging Leaders program (previously known as Young Professionals). Throughout the year, this program provided participants with the chance to engage with industry leaders and garner insights from their knowledge and experience.

Our two 'Talking Heads' webinars together attracted nearly 250 participants, while our major knowledge-sharing webinar on the West Gate Tunnel Project on 16 September drew over 400 online attendees.

Along with our group mentoring session in Brisbane (see below), these events provided a welcome boost for our industry's younger professionals.

These webinars were complemented by our very first Future Leaders podcast, which explored the pros and cons of making a big 'cross-town' career move.

Sponsored by Transport for NSW, our Emerging Leaders 2019 PPP Award winner was Verity Williams from Arup. Verity went on to be our Program Ambassador in 2020, enjoying a number of leadership mentoring experiences, hosting national webinars, participating in our CEO workshop and taking a seat on the Fellowship Council for the year.

### Group mentoring for our emerging leaders

In October RA held a very successful Group Mentoring workshop in Brisbane, hosted by RA member the Cross River Rail Delivery Authority.

Due to COVID restrictions, this was our first face-to-face mentoring event of the year. Limited to about 40 of our industry's younger professionals, the event was an opportunity for some of our senior Fellows – together with leaders from Cross River Rail Delivery Authority, Queensland's Department of Transport and Main Roads and Arup – to 'pass the baton' to the next generation.

Under RA's leadership, the roads industry has created a new benchmark for effective mentoring and networking opportunities for younger people. These initiatives are designed to help the younger members of our industry's workforce to develop their careers – and keep talented individuals working within the industry.







## Diversity and Inclusion

**A key goal of RA's Diversity & Inclusion (D&I) Program in 2020 was to enhance communications and visibility of our commitment in this space, as well as strengthen our position as a leader on D&I issues.**

To help drive this agenda, RA formally established a new D&I Committee, (chaired by RA Board member Craig Laslett) which has clear terms of reference and accountability to the RA Board. As the COVID-19 pandemic endured throughout the year, we ran online events under the auspices of the RA Women's Network.

The first of these was held in May and created an opportunity for women in infrastructure to connect in the middle of the COVID lockdown and share their experiences and advice for dealing with the situation. In August, we held a webinar discussing how to maintain momentum around inclusive procurement with Penny Graham, Chair of CareerSeekers' New Australian Internship Program and Roy Ah-See, a successful entrepreneur, storyteller, social and emotional wellbeing advocate, and survivor of welfare dependency.

In October, we hosted a webinar with Libby Lyons, CEO of the Workplace Gender Equality Agency exploring flexible work practices during the COVID-19 pandemic – and what needs to be done to promote flexible work arrangements once the pandemic ends. The key outcomes from this webinar were published in RA's first **D&I Insights piece**, sent to all attendees and published online.

Key messages from these events were also documented via our social media and RA Insider platforms, and further amplified through our D&I podcast series launched during 2020.

More broadly, we also continued to prioritise D&I across RA's national events program. Female attendance at round table events increased by 100 percent through 2019/20, and female speakers at RA events reached 55 per cent (compared to 11 per cent in 2016).

### Future Leaders an exemplar for D&I

RA's Future Leaders Program has itself been a flagbearer for D&I. Since its launch in 2015, our Fellows cohort has grown from 26 (23 per cent female) to 208 (35 per cent female).

The makeup of our Fellowship Council is presently 67 per cent female, and our Emerging Leaders program boasts 2000+ active participants, of which approximately 41 per cent are female. In 2021, our Fellows intake will represent a 50-50 gender balance for the first time.

### D&I Scholarship Established

Honouring and celebrating the contribution of indigenous Australians is a core aspect of Roads Australia's commitment to champion a diverse, inclusive, sustainable and values-led organisation and industry. As part of that, this year RA established a Diversity & Inclusion Scholarship, in partnership with Ashurst, giving the winner the opportunity to participate in RA's 2021 Fellowship Program.

The 2021 D&I Scholarship has been awarded to Hayden Heta, Managing Director of Wamarra. A proud member of the Wiradjuri nation, Hayden started Wamarra to build quality construction projects while strengthening Aboriginal participation, engagement and employment outcomes now and in the future.

## Communications

**RA was a regular contributor to the public discourse on integrated transport and related issues throughout the year. (see media statements p22).**

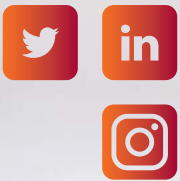


**Distribution of our RA Insider newsletter continued to grow throughout the year, reaching more than 17,000 subscribers.**



**One of our key initiatives of 2020 was the launch of RA's podcast series.**

In the context of COVID, the podcasts were particularly timely in providing another effective mechanism to reach to our members and the wider community to highlight RA's perspectives on a range of issues, such as the industry impacts of the pandemic, diversity, leadership, infrastructure resilience, transport network pricing, Mobility as a Service (MaaS) and procurement reform.



**We remained active on social media throughout the year.**

We continued to grow our follower numbers and highlight RA's activities and publications on our **Twitter**, **LinkedIn** and **Instagram** feeds.



## Submissions

### February - Skilled Migration Occupation Lists Consultation

The submission to the Department of Employment, Skills, Small and Family Business consultation on updates to the Skilled Migration Occupation Lists called for continued collaborate with industry and government to promote and build the skills and capabilities required for future infrastructure delivery.

### May - COVID-19 – Challenges and Opportunities for the Transport and Infrastructure Sector

RA's submission to the Transport and Infrastructure Council outlined a range of measures governments could undertake to assist industry in recovering from the COVID pandemic.

### May - Learnings from government responses to COVID-19 and road safety

This joint submission from 13 organisations (including RA) to the Transport and Infrastructure Council encouraged Ministers to ensure that national cooperation on data collection, aggregation and real-time reporting are embedded in future road safety strategies.

### August - 2020 Commonwealth Budget Submission - Supplementary Recommendations

RA's Supplementary Recommendations Submission addresses procurement and rural road funding issues.

### August - Draft Austroads Temporary Traffic Management Training Framework and Prequalification Scheme

RA's submission on the Draft Austroads Temporary Traffic Management Training Framework and Prequalification Scheme addresses safety issues for traffic management/road workers.

### October - RA Submission on Heavy Vehicle Road Reform

RA's submission to the Federal Government's consultation process on Heavy Vehicle Road Reform notes several areas of alignment between reform proposals and recommendations in RA's Procurement Reform Report.

### November – Submission to the Infrastructure & Transport Ministers Meeting

RA's submission to the Infrastructure & Transport Ministers Meeting held on 20 November focusses on how procurement reform will enable the more effective delivery of the infrastructure pipeline and thereby support post-COVID economic stimulus.

## Media statements

### February 13 - Legal block to North East Link unwarranted

Legal action to challenge the North East Link Environmental Effects Statement (EES) process is unwarranted and obstructionist.

### February 26 - Infrastructure Priority List casts welcome spotlight on road maintenance and resilience challenges

Roads Australia is particularly pleased to see road maintenance and infrastructure resilience given enhanced recognition in this year's updated Infrastructure Priority List, released today by Infrastructure Australia.

### March 27 - Road and rail projects feeling the heat of COVID-19

The response by governments to the coronavirus pandemic is starting to bite into Australia's transport infrastructure boom.

### April 17 - Infrastructure sector currently expects only minor delays to delivery of pipeline

COVID-19 is expected to cause only minor delays to the delivery of Australia's current transport infrastructure projects – but the question of who pays for those delays is still very much up in the air.

### April 27 - COVID might be making the daily commute faster, but still no excuse to speed

Roads Australia is backing calls for Queensland road users to slowdown and stick to the rules in the face of a spike in fatalities.

### April 30 - WA contracting reforms and fast-tracked pipeline will pay long-term dividends

The McGowan Government's transport construction contract reforms - coupled with the fast-tracking of \$140 million in road and maritime projects - will not only help small to mid-sized contractors survive the COVID crisis, but is also an investment in the industry's long-term future.

### May 13 - SA's 20-year Strategy a welcome roadmap to the future

Roads Australia (RA) welcomes today's release of South Australia's inaugural 20-year State Infrastructure Strategy.

### June 15 - Infrastructure funding boost an opportunity to seal road shoulders in the bush

Roads Australia has welcomed today's infrastructure announcement by the Commonwealth and recommended the half billion-dollar road safety funding injection be targeted toward 'low cost, high return' maintenance treatments to some of regional Australia's most dangerous roads.

### July 10 - Revised Victorian Suburban Roads Upgrade

Roads Australia (RA) notes this week's announcement by the Victorian Government that it will change the procurement of the two Suburban Roads Upgrade packages as public-private partnerships into a multi-contract '\$2.2 billion road construction blitz'.

### August 4 - Industry vows to work with Government to keep Big Build on track

Following the Premier's announcement on how stage 4 restrictions affect businesses and workplaces, Roads Australia and the construction industry will continue to work closely with the Victorian Government to ensure essential transport infrastructure is delivered safely.

### September 30 - Roads Australia releases Procurement Reform Report

As Australia continues to grapple with the economic consequences wrought by the COVID-19 pandemic, there is no doubt that infrastructure projects will play a major role in stimulating our recovery.

### October 6 - Roads sector welcomes Budget boost to infrastructure and skills

The Federal Budget's focus on investment in transport infrastructure and workforce capacity has been welcomed.

### November 12 - Victoria's Move on Collaboration and Risk Allocation a Positive Step

Roads Australia (RA) says the Victorian Government's decision to modify its approach to risk allocation on the North East Link is a sensible and responsible approach that will benefit industry and the community.

### November 12 - Tasmanian Budget Good News for Road Safety & Sustainability

Tasmania's road network will be safer and more sustainable as a result of the record level of infrastructure investment included in today's Tasmanian State Budget according to Roads Australia (RA).

### November 13 - SA Electric Vehicle Charge Underscores Need for Equity and National Consistency

Roads Australia (RA) welcomes the South Australia Government's decision to address road user charges for electric vehicles (EVs) in 2021 and says it underscores the need to be focused on equity and the pursuit of a nationally consistent approach.

### November 17 - Integrated Transport Benefits from NSW Budget Boost

Roads Australia (RA), the peak body for roads within an integrated transport system has welcomed the significant investments made in transport infrastructure as part of today's NSW State Budget.

## Podcasts

### What does COVID-19 mean for Australia's infrastructure pipeline?

**April 14** - Roads Australia's Michael Kilgariff and Mark Bowmer are joined by BIS Oxford Economics Associate Director Adrian Hart to look at what impacts the current COVID crisis will have on infrastructure delivery in Australia.

### Transport network pricing: new thinking on an old problem

**May 1** - How, what and when we charge users of roads and transport is a particularly sensitive topic for politicians and the broader community. In this episode, we're joined by Jonathan Spear and Moses Lee from Infrastructure Victoria to talk about new research that points to some potential ways forward.

### Building resilience into our infrastructure

**May 18** - The bushfire crisis of December - January has raised questions about the resilience of Australia's infrastructure, and more broadly the role of sustainability in project planning and assessment.

### Workplace diversity and flexibility: what can we take forward from the COVID experience?

**May 28** - If there's anything positive to come out of this COVID experience, it may be that work-from-home becomes part of 'the new normal' - and as a consequence, opens up more opportunities for women to build their careers and presence within our sector.

### Mobility as a Service: where to next?

**June 11** - Mobility as a Service - or MaaS - is an idea that's as much 'in motion' as it is 'about motion'. With the COVID experience under our belts, how is MaaS likely to evolve to suit 'the new normal'?

### Future Leaders: should I stay or should I go?

**Aug 3** - In the first of our Future Leaders podcasts aimed at the next generation of industry leaders, we ask two senior industry figures about the decision-making processes they went through when facing the inevitable question: when is a career move the right move?



