



AUSTRALIAN
CONSTRUCTORS
ASSOCIATION

Year in Review

2022



Our vision is to create a sustainable construction industry that is a great place to work.

2022 YEAR IN REVIEW
© Australian Constructors Association November 2022



This work is licensed under a Creative Commons Attribution (CC BY) 4.0 International Licence. In essence, you are free to copy, communicate and adapt this material, as long as you attribute the work to the Australian Constructors Association. To view a copy of this licence, visit <http://creativecommons.org/licenses/by/4.0>.



Hyper-escalation emerged as one of the biggest challenges facing the construction industry this year and sadly, companies once considered too big to fail, have failed.

Government, industry and unions all agree, it is time to change. Incremental change and 10-year horizons are out. To keep the industry alive it must transform, and it must transform now—we must ‘disrupt or die.’



In this report

| | |
|------------------------------------|---------------|
| STRATEGIC REPORT | 2 |
| Highlights..... | 3 |
| President’s introduction..... | 6 |
| Chief Executive Officer’s Q&A..... | 8 |
| Strategic context..... | 9 |
| Priorities | 10 |
| Advocacy | 11 |
| Communications..... | 17 |
| GOVERNANCE REPORT | 26 |
| About | 27 |
| Our Board | 28 |
| Our operating model | 31 |
| Board committees | 33 |
| Advisory groups..... | 35 |





Strategic Report

HIGHLIGHTS

LEADERSHIP



Represented the
construction industry
at the national Jobs and Skills Summit

COLLABORATION



Co-presenter of
**new national
conference**
Future of Construction Summit



Collaboration with
**all major
industry bodies**
submissions and thought leadership

ADVOCACY

15

**government
submissions**



Represented at
**all major
forums**
government and industry

WEBSITE



85,000+
page views

MEDIA



\$2.6M
in media mentions

15,000+
LinkedIn followers



**Highest
LinkedIn
engagement**
of any industry association



to the NSW and Victorian
Governments in the
**Construction Industry
Culture Taskforce**



as well as the Queensland
Government in the
**Construction Industry
Leadership Forum**



29,500+
website users



Duncan Gibb reflects on the year that ignited the rapid industry transformation agenda—‘disrupt or die’.



President's introduction

New agenda

The 2022 headlines for the construction industry were many and varied, but rarely positive. From price escalation, cost overruns and insolvencies to material and labour shortages, the stories have been grim. This year construction businesses once deemed too big to fail, have failed.

The industry cannot afford to continue down the path of slow incremental change. It is time to fundamentally disrupt how it operates. The ask is not just of government—all stakeholders including contractors need to play a part in fundamentally changing how they and the industry operate.

Playing a lead role

The Australian Constructors Association (ACA) upped the ante this year. With a continued focus on a positive industry culture, equitable and aligned commercial frameworks and sufficient capability, capacity and skills, ACA tackled issues as they emerged and rallied the industry to find and implement solutions.

We have earned our place as a trusted partner to government and industry. This year the membership of the Construction Industry Leadership Forum expanded, and the Construction Industry Culture Taskforce marched forward with trialling the Culture Standard. Moreover, the National Construction Industry Forum, a new and exciting tripartite forum, was announced with strong support from ACA.

Testament to the important role the association is performing in bringing stakeholders together to collaborate and influence positive industry change, ACA welcomed new members Built and BESIX Watpac this year. Broadening its influence in the built form, ACA has asserted its position as the national representative body covering the three key sectors of the industry—vertical, horizontal and construction services.

Role model for other industries

Australia's construction industry is not unique—the challenges are worldwide—but it could be. Current universal agreement on the need for change provides an opportunity to transform the industry to one that represents best practice and is looked to as a role model by other industries. But the time to act is now as the window of opportunity stands open before us.

Government, industry and unions have the opportunity to leave behind the baggage of history and collaborate in service of a common goal. If they do, construction could be an industry where both projects and workers are free and able to productively work the hours that best suit them. Construction could be an industry of choice and equal opportunity for all genders, nationalities and ages. It could be an industry that constructs resilient infrastructure without damaging the environment. It could be an industry at the forefront of technological advancement. Construction could

be a profitable industry that rewards collaboration over conflict and innovation over status quo and an industry prepared to take risks on new ideas rather than unknown ground conditions.

Australia's construction industry could be the envy of the world, delivering high value infrastructure at a greatly reduced cost, for the benefit of all Australians.

Onwards and upwards

On behalf of the Board, I would like to sincerely thank the ACA team and the many people from across our member organisations, government and industry who have repeatedly proven we are an industry of problem solvers and there is no challenge too great that we cannot overcome.



Jon Davies answers the burning questions.



Chief Executive Officer's Q&A

What new challenges emerged in 2022?

This year a new challenge emerged that no one saw coming, and it came in the form of hyper-escalation—unpredictable, rapid price increases in key commodities combined with supply issues. Several factors contributed to the instability, including COVID related supply chain disruptions, geopolitical instability, national and international increases in construction activity and skills shortages.

From reinforcing steel to shipping containers, the industry experienced price rises over a 12-month period of up to 70 per cent. Suppliers could no longer give or hold fixed prices and yet clients continued to expect fixed prices to ensure projects were delivered within budget. The issue is not just a lump sum/fixed price contractual issue. Even when collaborative contracts are used, contractors might share the risk of escalation, and risk losing profit and overheads for unforeseeable events outside their control. In the worst-case scenario, contractors have not been able to sustain these losses and many have become insolvent.

Is productivity still the silver bullet?

In Australia alone, the scarcity of qualified skilled construction workers is significant, with an estimated 105,000 additional workers required right now. Put simply, this challenge cannot be solved

by migration and training alone. The silver bullet is productivity, and the opportunity presented by productivity improvements just in line with other industries is significant.

Over the last 30 years, almost every other industry has advanced yet Australia's construction industry has gone backwards. Construction productivity today is lower than it was in 1990. Improvements to the industry's productivity performance could save Australia \$47 billion annually and go a long way in addressing the skills shortage.

What is the trigger to unleash productivity growth?

The biggest opportunity to improve industry productivity lies in improving how projects are procured, delivered and governed. There is significant wastage of skilled resources through inefficient tender processes, but the bigger problem is the myopic focus on selecting the lowest price at the tender box to the detriment of all else. The practice of accepting the lowest bid at the tender box is a completely false economy and is the direct cause of the adversarial contracting environment in which we now find ourselves. Time and cost are important components of value; however, assessed value should include outcomes such as improving industry sovereign capability, increasing innovation and productivity, reducing the impact on the environment, increasing diversity and inclusion in the workforce and improving industry culture.

Everyone has a part to play, including contractors, but it is the government, if it chooses to, that has the biggest power to disrupt. To equip the Federal Government for the role of Disrupter in Chief, ACA has developed the Future Australian Infrastructure Rating (FAIR) to rate government funded projects on how well they performed against key reform areas such as improved productivity. The FAIR initiative, or components of it, could be included in the next iteration of the National Partnership Agreement as a requirement for all federally funded projects.

What is the number one priority for 2023?

We need to fundamentally change how projects are procured, delivered and governed to improve productivity and make the industry a more attractive destination for the next generation of workers.



Strategic context

The construction industry faced a perfect storm in 2022. COVID prompted record investment in infrastructure by governments nationwide and at the same time caused significant delay and disruption to many projects.

The increase in work caused huge demand for workers, and flooding events and ongoing wet weather on the East Coast further delayed projects and increased demand for workers. Then, Russia invaded Ukraine and, with it, oil prices skyrocketed along with the cost of materials.

To top it all off, a new Federal Government was elected triggering substantial changes to the industrial relations system including the abolition of the Australian Building and Construction Commission.

This year's storm was arguably a 1 in 100-year event.

Priorities

ACA has remained focused on strengthening the three pillars supporting the industry—culture, capability and capacity, and commercial frameworks—while viewing each through an environmental lens.

While our priorities did not change, our approach did as we pivoted to become more agile in responding to significant headwinds like material price escalation and labour shortages.

In 2022, ACA undertook a series of strategic sprints to achieve measurable outcomes aimed helping the industry weather the storm. ACA also continued to progress longer-term collaborations with government and other industry stakeholders through initiatives such as the Construction Industry Leadership Forum and Construction Industry Culture Taskforce.



Advocacy

ACA is 100 per cent focused on advocacy. Our advocacy radiates through our various collaborations, thought leadership and submissions. Our advocacy spans state-based reforms through to the cornerstone of our advocacy efforts, the role for the Commonwealth in incentivising and coordinating reform.

Collaborations

Change will only happen if government, industry and unions work collaboratively together. Committed to being a trusted partner and voice for the construction industry, ACA progressed several key collaborations in 2022.

Construction Industry Leadership Forum

The Construction Industry Leadership Forum expanded in 2022 and now comprises the governments of NSW, Victoria and Queensland, along with the ACA. Key industry issues and approaches to tackle them are shared through the forum by way of sharing lessons learnt, identifying current best practice and researching potential new responses.

Further expansion of the Construction Industry Leadership Forum is anticipated in 2023.



Construction Industry Culture Taskforce

The Construction Industry Culture Taskforce took major strides forward with implementing the Culture Standard. In October this year, the Taskforce announced five Australian-first pilot project sites across NSW and Victoria:

- » Narre Warren Cranbourne Road Upgrade (VIC) - McConnell Dowell
- » Brunt Road Level Crossing Removal Project (VIC) - Fulton Hogan
- » Wentworth Point new high school (NSW)
- » Transport for New South Wales Mulgoa Road Upgrade Project Stage 1 (NSW)

The fifth pilot includes a study of the experiences of infrastructure trainees in NSW.



The trials are testing the impacts of flexible and capped working hours on construction workers, implementation of plans aimed at increasing female participation and mental health programs.

The evidence so far is compelling. The pilot projects will build on the existing research to create a strong, contemporary evidence base for widespread adoption.



National Construction Industry Forum

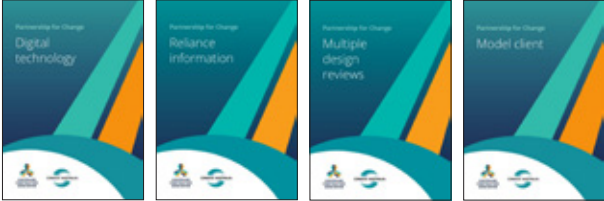
Following the 2022 Jobs and Skills Summit, the Australian Government announced a tripartite National Construction Industry Forum to drive the transformation of the construction industry. The group is expected to comprise representatives from government, unions and business, including the Australian Constructors Association.

This is our opportunity to work together to transform, as other sectors have, so we can emerge as a worldwide leader and industry of choice for future generations of workers. A major part of the journey will be to address the industry's poor culture. Progress will only be achieved if everyone works together in a respectful, trustful and collaborative manner.



Partnership for change

To bring forward practical ways for the industry to become more productive, ACA and Consult Australia joined forces in a *Partnership for change* initiative. Kickstarting discussions between government, contractors and consultants, a series of thought leadership papers were released through the initiative to help the industry achieve more with less. The papers provided recommendations to aid the adoption of technology, improve reliance on tender information, streamline design reviews and for government delivery agencies to lead the way.



Government and industry working groups

ACA participates in many committees and working groups to improve the sustainability of the sector, including:

- » Dispute Resolution Board Foundation
- » Transport and Infrastructure Council
- » Australian Broadband Advisory Council
- » Wellness in Infrastructure
- » Infrastructure Australia Sustainability Roundtable
- » Infrastructure Net Zero Initiative
- » Women in Transport
- » Federal Safety Industry Reference Group
- » NAWIC Industry Leaders Collaboration Roundtable.



Thought leadership

While ACA’s thought leadership sought to raise awareness of the challenges facing the construction industry, a key focus was on providing solutions. To support this, ACA undertook an extensive engagement program with construction clients right across Australia. Below are the key thought leadership pieces published in 2022.

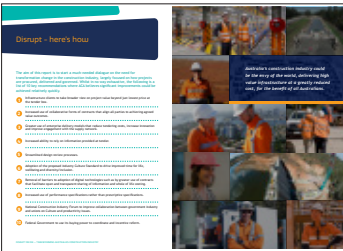
Disrupt or die—Transforming Australia's construction industry

The report *Disrupt or die—Transforming Australia’s construction industry* concluded ACA’s thought leadership for 2022. The report highlighted the construction industry’s woeful productivity performance and pointed to the emerging new threat—a lack of willing workers.

Over the last 30 years, almost every other industry has advanced yet Australia’s construction industry has gone backwards. Construction productivity today is lower than it was in 1990 and the industry is out of touch with the next generation of workers who no longer view it as an industry of choice.

Workers do not want a job in an industry where the hours are long and disputes are commonplace, excel spreadsheets are considered the height of tech and little focus is placed on the impact we are having on the environment.

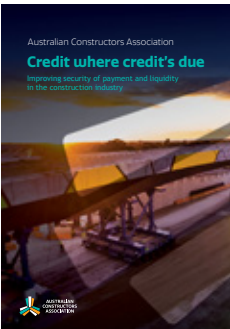
If the industry is to have any chance of delivering the substantial pipeline of work before it, it must substantially transform.



Credit where credit's due—Improving security of payment and liquidity in the construction industry

Unless industry payment practices change construction insolvencies will continue to rise. That was the premise of the *Credit where credit’s due—Improving security of payment and liquidity in the construction industry* paper.

Through this paper ACA called on government and other clients to stop treating construction contractors and suppliers like financial institutions. Construction is one of the few industries operating under a cash negative payment regime where work is undertaken for third parties without payment until after materials have been ordered and fixed to site. Construction projects are no different to any other significant purchase and should be financed through institutions that are appropriately set up to do this. The paper promotes prompt and fair payment as essential to the health of the industry and proposes several policy responses.



Construction cost inflation—Ways to address an escalating issue

Hyper-escalation of construction costs for contractors locked into fixed price contracts emerged as one of the biggest challenges this year. Releasing the report *Construction cost inflation—Ways to address and escalating issue*, ACA called on government to take action both in respect of current and future contracts to ensure that the contractor is not left out of pocket for what is an issue that is well beyond their reasonable control.

Put simply, the industry cannot continue to bear the cost of these steep price increases—some costs will need to be passed on to halt the growing trend of insolvencies. Recognising this is a shared problem, ACA called on clients to work with contractors as the cost of doing so will be far less than the cost and or delay to a project if the contractor fails.

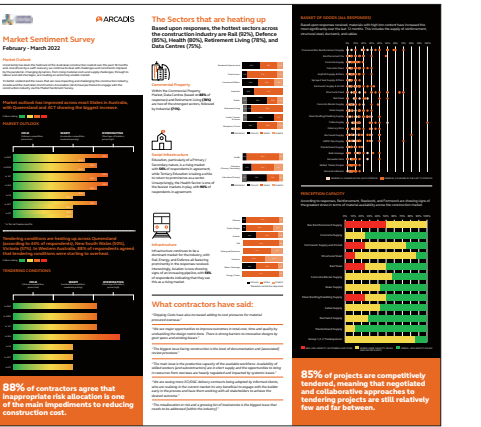


Market sentiment – Arcadis

Released as a pre-cursor to the *Construction cost inflation* report, the Market Sentiment Survey developed in partnership with Arcadis revealed labour shortages and major increases in the cost of construction materials were causing the sector to overheat.

Almost 90 per cent of contractors surveyed agreed that inappropriate risk allocations were one of the main causes of higher construction costs. In addition to this, the cost of materials with high iron content like reinforcement, structural steel, ductwork and cables has increased most significantly over the past 12 months. Some contractors have reported an increase in supply costs of up to 70 per cent over the last twelve months.

Double digit inflation for an industry with single digit profit margins is a recipe for disaster but more so for one that is required to lock in prices for projects that can take years to construct. ACA used this analysis to advocate for clients to work with contractors to fairly allocate risk and compensate industry for these unforeseen additional costs, irrespective of the contract they have signed.



FAIR

The cornerstone of ACA’s advocacy efforts is the role that the Commonwealth can play in incentivising and coordinating reform through the Future Australian Infrastructure Rating (FAIR). FAIR is a proposed new ratings initiative to unlock massive productivity gains using the Federal Government’s buying power to drive outcomes.

FAIR is designed to rate federally funded projects on how well they performed against a range of key reform areas. Specifically, it will incentivise adoption of the Culture Standard to ensure women have equal opportunities and equal pay in construction and improve the mental health and wellbeing of the industry’s workers. FAIR is the solution to the Federal Government’s procurement inquiry *Government Procurement: A sovereign security imperative* recommendations to establish a mechanism for monitoring and rating project performance and verifying value for money. It is the long-awaited disrupter of the construction industry.



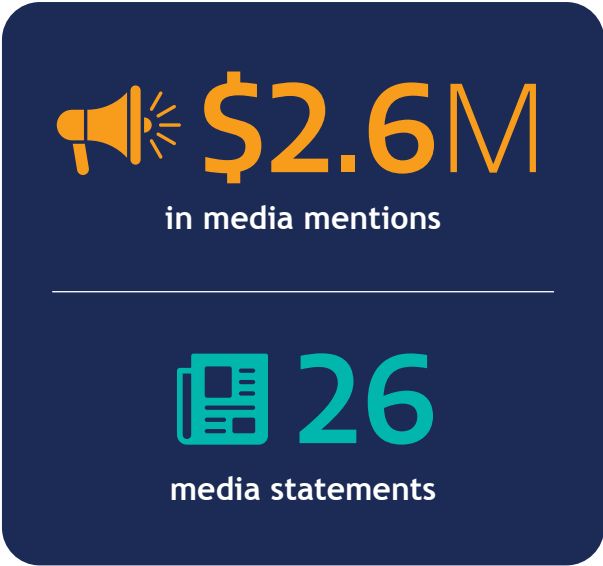
Communications

This year we made our presence known and cemented our position as a leading voice for industry. Regularly contributing to the media and proactively communicating with industry through various platforms including social media, ACA had a lot to say.

Broadcast media

Following last year’s response to the COVID outbreaks on construction sites, ACA was again quick to lead public commentary on emerging industry issues. This year, ACA led public debate on the collapse of major firms including ProBuild and proactively engaged with the media to raise awareness of major initiatives to improve the industry.

We welcome engagement with the media, as a conduit to the public, to raise awareness of our industry.



Media statements

- » Finalists for the 2022 Australian Construction Achievement Award announced
- » Collapse symptomatic of health of construction industry
- » Construction problems require a FAIR dinkum solution
- » FAIR is the vehicle to drive the infrastructure reform roadmap
- » Done deal - industry to now lean in on SEQ City Deal
- » Construction plan could save economy billions
- » Federal Inquiry gives green light to FAIR approach for construction
- » Australian Constructors Association welcomes new President, Duncan Gibb
- » Underground masterpiece takes out Australia’s top construction award
- » 2022 Federal Election
- » Skills crisis and a record project pipeline need a coordinated response to life productivity
- » New report confirms reality of price pressures facing construction industry
- » ACA double downs on strategic priorities
- » Jobs and Skills Summit timely for construction industry
- » Migration would help but it’s no silver bullet
- » Statement on changes to industrial relations
- » Construction cost inflation escalating and must be addressed
- » Built joins the Australian Constructors Association
- » BESIX Watpac joins the Australian Constructors Association
- » Construction the key building block for jobs summit outcomes
- » Jobs and Skills Summit promises new era of collaboration for construction
- » Tripartism set to transform Australia’s building and construction industry
- » Construction industry a poor substitute for banks
- » Culture tested on construction sites to attract more to the industry
- » Budget repair comes with a price to construction
- » Disrupt or die—Australia’s construction industry is at a crossroads



Social media

Our enthusiasm for the construction industry is contagious. We use social media to share our views and to stimulate the views of others. We're so successful at this that ACA has the highest LinkedIn engagement of any association.

We have continued to grow our LinkedIn following along with video content adding 23 new clips to our YouTube channel this year.

LinkedIn follower metrics

Australian Constructors Association

23,668 Total engagements 357 Total posts

Australasian Railway Association

14,268 Total engagements 198 Total posts

Infrastructure Sustainability Council

11,068 Total engagements 327 Total posts

Roads Australia

10,705 Total engagements 179 Total posts

Master Builders Australia

10,573 Total engagements 451 Total posts

Infrastructure Partnerships Australia

5713 Total engagements 81 Total posts

Consult Australia

3758 Total engagements 153 Total posts

Australian Owned Contractors

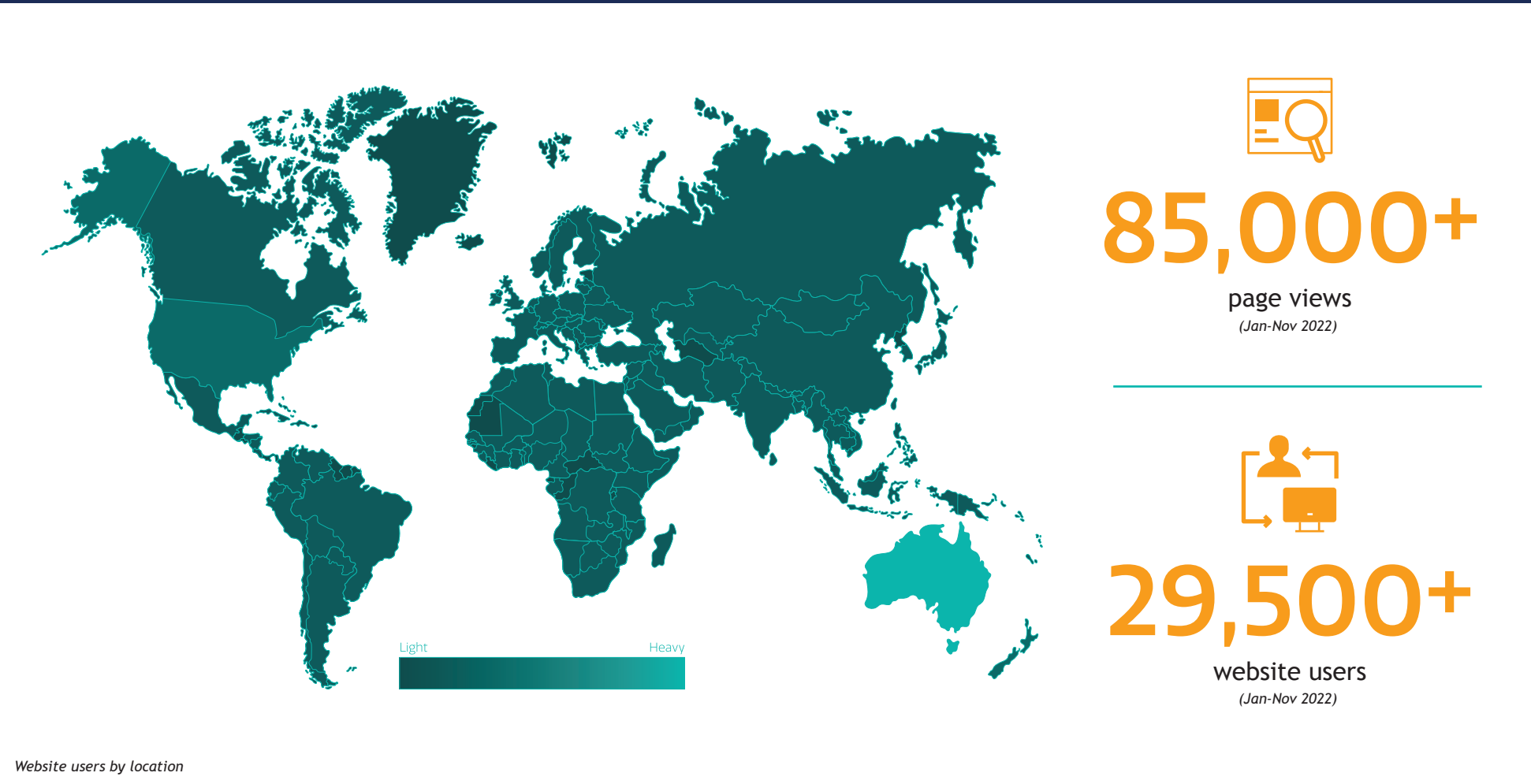
2398 Total engagements 8 Total posts

● Total engagements ● Total posts (LinkedIn Analytics, 1 January 2022 - 5 November 2022)



Website

ACA's website is accessed by people all over the world. Increasingly we are attracting eyeballs from the United States, United Kingdom, India, Netherlands, China and New Zealand. The challenges the Australian construction industry face are not unique, and the growing international attention is evidence that ACA leading the charge for a more sustainable industry.





Blog

Focused on sharing best practice while taking a solutions-approach to emerging issues, ACA's blog continues to attract new audiences to our website. The blog has also provided a strong base for LinkedIn engagement. Key topics published in 2022 included should cost models, complex systems thinking, productivity, escalation and more.

In a bid to share not just our views but those of others, this year we invited guest blogs from industry experts on topics relevant to our advocacy. Further blogs by guest authors are planned for release in 2023.

Sunday surveys

The future of the construction industry is the responsibility of the people that are the industry, and we are proud to support industry stakeholders in pursuing activities designed to improve the sector.

This year we added a new research page to the website which we termed 'Sunday surveys.' The initiative was introduced to help others generate the evidence base for positive industry change. As part of this initiative our website houses links to important research that stakeholders can contribute to—typically through a survey. We promote these surveys on Sundays through LinkedIn.

Events

Australian Construction Achievement Award

The best of the best in the construction industry was again on show in 2022 through the pre-eminent industry award, the Australian Construction Achievement Award (ACAA). This year marked the 25-year history of the award, which is proudly presented by the ACA and Engineers Australia, with support from our major industry partners Adbri, Caterpillar, Cbus, Infrabuild and InEight.

The award is fiercely contested by the largest construction and engineering businesses operating in Australia whose projects must first qualify to be finalists and then submit to the most rigorous assessment by an independent panel of experts.

In 2022, six finalists competed for the top prize:

- » Additional Works Package 1 - Cheltenham and Mentone Level Crossing Removal Project, Victoria - by Southern Program Alliance (ACCIONA, Coleman Rail, WSP, Metro Trains Melbourne (MTM) and the Level Crossing Removal Project)
- » Mordialloc Freeway Project - by McConnell Dowell Corp Ltd, Decimal Group and Major Roads Project Victoria
- » Woolgoolga to Ballina Pacific Highway Upgrade, New South Wales - by Laing O'Rourke, WSP & Transport for NSW
- » Quay Quarter Tower, Circular Quay, New South Wales - By Multiplex Constructions Pty Ltd
- » R2P Alliance, South Australia - by the Department for Infrastructure and Transport, McConnell Dowell, Arup and Mott MacDonald
- » Sydney Metro City & Southwest Tunnel and Station Excavation Works, New South Wales - by John Holland CPB Ghella Joint Venture.

The winning project was the Sydney Metro City & Southwest Tunnel and Station Excavation Works. The Project was extremely complex involving challenging logistical and geotechnical conditions delivering several Australian firsts such as the first rail tunnels under Sydney Harbour, the largest spanning rail caverns, operating five TBMs simultaneously, multiple high-rise demolitions and four CBD mined tunnel sites. The works achieved the highest ever ISC Infrastructure Sustainability rating.

The winner announcement was made at a black-tie presentation event emceed by well-known comedian Andrew Lehman (Lehmo) with virtual attendance from the Hon. Catherine King MP. Held at the Sofitel Wentworth Sydney, the event was a sell out with 450 of the nation's leading constructors, manufacturers, professionals, industry partners and government representatives gathering to celebrate the skills and innovation at the heart of Australia's construction industry.





Future of Construction Summit

In a first-time partnership, ACA joined FuturePlace in bringing forward a new national construction conference—the Future of Construction Summit (FCON22). Held from 4-5 May 2022 in Sydney, over 480 stakeholders from across government, industry and the supply chain gathered to discuss industry reform and the opportunity for a more sustainable construction sector.

Featuring many of our own members, key themes discussed at FCON22 included industry culture, capability and capacity, commercial frameworks, environmental sustainability and technology. The event concluded with strong agreement that there has never been a more pressing need for reform. There are many things that we can all do now without waiting for others to take the lead and it is incumbent on us to do so for the sake of our industry.

FCON will continue as an annual event held in a different capital city or regional location across Australia each year for two days in the first week of May. The focus of day 1 is industry reform and day 2 is technology.

Speaking engagements

ACA is represented at most major industry forums and events by our CEO Jon Davies. This year ACA was delighted to represent the construction industry at the national Jobs and Skills Summit in Canberra. Speaking about the opportunity for the construction industry to create safe, fair and productive workplaces, ACA's CEO said there is a lot the industry should be proud of and yet the industry could be so much better.

Key speaking engagements:

- » AusRAIL Plus (March)
- » Ceda conference—Is Australia's big infrastructure build delivering value (March)
- » ISC ReConnect Conference (March)
- » Critical Infrastructure—State of Play (April)
- » The Age Infrastructure Summit (April)
- » Trans Tasman Business Circle—Australia's next corporate crisis, the growing skills shortage (May)
- » Sydney Morning Herald Infrastructure Summit (June)
- » TFNSW pipeline event (July)
- » Jobs and Skills Summit (September)
- » Ecologiq Greener Infrastructure Summit (September)
- » Australian Institute of Building Qld Chapter (October)
- » Australian Steel Convention - Vital & Adaptive (October)
- » Institute of Transport and Logistics (October)
- » AFR Infrastructure Summit (November)
- » Turnaround Management Association Annual Conference (November)
- » Women in Engineering Conference (November)

ACA's CEO was also a guest speaker at various university short courses, Dispute Resolution Board Foundation events and more.



An aerial photograph of a construction site. Two large yellow tower cranes are prominent, their jibs extending over the site. In the center, a building with a complex, multi-faceted roof is under construction. To the right, another building with a blue roof is visible. The ground is covered with construction materials, equipment, and debris. The scene is set in an urban environment, with residential buildings and trees visible in the background. A teal geometric overlay is present in the top right corner.

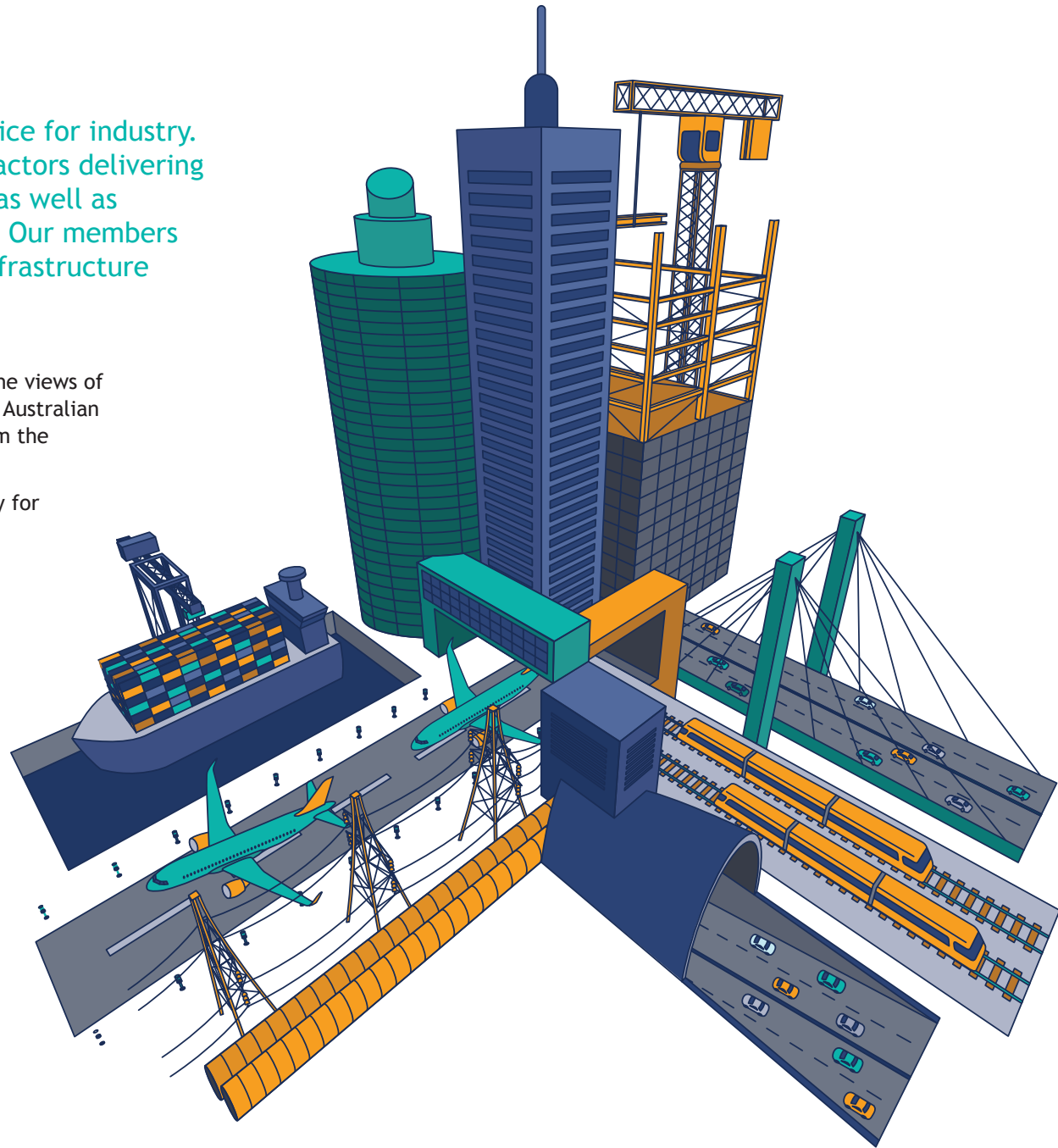
Governance Report

About

Established in August 1994, ACA is a trusted voice for industry. We are the only representative body for contractors delivering vertical and horizontal construction projects, as well as undertaking infrastructure asset management. Our members construct and service the majority of major infrastructure projects built in Australia every year.

We collaborate extensively across the sector and represent the views of industry leaders to help shape government policies to ensure Australian communities receive high-performing assets and services from the infrastructure, building, resources and energy industries.

Our goal is to create a more sustainable construction industry for the benefit of all.



Our Board



DUNCAN GIBB
PRESIDENT
Former CEO Australian Construction
Fulton Hogan



SCOTT CUMMINS
VICE PRESIDENT
Chief Executive Officer
McConnell Dowell



MEG REDWIN
VICE PRESIDENT
Executive Director, General Counsel Australia and India
Multiplex



ANNABEL CROOKES
COMPANY SECRETARY
General Counsel, Executive Director
Laing O'Rourke



PILAR GOMEZ
Human Resources Director
Acciona



BEDE NOONAN
Chief Executive Officer and Managing Director
Acciona



MARK BAKER,
Chief Executive Officer
BESIX Watpac



KATIE O'MALLEY
Group Corporate Affairs Manager
BESIX Watpac



ADELINA DAL PRA
General Counsel Legal Director
Bouygues



SEVED ROBIN
Chief Executive Officer
Bouygues



BRETT MASON
Managing Director
Built



HALEY LEE
Executive General Manager - People and Communication
Calibre





PETER MASSEY
Managing Director
Calibre



PETER BENNETT
Chief Executive Officer and
Managing Director
Clough



ROBERTA SELLECK
Health Safety Security and
Environment Manager - Corporate
Clough



CATHY HAYES
Head of Client Strategy NSW
& ACT
CPB Contractors



JOE BARR
Chief Executive Officer
John Holland



JAYNE WHITNEY
Chief Strategy Officer
John Holland



REBECCA HANLEY
Managing Director
Laing O'Rourke



DAVID PATERSON
Managing Director - Building
Lendlease Building



JASON SPEARS
Managing Director
CPB Contractors



MARK MACKAY
Head of Infrastructure Projects
Downer EDI



CAROLYN RICHARDS
Head of Governance
and Corporate Services,
Infrastructure Projects
Downer EDI



SARAH MARSHALL
General Manager, People,
Safety and Sustainability
Fulton Hogan



JOHN FLECKER
Global Chief Executive Officer
Multiplex



SAMANTHA JOHNSON
Executive General
Manager Health & Safety,
Environment & Quality
McConnell Dowell



JOHN KIRKWOOD
Managing Director and Chief
Executive Officer
Seymour Whyte



STEVE LAMBERT
Chief Operating Officer
Seymour Whyte



MARCO FONTANA
Managing Director
Ghella



DALE GILBERT
Director
Ghella



EVAN BYRNE
Chief Executive Officer and
Managing Director
Icon



SARAH MCDONALD
Group HR Manager
Icon



DOUG MOSS
Managing Director
UGL



MICHAEL DEGOTARDI
Chief Operating Officer
UGL



MARCO ASSORATI
Executive Director
WeBuild



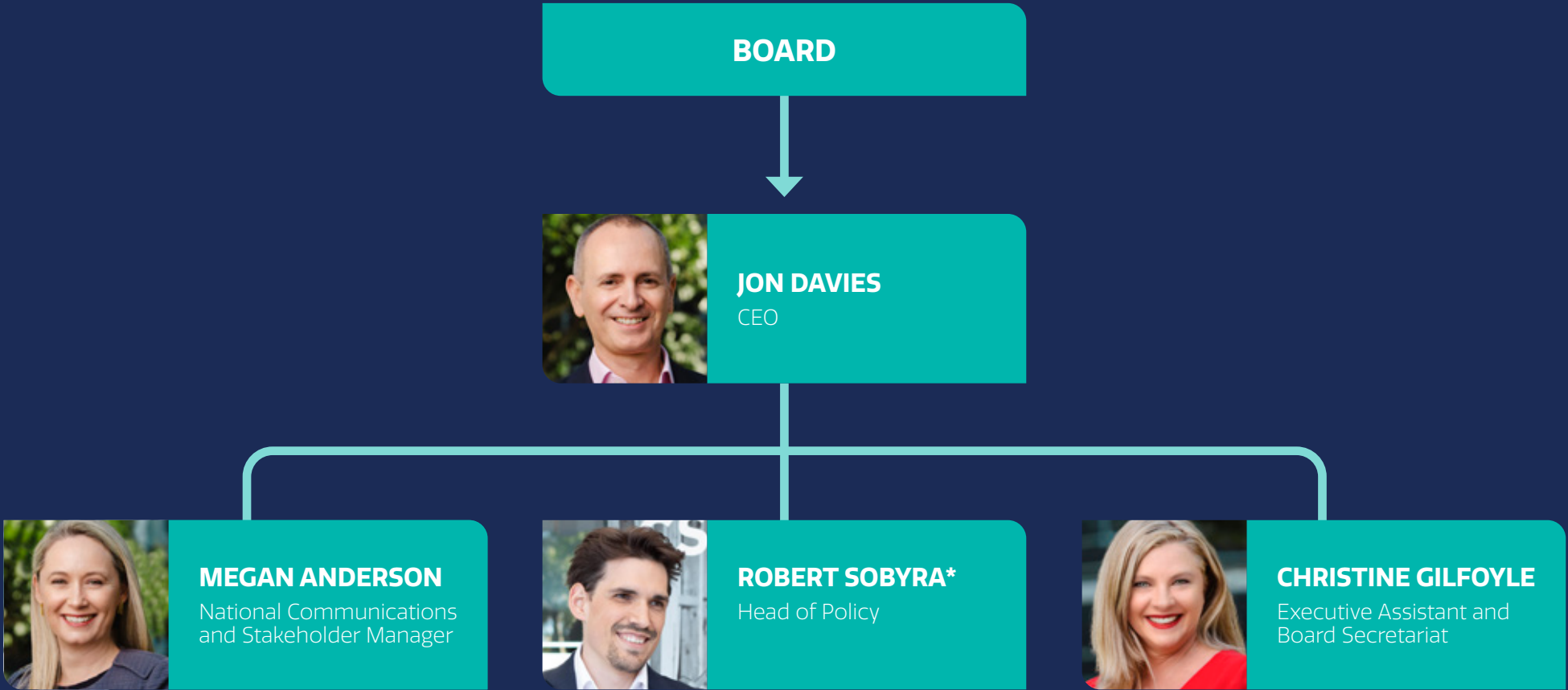
GUIDO CACCIAGUERRA
Head of PPP & Concessions
Australia
WeBuild



Our operating model

ACA operates with four full-time employees including our CEO. To deliver our large agenda, our members dedicate considerable time and resources to our Board Committees and Advisory Groups. These forums are the engine room of our association and help drive our agenda.

TEAM STRUCTURE



**Kate Raymond resigned as Head of Policy in July 2022 and was replaced by Robert Sobyra in October 2022*





Board committees

ACA operates three Board Committees.

These Committees reflect our strategic priorities, also known as the three pillars of a sustainable industry. Our Board Committees harness the collective expertise from across our membership to shape the development of our major research, initiatives and policy positions around these priorities.



Culture Board Committee



Capability and Capacity Board Committee



Commercial Board Committee

Members

| COMMERCIAL BOARD COMMITTEE | CULTURE BOARD COMMITTEE | CAPABILITY AND CAPACITY BOARD COMMITTEE |
|---|--|---|
| Annabel Crooks (Executive sponsor - Laing O’Rourke) | David Paterson (Executive sponsor - Lendlease) | Sarah Marshall (Executive sponsor - Fulton Hogan) |
| Rebecca Dickson (Acciona) | Emma Hassett (Acciona) | Dene McLeod (Acciona) |
| Tony Griffiths (Bouygues) | Xavier de Beaulaincourt (Bouygues) | Chris Pracy (Acciona) |
| Kate Terry (Bouygues) | Haley Lee (Calibre) | Xavier De Beaulaincourt (Bouygues) |
| Sarah Roach (Calibre) | Paul Farris (Clough) | Haley Lee (Calibre) |
| Christian Ainslie (Clough) | Cathy Hayes (CPB Contractors) | Rob Blaze (Clough) |
| Stuart McKenzie (CPB Contractors) | Andrew Nolan (CPB Contractors) | Natasha Adamsas (CPB Contractors) |
| Carolyn Richards (Downer) | Peter Scicluna (Downer) | Trudy Dyer (CPB Contractors) |
| Robert Ioffrida (Fulton Hogan) | Andrew Ross (Fulton Hogan) | Adam Leary (Downer) |
| Matthew Senescall (Fulton Hogan) | Lucy Wallace (Ghella) | Toni Bailey (Fulton Hogan) |
| Peter Steur (Fulton Hogan) | Sarah McDonald (Icon) | Romy Short (Fulton Hogan) |
| Matteo Piva (Ghella) | Sarah Jordan (John Holland) | Sarah McDonald (Icon) |
| James Ellisdon (Icon) | Holly Hynes (Laing O’Rourke) | Taneal Sultana (Laing O’Rourke) |
| Gian Barritt (John Holland) | Ann Austin (Lendlease) | Sandra Lovaas (Lendlease) |
| Adrian Huett (John Holland) | Diana Burgess (Lendlease) | James Glastonbury (McConnell Dowell) |
| Martin Webster (John Holland) | Skye Mason (Lendlease) | Steve Collett (McConnell Dowell) |
| Matthew Frazer (Laing O’Rourke) | Harriet Christopherson (McConnell Dowell) | Skye Stanistreet (Multiplex) |
| Joseph Game (Lendlease) | Caitriona Comerford (Multiplex) | Rachel Surgeon (Multiplex) |
| Matt Meakin (Lendlease) | Alanna Herbst (Seymour Whyte) | Courtney Hoops (Seymour Whyte) |
| Gary Clarke (McConnell Dowell) | Meg Abaldonado (UGL) | Mike Evans (UGL) |
| Meg Redwin (Multiplex) | Fabio Intorre (Webuild) | Katherine McPherson (UGL) |
| Matt Kilpatrick (Seymour Whyte) | | |
| Tim Page (Seymour Whyte) | | |
| Michael Moffett (UGL) | | |
| Frank Leahy (Webuild) | | |



Advisory groups

To support the ACA in responding to contemporaneous issues, we operate four advisory Groups.

Again, harnessing the collective expertise from across our membership, our advisory groups provide advice on matters of strategic importance to support the association’s purpose of generating a more sustainable and progressive industry.



Communications



Health and safety



Workplace relations



Environment

| COMMUNICATIONS ADVISORY GROUP | HEALTH AND SAFETY ADVISORY GROUP | WORKPLACE RELATIONS ADVISORY GROUP | ENVIRONMENTAL ADVISORY GROUP |
|--|--|--|---|
| Megan Anderson (Executive sponsor - ACA) | Mark Mackay (Executive sponsor - Downer) | Martin Monro (Executive sponsor - ACA) | Brett Mason (Executive sponsor - Built) |
| Dene MacLeod (Acciona) | Paul O’Connell (Acciona) | Vasuki Paul (Ai Group) | Christopher Bourne (Acciona) |
| Megan Houston (BESIX Watpac) | Ritchie Green (Bouygues) | Stephen Smith (Ai Group) | Paul O’Connell (Acciona) |
| Tanya Lim (Built) | Mark Stumer (Calibre) | Mark Greenhill (Bouygues) | James Nelson (BESIX Watpac) |
| Eliza Newton (Bouygues) | Bobbie Selleck (Clough) | Haley Lee (Calibre) | David Bond (CPB Contractors) |
| Cynthia Calderon (Clough) | David Bond (CPB) | Dean Sparshott (CPB Contractors) | David Fox (CPB Contractors) |
| Natasha Adamsas (CPB Contractors) | Graeme Silvester (CPB Contractors) | Damien North (Downer) | Ross Brookshaw (Downer) |
| Michael Samaras (CPB Contractors) | Jo Flitcroft (Downer) | Steve Schofield (Downer) | Cornelius Buitendag (Ghella) |
| Mitchell Dale (Downer) | Marc Meers (Downer) | Raul Baonza (Fulton Hogan) | Lauren Leslie (Icon) |
| Meredith McAuley (Fulton Hogan) | Dean Bingham (Fulton Hogan) | Matthew Borghesi (Fulton Hogan) | Melissa Davies (John Holland) |
| Nina McHardy (Fulton Hogan) | Tim Marsh (Fulton Hogan) | Leon Izmiritian (John Holland) | Martin Smith (John Holland) |
| Kimberleigh Stratford (Ghella) | Cornelius Buitendag (Ghella) | Trent Smith (John Holland) | Tim Walker (McConnell Dowell) |
| Samantha Wolany (Icon) | Michelle Nation (John Holland) | Amnon Kelemen (McConnell Dowell) | Ravi Prasad (Seymour Whyte) |
| Ashley Jarquin (John Holland) | Martin Smith (John Holland) | David Ghannoum (Multiplex) | Sean Helbig (UGL) |
| Matthew Vane-Tempest (John Holland) | Lou Raunik (Icon) | Dane Bates (Laing O’Rourke) | Allan Armstrong (WeBuild) |
| Carla Vanner (Laing O’Rourke) | Richard Coleman (Laing O’Rourke) | Darren Nelson (Laing O’Rourke) | |
| Megan Elkhouri (McConnell Dowell) | Michael McNerney (Lendlease) | Jeremy Hanraham (Lendlease) | |
| Peter Worcester (McConnell Dowell) | Sumesh Singh (McConnell Dowell) | Sandra Lovaas (Lendlease) | |
| Natalie Goodrick (Multiplex) | Don Aroney (Multiplex) | Terry Elliot (UGL) | |
| Seppe Embrechts (Seymour Whyte) | Dennis Else (Multiplex) | | |
| Mike Evans (UGL) | Tony Vaile (UGL) | | |
| Michelle Cali (WeBuild) | Joel Fraser (UGL) | | |
| Ian Gilbert (WeBuild) | | | |





AUSTRALIAN
CONSTRUCTORS
ASSOCIATION

Level 1
51 Walker Street
North Sydney NSW 2060

1300 540 133

constructors.com.au