

CCAA 2025 Annual Review



ABN 34 000 020 486

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Chairman's report

2025 has been a year of disciplined delivery against the Strategic Plan and clearer positioning of CCAA as the authoritative, evidence-based voice for Australia's heavy construction materials industry.



Strategy & Governance

Council oversaw implementation of the 2025–27 Strategic Plan across three priorities—Advocacy & Reputation; Sustainability & Decarbonisation; and Resource Access and Security, Lower Regulatory Burden, Logistics and Workforce - supported by refreshed committees and time-bound working groups to turn policy into practice.

Policy & Technical Leadership

The CCAA National Industry Committee provided coordinated and CCAA member leadership on key policy and regulatory issues, focusing on silica exposure and workplace health, resource access and protection, environmental and EPBC Act reforms, heavy vehicle productivity and safety, and workforce attraction and retention.

Complementing this, the CCAA National Sustainability & Technical Committee led the industry's decarbonisation and technical policy agenda, progressing the Industry Decarbonisation Facilitation Plan through initiatives such as the Low Carbon Concrete Rating System, the Concrete Emissions Metric and recarbonation projects, and the modernisation of standards and sustainable procurement frameworks to enable lower-carbon concrete uptake.

Together, the two committees ensured CCAA's advocacy remained strategic, evidence-based, and nationally aligned, providing governments and industry with practical pathways to deliver sustainable, high-performance construction outcomes.

Sustainable Procurement & National Engagement

CCAA initiated a national sustainable procurement work program and engaged directly with Commonwealth and State leaders to align specification settings with lifecycle value and carbon outcomes.

Evidence for Advocacy

Council endorsed commissioning an economic impact study to quantify our industry's contribution nationally and by state—sharpening the policy case on productivity, circularity and decarbonisation.

Membership & Capability

We strengthened our footprint with new State Directors and expanded member engagement through Council Dinners, Industry Insight events and technical forums across all jurisdictions.

Communications & Reputation

Brand and style guidelines, regular e-news, stronger LinkedIn activity and timely media statements and submissions improved the consistency and reach of our message.

I thank my fellow Councillors for their stewardship, and acknowledge CEO Michael Kilgariff and the CCAA team for focused execution.

In 2026 we will consolidate gains: embed sustainable procurement reforms, engage on the new low Carbon concrete rating system, deliver the emissions metric framework, progress standards modernisation and secure long-term resource access—so our sector can reliably supply the infrastructure, houses and renewable energy on which Australia depends.

George Agriogiannis

CCAA Chair

CEO - Holcim Australia



CEO's report

My first full year as CEO focused on three things: sharpening CCAA's operating rhythm, deepening member value and lifting our impact with governments and core stakeholders.



Delivering the Strategic Plan

We operationalised Council's priorities through active committees and expert working groups covering low-carbon concrete rating systems, EPD education, standards advancement, cement recarbonation measurement, sustainable procurement and a national concrete emissions metric—each with clear outputs for specification and procurement reform.

Policy Influence & Submissions

CCAA lodged targeted submissions across circular economy, resource access, biodiversity and environmental planning, infrastructure strategy and respirable crystalline silica—positioning us as a practical, solutions-oriented partner.

National Engagement & Sustainable Procurement

We launched a national sustainable procurement work program and engaged directly with ministers to align infrastructure decarbonisation settings and lifecycle-based tender evaluation.

Evidence Base

Council supported commissioning an economic contribution study to underpin advocacy on productivity, decarbonisation and circularity.

Membership & Capability

We strengthened state presence with new appointments and delivered a full program of Council Dinners, Industry Insights events and technical briefings. We reinstated the face-to-face Concrete Technology Course and expanded our online offerings.

Reputation & Communications

We implemented brand/style guidelines, regular e-news cadence, expanded LinkedIn presence and proactive media to tell the story of an industry essential to a productive, lower-carbon Australia.

International Alignment

Engagement through global forums ensured Australia's pathways stay aligned with best practice and inform our domestic work on low-carbon concrete and metrics.

In 2026 we will keep the tempo high: prioritise maintaining the current workplace exposure standard for respirable crystalline silica (RCS) at 0.05 mg/m³, securing practical and workable reforms to the EPBC Act, developing a National Workforce Attraction and Retention Strategy for the CCAA industry, and holding a National Heavy Vehicle Workshop to advance safety, productivity, and decarbonisation initiatives across member operations.

Further we will land the emissions metric and procurement guidance with governments, progress standards modernisation, publish the economic impact report, and continue strengthening our state presence and education offering—so members see measurable, practical value in every interaction with CCAA.

Michael Kilgarriff

CCAA CEO



About CCAA

Cement Concrete & Aggregates Australia is the voice of the heavy construction materials industry in Australia.

CCAA members produce the majority of Australia's cement, concrete, and aggregates, which are crucial to Australia's building and construction sectors. These materials support the development of our nation's transport, energy, water, housing, defence, and social infrastructure.

The industry generates over \$15 Billion in annual revenue and employs approximately 30,000 Australians directly and a further 80,000 indirectly.



Strategic Summary

OUR VISION	We share a vision of a sustainable industry
OUR MISSION	Our mission is to create a sustainable operating environment in which the industry can succeed
OUR ROLE	<p>Influencing the political, regulatory and market environment to ensure growth of the industry</p> <p>Supporting the industry's licence to operate</p> <p>Leading the understanding of our industry and its vital role in society</p>
STRATEGIC PRIORITIES	<p>Advocacy & Reputation</p> <p>Sustainability & Decarbonisation</p> <p>Resource Access and Security, Lower Regulatory Burden, Logistics and Workforce</p>
VALUES	<p>Influential Leader</p> <p>Collaborative Partner</p> <p>Dedicated Advocate</p> <p>Sustainability Champion</p>
ENABLERS	<p>Representative – a strong network of engaged members representative of industry</p> <p>Influential – effective relationships with external stakeholders</p> <p>Capable – skilled people</p>

CCAA Members

CCAA Members account for over 90% of the value of the industry, with operations across cement manufacturing and distribution facilities, concrete batching plants, hard rock quarries and sand and gravel extraction operations.

FOUNDATION MEMBERS

Companies that originally formed CCAA.



MEMBERS

Companies engaged in the manufacture or supply of cement, concrete or extractive products. Currently CCAA has over 70 Ordinary Members.



ASSOCIATE MEMBERS

Entities that are directly related to the manufacture and supply of cement, concrete and extractive products - e.g. suppliers of plant and equipment, concrete admixtures & supplementary materials.



CCAA Council



GEORGE AGRIOGIANNIS
CCAA Chair
CEO - Holcim Australia



VIK BANSAL
CCAA Vice Chair
CEO - Boral



ROB DAVIES
CCAA Council Member
Chair - Sustainability &
Technical Committee
CEO - Cement Australia



PAUL HEADD
CCAA Council Member
Chair – National Industry
Committee
Country Manager ANZ - CRH



GEOFFREY HAZELL
CCAA Council Member
Owner - Hazell Bros



GRAEME JOHNSON
CCAA Council Member
CEO - Fulton Hogan



SIMON O'NEIL
CCAA Council Member
Managing Director -
Gunlake Concrete



PHIL SCHACHT
CCAA Council Member
CEO - Heidelberg Materials
Australia



MARIO PANUCCIO
CCAA Council Member
CEO - Penetron Australia



MATT MCKENZIE
CCAA Council Alternate
Chief Operating Officer - Boral

CCAA Staff



MICHAEL KILGARIFF
CEO



JASON KUCHEL
State Director
SA/WA/NT
Director
Technical Policy



DIANE NIU
Director
Stakeholder Engagement



ROGER BUCKLEY
State Director
VIC/TAS



DAVID RYNNE
State Director
QLD
Director
Industry Policy



MELINDA PAVEY
State Director
NSW/ACT



MICHAEL SMITH
Manager
Finance & Systems



ERIN SULLIVAN
Membership & Office Manager

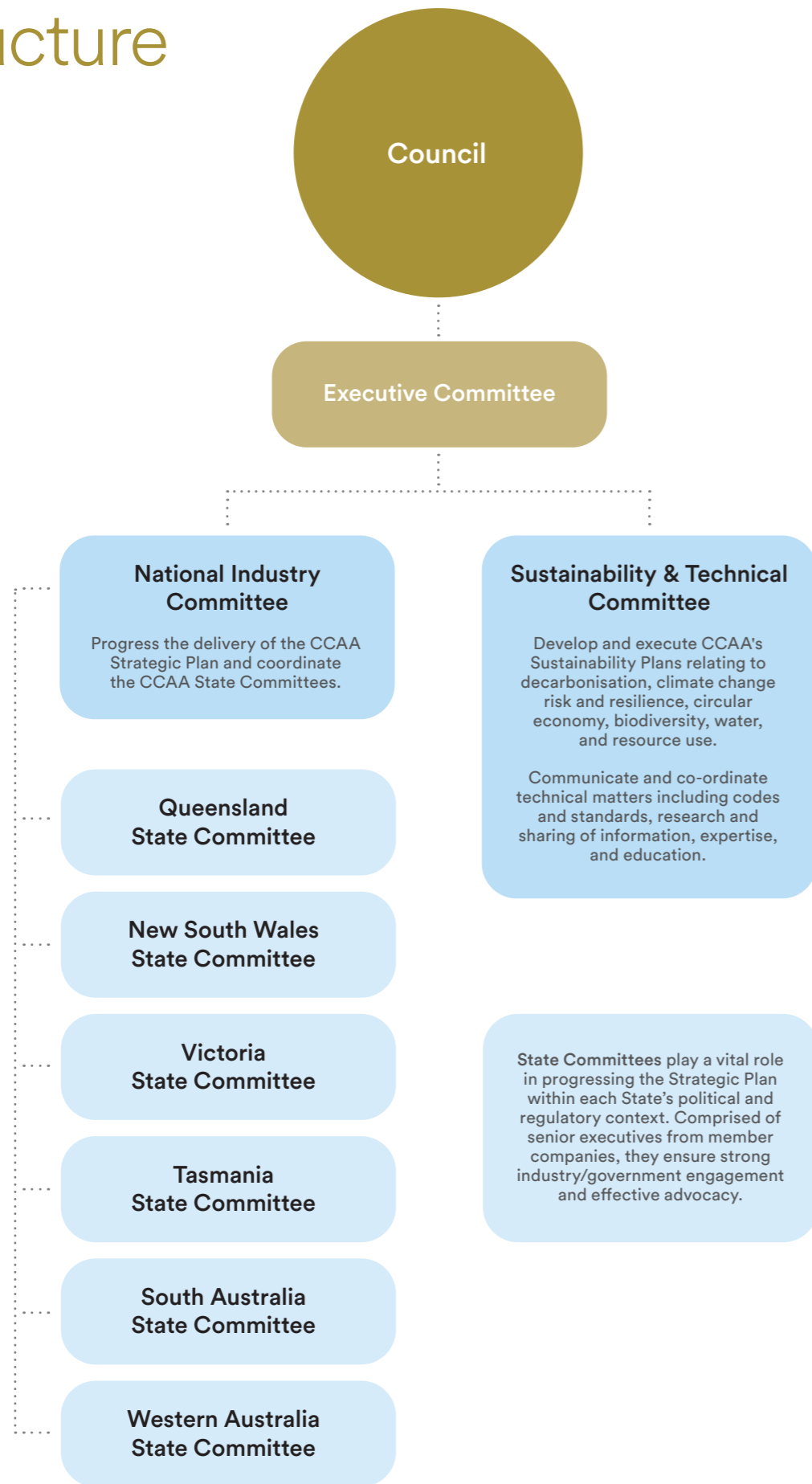


ERIN CARGAKIS
Administration Officer



MITCH ITTER
Manager
Communications

Committee Structure



2025-27 Strategic Plan

CCAA has remained responsive and attuned to the needs of the heavy construction materials sector and its membership base throughout 2025.

The release of the 2024–26 Strategic Plan marked an important milestone for CCAA, setting out clear strategic policy priorities for the organisation and outlining how they would position CCAA as the influential leader, the collaborative partner, the dedicated advocate, and the sustainability champion for the heavy construction materials industry.

Building on this foundation, in September 2025 CCAA refined its Strategic Plan to cover the 2025–27 period, sharpening its policy focus areas and strategic objectives while remaining true to the association’s long-term priorities.

Our vision, mission and values remain constant. What has sharpened are the priorities that matter most to members and the communities we build:

1. Advocacy & Reputation

- Proactive, evidence-based positions on national reforms.
- Clearer storytelling about our industry’s role in safer, more sustainable infrastructure.

2. Sustainability & Decarbonisation

- Stronger focus on sustainable procurement, lifecycle assessment and Environmental Product Declarations (EPDs) to create market pull for lower-carbon concrete.
- Practical pathways to help members cut emissions while maintaining performance and safety.

3. Resource Access & Security, Lower Regulatory Burden, Logistics & Workforce

- Streamlined approvals and best-practice planning to secure long-term resource access.
- A productive, safe supply chain and targeted action on skills, attraction and retention.

It’s an evolution that keeps CCAA influential, relevant, collaborative and future-focused, for our members, partners and the communities we build.

To deliver the Plan, CCAA has established a series of expert Working Groups focused on driving measurable outcomes in key areas:

- Sustainable Procurement
- Lower Carbon Concrete Definitions & Rating Systems
- Concrete Emissions Metric Development
- Standards and Specifications
- AS3972 Cement Standard
- Respirable Crystalline Silica (RCS)
- Resource Access & Protection
- Environmental Protection and Biodiversity Conservation (EPBC) Reforms
- National Heavy Vehicle Productivity & Safety Reform Integration
- Workforce Attraction & Retention

Updates on how CCAA is delivering against its Strategic Plan are outlined in the following pages. CCAA remains committed to regularly reviewing and evolving its Strategic Plan to ensure the industry continues to deliver the infrastructure shaping Australia’s future.



2025 Policy Agenda

In 2025, CCAA advanced a proactive and solutions-focused policy agenda that reinforced its role as the trusted voice of the heavy construction materials industry.

Guided by the organisation’s 2025–27 Strategic Plan, CCAA continued to engage with governments, regulators, and key industry partners across Australia to influence the policy settings that support sustainable infrastructure delivery, secure resource access, and foster a strong, safe, and skilled workforce.

Throughout the year, CCAA made numerous formal submissions to national and state consultations covering economic reform, climate and energy policy, biodiversity and planning frameworks, infrastructure strategy, and safety regulation. This sustained engagement ensured that the needs of the industry were well represented in reform processes that shape Australia’s long-term infrastructure and sustainability outcomes.

Policy Submissions and Government Engagement

CCAA made more than 25 formal submissions throughout 2025 across national and state jurisdictions, advocating for practical, evidence-based reforms. These included contributions to major reviews such as the National Competition Policy Analysis, the Productivity Commission’s Circular Economy Inquiry, Victoria’s 30-Year Infrastructure Strategy, Queensland’s Environmental Protection Act reforms, and South Australia’s first Biodiversity Act

Through this sustained engagement, CCAA ensured that the industry’s priorities, secure resource access, sustainability, efficient regulation, and workforce capability, were considered in evolving policy frameworks. Collaboration remains central to this effort, with CCAA maintaining close relationships

with departments, regulators and Ministers to advance national consistency in standards and regulations, while reducing duplication across jurisdictions.

Respirable Crystalline Silica (RCS)

Worker health and safety remained a core priority in 2025, with CCAA continuing to lead nationally on consistent and practical controls for Respirable Crystalline Silica (RCS) across quarries, concrete batch plants and construction interfaces. Through ongoing engagement with members, regulators and health specialists, CCAA strengthened national alignment on monitoring, engineering controls and health surveillance.

In March, CCAA hosted the Spotlight on RCS Safety workshop in Sydney, bringing together regulators, hygienists and member companies to examine emerging regulatory changes and share best practice. The program highlighted updates to the CCAA RCS Guidance Note, advancements in wet cutting and enclosure systems, and new approaches to exposure monitoring and health screening. The event also launched the CCAA WHS Reference Group, established to promote consistent implementation and provide expert input into national regulatory discussions.

CCAA’s advocacy intensified later in the year. In August, the Association wrote to Safe Work Australia (SWA) urging retention of the current Workplace Exposure Standard (WES) of 0.05 mg/m³. The submission outlined technical and enforcement limitations of the proposed 0.025 mg/m³ limit, noting that it would be unmeasurable in open-air environments and inconsistent with international benchmarks. It also demonstrated that the change would impose significant costs with limited health benefit.

In September, CCAA followed up with further correspondence to SWA Members responding to the Draft Regulation Impact Statement (DRIS).

This submission reinforced the industry’s position with additional data on exposure measurement and control feasibility, highlighting the need for a balanced, evidence-based approach to policy.

Through the RCS Working Group and national forums, CCAA continued to drive awareness, education and best practice adoption, supporting safer workplaces and harmonised national standards for silica dust management.

Environment Protection and Biodiversity Conservation Act Reform

Throughout 2025, CCAA has been an active and influential stakeholder in the development of Australia’s Nature Positive Plan and the broader reform of environmental assessment frameworks. Drawing on insights from across the heavy construction materials industry, CCAA has worked to ensure that these reforms deliver clear rules, predictable pathways, and genuine environmental outcomes that balance protection with productivity.

In its formal letter to government and subsequent media statements, CCAA set out a clear position supporting the objectives of the Nature Positive agenda — particularly the goal of halting and reversing biodiversity loss — while calling for a practical, risk-based approach to implementation. The association emphasised that regulatory frameworks must provide certainty for long-term investment, ensure consistent national standards, and recognise the significant contribution of the sector to rehabilitation, resource efficiency, and circular economy outcomes.

Through detailed submissions on the GBCA Nature Positive Roadmap, the NSW Biodiversity Conservation Regulation review, and ongoing EPBC Act reform consultations, CCAA reinforced its advocacy for risk-tiered assessment, transparent offsets, and open data systems that improve accountability and reduce delay. These principles were echoed in CCAA’s public communications,

which called for stronger collaboration between industry, government, and community to achieve shared environmental goals.

The Resource Access and Protection Working Group has continued to support this agenda by contributing practical expertise to the design of workable frameworks that maintain biodiversity integrity while securing the efficient, reliable supply of essential materials. In parallel, CCAA has advanced its long-standing priorities around strategic resource corridors and interface management, addressing key issues such as traffic, noise, dust, and rehabilitation to ensure both community amenity and national productivity.

Together, the letter, submissions, and public statements reflect CCAA’s commitment to constructive engagement and evidence-based reform — positioning the industry as a proactive partner in delivering a Nature Positive future for Australia.

Progress on the Decarbonisation Facilitation Plan

In 2025, CCAA continued to drive action under the Industry Decarbonisation Facilitation Plan, released in late 2024 as a joint initiative with the Cement Industry Federation. The plan sets out a clear, practical framework for achieving net zero carbon cement and concrete by 2050, building on the earlier Decarbonisation Pathways for the Australian Cement and Concrete Sector report (2021).

Designed as a “plan-on-a-page,” the Decarbonisation Facilitation Plan outlines nine key pathways that together shape the industry’s transition — from zero-emission electricity and transport to innovation in design and construction, increased use of supplementary cementitious materials, and the eventual deployment of carbon capture and storage technologies.

It also highlights the importance of market enablers such as supportive policy settings, renewable energy access, and consistent regulatory frameworks that encourage investment in low-carbon solutions. The plan delivery depends on the positive regulatory and government support that enables and incentivises decarbonisation, being critical to success across all pathways.

In practice, the plan is guiding CCAA's work to support our members to integrate materials efficiency, process optimisation, alternative fuels and emerging carbon reduction technologies across Australia's materials, markets, and infrastructure systems. Near-term priorities remain focused on building adoption and capability: aligning standards and approvals with scientific evidence, developing new technical skills in low-carbon mix design and verification, and ensuring that procurement frameworks reward durable, high-performing, lower-carbon outcomes.

Through this plan, CCAA is also promoting value-for-money procurement that recognises lifecycle performance and verified carbon outcomes, demonstrating that lower-carbon infrastructure can deliver greater durability and resilience. These initiatives continue to be supported by partnerships with Infrastructure Australia, the Global Cement and Concrete Association (GCCA), and federal agencies, which are helping integrate embodied carbon considerations into national infrastructure frameworks.



Policy Committees and Working Groups

The National Industry Committee (NIC) and Sustainability & Technical Committee (STC) provided strong leadership throughout 2025, guiding CCAA's national policy, advocacy and technical agenda. Working in tandem, the committees ensured that industry priorities were advanced through evidence-based advocacy, rigorous technical input and collaboration across all jurisdictions.

National Industry Committee

The NIC led national engagement on key reform areas, including planning, approvals and resource protection. It strengthened advocacy for streamlined development processes and consistent regulation, supporting industry access to essential construction materials. The committee maintained leadership on health and safety by coordinating the national position on respirable crystalline silica (RCS) and overseeing publication of the updated Workplace Health and Safety Guideline – Management of RCS in Quarries (2025). It also shaped CCAA's unified response to the Federal Government's Nature Positive environmental reforms and engaged directly with regulators on heavy vehicle productivity, safety and decarbonisation initiatives. In parallel, the NIC elevated workforce attraction and retention as a strategic priority, helping position the industry to meet future infrastructure demand.

Working Groups Driving Policy Delivery

To strengthen delivery of its strategic priorities, The NIC established expert Working Groups,

bringing together member representatives, technical specialists, and CCAA staff to shape and implement policy and regulatory outcomes. These groups translate strategy into action — ensuring that every reform pursued by CCAA is informed by industry expertise and guided by practical implementation insights.

RCS (Respirable Crystalline Silica) Working Group

The RCS Working Group has led national coordination on respirable crystalline silica management and regulatory reform. Its focus remained on maintaining a consistent, risk-based national Workplace Exposure Standard of 0.05 mg/m³, while promoting best-practice safety management and training across operations. The group contributed to policy discussions with Safe Work Australia and supported publication of the updated CCAA Workplace Health and Safety Guideline: Management of Respirable Crystalline Silica in Quarries (2025). This work reinforces CCAA's leadership in practical, evidence-based health and safety management.

Resource Access & Protection Working Group

This Working Group guided advocacy to secure long-term, proximate and efficient access to essential construction material resources. Its work promoted streamlined approvals, protection from incompatible land uses, and integration of quarry planning into regional frameworks. Drawing on evidence such as the South-East Queensland Supply-Demand Assessment, the group progressed the development of Heavy Construction Materials Plans (HCMPs) in several jurisdictions. These initiatives have strengthened engagement with governments and improved understanding of the sector's role in supporting infrastructure delivery.

EPBC Reforms Working Group

The EPBC Reforms Working Group coordinated industry input into the Federal Government's Nature Positive reforms to the Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act). The group advocated for balanced reform that enhances biodiversity protection while reducing duplication and delays in approvals. CCAA's position emphasises a complete and transparent reform package, state and territory accreditation under clear national standards, and decision-making by elected officials. Through direct engagement with the Department of Climate Change, Energy, the Environment and Water EPBC Reform Taskforce and collaboration with other peak bodies, CCAA ensured that industry perspectives were reflected in ongoing policy development.

National Heavy Vehicle Productivity & Safety Reform Integration Working Group

The Heavy Vehicle Working Group has been addressing national reforms in heavy vehicle productivity, safety and decarbonisation. It provided industry expertise on the evolving National Heavy Vehicle Law, Driver Competency Framework and Automated Access System

(NAAS). The group's work informed policy positions on performance-based standards, access management, and scalable safety management system requirements. It also supported the design of a national forum to consolidate industry views and guide future advocacy on heavy vehicle productivity, safety and emissions reduction.

Workforce Attraction & Retention Working Group

In response to tightening labour markets, the Workforce Working Group advanced initiatives to strengthen recruitment, training and retention across the cement, concrete and quarrying sectors. Its activities focused on promoting the industry as an employer of choice, improving training pathways, and engaging with government on skilled-migration and workforce policy settings. This coordinated approach is supporting long-term capability and the workforce capacity required to deliver Australia's infrastructure pipeline.



State Committee Achievements 2025

Sustainability & Technical Committee

The Sustainability & Technical Committee (STC) strengthened CCAA's sustainability and technical leadership in 2025, progressing a coordinated program of work to support decarbonisation and the industry's net zero 2050 ambition, updated standards and enhance product lifecycle performance transparency across the construction materials sector.

A key focus was industry measurement and benchmarking. The Committee advanced two cornerstone initiatives — the Concrete Emissions Metric Project and the Australian Adoption of the GCCA Global Ratings for Low Carbon and Near Zero Concrete — which together provide the foundation for consistent, credible carbon measurement across Australia's concrete supply chain.

The Concrete Emissions Metric Project, launched in late 2025, is developing the first national methodology to measure the upfront emissions of ready-mix concrete. Delivered with Oxford Economics Australia and Thinkstep, the initiative will establish an independently verified, transparent metric that tracks industry progress towards the Industry's Net Zero 2050 ambition. This project represents a major step forward in data credibility and transparency, ensuring emissions reporting is both internationally aligned and locally relevant.

Complementing this, the STC led the Australian Adoption of the Global Cement & Concrete Association (GCCA) Global Ratings System for Low Carbon and Near Zero Concrete, localising the international framework to reflect Australian concrete strength grades. The Australian model extends the GCCA's 20–50 MPa range to include mixes from less than 20 MPa up to 100 MPa, maintaining

consistency with international environmental reporting standards. This work positions our industry as a global leader in emissions rating models and supports engagement with government and programs such as Green Star, NABERS, and the Infrastructure Sustainability Council.

The Committee also launched a major new Sustainable Procurement Workstream, focused on enabling and supporting procurement practices that accelerate the use of lower-carbon concrete. This workstream will oversee a Strategic Insights Paper and a national workshop bringing together members, government and supply chain partners to identify the policy and specification levers that can deliver meaningful emissions reductions through procurement practices and decisions. By shifting procurement to become a decarbonisation enabler, the workstream will help embed whole of life -carbon based decision-making across public and private infrastructure projects.

Other highlights included CCAA's ongoing leadership in the AS3972 Cement Standard Review to enable the uptake of lower carbon concrete, the SmartCrete Recarbonation Project, and continued representation on 25 Standards Australia committees, ensuring that product performance and sustainability frameworks evolve in step with global best practice.

Through these initiatives, the STC has positioned CCAA and its members at the forefront of technical and sustainability advancement — translating research and global collaboration into practical tools that strengthen industry credibility, performance, and transparency.

New South Wales / Australian Capital Territory

- Hosted a State Committee meeting at Parliament House attended by the NSW Treasurer, Minister for Environment, Minister for Planning and Minister for Industrial Relations.
- Delivered the RCS Awareness – Regulations and Best Practice Safety Management event in Sydney on 25 March.
- Continued collaboration with DCCEEW and biodiversity specialists to align quarry project assessments under the Strategic Offset Delivery Arrangement.
- Established our technical working group to formally collaborate with Transport for NSW which has resulted in a return to 90-minute delivery protocols and secured a change to testing which was going to cost each quarry \$40k and create significant backlogs. This has led to a more streamlined approach.
- Participated in the AIG / ACCI WorkSafe Conference on the review of silica exposure limits, contributing to national discussions on industry impacts and compliance approaches.
- Maintained ongoing liaison with key infrastructure and planning agencies to progress technical and policy issues affecting approvals, and to support concrete waste recycling in quarries.

Queensland

- Finalised a South-East Queensland (SEQ) Supply and Demand Study which attracted strong media coverage, including through the Courier Mail and on ABC Drive.
- Delivered the Olympic Insights Breakfast (29 October), the Industry Insights Infrastructure Breakfast (12 June), and the CCAA Council Dinner (20 March) in Brisbane.
- Commenced discussions with State Government on interventions to address quarry supply constraints.
- Finalised submission to QLD Productivity Commission Review into construction productivity with key issues identified in the report.
- Finalised the SEQ Mayoral Engagement Strategy leading to stronger and more effective relationships with the industry.
- Finalised submissions and engaged with the Gold Coast and Sunshine Coast City Councils on planning reforms.
- Conducted a Senior Safety Leaders Workshop to identify the industry's safety priorities including improvements to safety regulation.
- Expanded the Department of Transport & Main Roads/CCAA Strategic partnership to include heavy-vehicle productivity and safety and materials supply priorities.
- Provided submissions to the Department of Environment on the 2025 Waste Review and Environmental Protection Act reforms where key outcomes were secured.



South Australia/Northern Territory

- Regular engagement with key Ministers and Government agencies across SA and NT.
- Delivered the Industry Insights Budget Breakfast (18 June) with Jon Whelan and the CCAA Council Dinner with Minister Koutsantonis (28 August) in Adelaide.
- Collaborated with DEW, DEM, SACOME and AMEC to promote proportional and practical regulatory approaches in South Australia’s first Biodiversity Act and amendments to the Mining Act.
- Maintained the integrity of “Private Mines” through the 2025 Mining Act review.
- Worked with DEM towards the implementation of Quarry Planning overlays to protect quarries from urban encroachment.
- Partnered with SafeWork SA and MAQOHSC to ensure balanced and achievable workplace-safety requirements.
- Supported inclusion of sustainable procurement objectives within state procurement frameworks.
- Strengthened our relationship with the EPA through the licence fee review, successfully advocating for no fee increases; and through industry climate resilience committees.
- Worked with government and industry partners to counter misinformation regarding quarry dust generation and impacts.

Tasmania

- The Liberal Party’s 2025 Economic Statement reflected several CCAA policy priorities from the association’s election platform.
- Delivered the sold out Post-Budget Industry Insights Lunch with Treasurer Abetz, attended by government and industry leaders.
- Successfully engaged with Minister’s and EPA Tas to reform the EPA approval process.
- Held sold out Pit to Plant Site Tour for EPA regulators.
- Contributed to Mineral Resources Tasmania’s sand inventory report, providing policy solutions to the critical concrete sand supply shortage in SE Tasmania.
- Contributed to carbon reduction, waste and circular-economy policy development through participation in state-level consultations.
- Strengthened CCAA’s profile with State Government departments and officials, ensuring constructive engagement on policy issues.
- Continued collaboration with members and Government to advance industry sustainability and compliance initiatives.

Victoria

- Delivered the CCAA Council Dinner with Minister for Energy & Resources with strong attendance from government and industry leaders.
- Advocated for sustainable procurement principles to be embedded across major Victorian projects.
- Submitted a response to Resources Victoria’s proposal to increase extractive-industry application fees by 234%.
- Contributed to the development of the Victorian Freight Plan 2025–2030 and related infrastructure planning discussions.
- Continued engagement with Resources Victoria on extractive resource access, transition to a duty-based mining legislation and supply issues.
- Ensured the release of the updated Joint Ministerial Statement on Extractive Resources, committing the Government to continued focus on.
- Successfully advocated for an improved rehabilitation bond framework to the Independent Review of the Quarry Rehabilitation Bond Framework.
- Successfully advocated for the extension of funding for the Resources Victoria Approval Coordination unit, facilitating the approval of 93 million tonnes of quarry resources across the State.

Western Australia

- Met with all relevant Ministers following the Labor Government returning to power in the 2025 State Election and held departmental meetings across agencies including DMPE, DWER, DoT, Westport, and DPLH.
- Represented industry interests through the DWER Recovered Materials working groups, contributing to a coal combustion products framework, Incinerator Bottom Ash (IBA) development, Delithiated Beta Spodumene (DBS) trials, and C&D reuse.
- Collaborated with Main Roads WA to substantially improve Specification 820 Concrete for Structures.
- Progressed discussions on streamlining environmental and planning approvals through inter-agency coordination.
- Advocated and supported planning of a Supply and Demand Study to inform long-term resource access strategies in the Perth/Peel Region.
- Succeeded in gaining support from Worksafe WA to advocate to SWA on maintaining the WEL for RCS.

Membership

CCAA members account for over 90% of the value of the heavy construction materials industry, with operations spanning cement manufacturing and distribution facilities, concrete batching plants, hard rock quarries, and sand and gravel extraction operations.

In 2025, CCAA strengthened its member value proposition and reached a major milestone—supporting over 100 Foundation, Ordinary, and Associate members.

By cultivating a broad and diverse membership base across the industry, CCAA has been able to tailor its policy, events, and communications activities to effectively advocate for the sector, ensuring the industry’s voice is clearly heard and understood.

Through strengthened engagement and representation, CCAA members have led a suite of impactful policy agendas via the National Industry Committee, the Sustainability & Technical Committee, and State Committees, addressing key industry priorities. The addition of working groups, aligned with the updated CCAA Strategic Plan provides further opportunities for members with technical expertise to shift the dial on important reforms.

CCAA’s expanded events program has provided members with increased opportunities to engage directly with key sector decision-makers and discuss industry pressure points with those holding the policy levers. This has been complemented by an enhanced focus on communications, further elevating the industry’s voice in national conversations.

CCAA sincerely thanks all members for their continued support in 2025 and looks forward to collaborating closely again in 2026 as significant reforms are considered across all levels of government.

Communications

In 2025, CCAA strengthened its voice as a trusted, influential advocate for the heavy construction materials industry.

Building on a strong policy foundation and sector reputation, CCAA expanded its reach across mainstream, trade, and digital platforms to better represent members and elevate industry priorities in national conversations.

CCAA maintained a consistent presence in specialist trade publications while also securing mainstream media coverage in outlets such as The Courier Mail and ABC Drive. Through partnerships with Converge, Highways Australia, and Infrastructure Magazine, CCAA reached new audiences and showcased the sector’s critical role in delivering Australia’s infrastructure.

Increased communications resourcing has enabled CCAA to grow its digital presence, with a more than 20 per cent increase in LinkedIn followers, now approaching 13,000 followers. This has strengthened the organisation’s ability to share timely updates, insights, and industry news with professionals across the construction materials supply chain.

CCAA maintained regular, constructive engagement with government and community stakeholders at both state and federal levels. Highlights included hosting a NSW State Committee meeting in the NSW Parliament, attended by the Treasurer and senior Ministers, as well as establishing new relationships with Ministers and officials following elections in Tasmania and Queensland.

Through its expanded events program and direct briefings with decision-makers, CCAA continues to influence policy outcomes and advocate for the sustainable, productive, and safe delivery of infrastructure across Australia.

These efforts reinforce CCAA’s role as the authoritative voice of the heavy construction materials industry, credible, connected and committed to representing its members and the communities they help build.



Event Calendar

DATE	LOCATION	EVENT NAME	KEYNOTE SPEAKER	SPONSOR
14 Nov	Hobart	Industry Insights Budget Lunch	Hon Eric Abetz MP Treasurer	Komatsu Maxfield Drilling
29 Oct	Brisbane	Olympic Insights Breakfast	Simon Crooks Chief Executive Officer Games Independent Infrastructure Coordination Authority (GIICA)	AEL Distribution
28 Aug	Adelaide	CCAA Council Dinner	Hon Tom Koutsantonis MP Minister for Infrastructure and Transport Minister for Energy and Mining	Delmix Engineering
26 Jun	Melbourne	CCAA Council Dinner	Hon Lily D'Ambrosio MP Minister for Energy and Resources	Mapei
18 Jun	Adelaide	Industry Insights Budget Breakfast	Jon Whelan Chief Executive Department for Infrastructure and Transport	AEL Distribution
12 Jun	Brisbane	Industry Insights Infrastructure Breakfast	Adrian Hart Associate Director Construction and Infrastructure Oxford Economics Australia Dennis Walsh Chief Engineer Department of Transport and Main Roads (TMR) Allan Uhlmann Program Director Department of Transport and Main Roads (TMR)	XYPEX Australia
25 Mar	Sydney	RCS Awareness-Regulations and best practice safety management	Marcus Brooks Occupational Hygiene Manager Robson Environmental	Australian Chamber of Commerce and Industry
20 Mar	Brisbane	CCAA Council Dinner	Hon Brent Mickelberg MP Minister for Transport and Main Roads	Boral

Networking & Events

In 2025, CCAA delivered a dynamic national program of events and engagement activities that brought members, policymakers, and industry partners together to collaborate, learn, and influence the future of the heavy construction materials sector.

The calendar featured a diverse mix of Council Dinners, Industry Insights events, specialised forums and educational courses, each designed to strengthen connections and share practical insights.

Right across the nation, CCAA's events provided opportunities for direct dialogue with government and industry leaders. Highlights included keynote addresses from Hon Tom Koutsantonis MP, Hon Lily D'Ambrosio MP, Hon Eric Abetz MP, and Hon Brent Mickelberg MP, alongside presentations from industry experts such as Simon Crooks (Games Independent Infrastructure Coordination Authority) and Adrian Hart (Oxford Economics Australia).

Regardless of the location, CCAA events attracted strong turnouts, creating valuable spaces for members to discuss infrastructure priorities, sustainability, workforce challenges and economic trends.

These networking activities were complemented by CCAA's industry education courses and

committee meetings, which continued to build capability and deepen member engagement. The National Industry Committee, National Sustainability & Technical Committee, and State Committees each played a vital role in advancing policy and technical agendas, supported by regular forums and member roundtables.

Events were made possible through the support of many sponsors including Boral, AEL Distribution, Mapei, Komatsu, Maxfield Drilling, Xypex, and Delmix Engineering, helping to expand CCAA's reach and deliver high-quality events across Australia. The association also partnered with the Australian Chamber of Commerce and Industry to deliver the RCS Awareness – Regulations and Best Practice Safety Management Forum in Sydney, highlighting CCAA's commitment to improving safety and best practice outcomes across the industry.

Through its events, education, and committee engagement, CCAA continues to strengthen the relationships and knowledge that underpin the industry's success. In 2026, the association will build on this momentum, expanding its national program to offer even greater opportunities for connection, capability building and collaboration in support of members and the communities they serve.



National and International Communications

Across 2025, CCAA strengthened its profile and influence across both national and international stages, reinforcing its position as the trusted and authoritative voice of the heavy construction materials industry.

Through strategic engagement and visible leadership, CCAA continued to build recognition of the sector’s contribution to the infrastructure that underpins Australia’s economic growth and sustainability ambitions.

CCAA’s Chief Executive Officer represented the organisation and its members at an extensive series of major industry forums, delivering keynote addresses, panel contributions, and thought leadership presentations at the Civil Contractors Federation Summit, Highways Australia Conference, Converge Expo, Major Projects Conference, NSW InMotion, Foundations and Frontiers 25, Queensland Transport Infrastructure Conference, and Major Projects Conferences in New South Wales, Victoria, South Australia and Western Australia.

Across these events, CCAA shared evidence-based insights on key issues shaping the industry, from sustainable procurement and decarbonisation pathways to workforce attraction, logistics, and materials supply. The consistent presence of CCAA at these high-profile national platforms has further strengthened relationships with policymakers and key stakeholders, while lifting the visibility of members’ expertise and innovation.

On the global stage, CCAA was represented at the Global Cement and Concrete Association (GCCA) Annual Conference in Mexico, positioning Australia

at the forefront of the international dialogue on low-carbon concrete and sustainable construction. Participation in this global forum allowed CCAA to exchange knowledge and best practice with international peers, demonstrating the Australian industry’s leadership in developing practical, science-based solutions to reduce embodied carbon while maintaining safety, performance, and durability.

These engagements have helped cement CCAA’s reputation as a credible, collaborative and future-focused voice for the heavy construction materials industry.

By showcasing the collective achievements of its members, sharing Australia’s progress in sustainability, and representing the industry in global discussions, CCAA continues to elevate its profile and influence, ensuring that the priorities of its members are recognised and understood in both national policy and international strategy settings.

As CCAA continues to expand its reach and engagement, the association remains focused on using its growing platform to promote the essential role of heavy construction materials in building the resilient, low-carbon infrastructure that will shape Australia’s future.

GCCA SUMMIT REPORT

In June, CCAA Chief Executive Michael Kilgariff represented Australia at the **Global Cement and Concrete Association (GCCA) CEO Gathering and Circular Cities & Policy Summit** in Mexico City.

His report captured global momentum around decarbonisation, circularity and nature-based solutions in the built environment, reinforcing Australia’s leadership role in these conversations.

Key insights from the report included:

- The release of the updated GCCA Net Zero Roadmap 2025, outlining new milestones and frameworks for carbon reduction.
- A growing international focus on performance-based standards, low-carbon procurement, and carbon border mechanisms to support fair, sustainable trade.
- Evidence of rapid innovation through GCCA’s global research networks, start-up collaborations, and large-scale demonstration projects.

- Site visits and case studies, including Cemex’s Tepeaca Plant, showcasing world-class circular economy practices and industrial-scale emissions reduction.

CCAA’s participation and subsequent report strengthened its global engagement and ensured Australian perspectives continue to shape international approaches to sustainable construction, materials decarbonisation and circular cities.



Industry Education

As part of CCAA's commitment to promoting the industry as an employer of choice, we continue to deliver specialised education and training opportunities for members and individuals across the sector.

CCAA's Learning and Development programs support upskilling and knowledge sharing, helping build a skilled, adaptable workforce for the future.

In 2025, CCAA strengthened its educational offering through ongoing delivery of the Agitator Rollover Prevention Course, Concrete Basics Course, Concrete Practice Course, and the reinstatement of the Concrete Technology Course. Each program is carefully tailored to ensure participants can readily apply their learning in the field, drawing on the expertise of technical specialists from across the membership base.

The CCAA Concrete Technology Course (CTC) remains one of CCAA's flagship professional development programs and a benchmark for technical excellence in the Australian construction materials industry. Designed for experienced technical staff, engineers, and managers, the course provides an in-depth understanding of concrete materials, production, performance, and innovation. Delivered in two intensive three-day blocks, it features 28 modules grouped into six key learning areas — from materials science, mix design and testing, to finishing practices, durability, and sustainability.

Participants undertake practical learning activities including case studies, laboratory visits, and mix design exercises, culminating in a formal assessment and open-book examination. A minimum 75% total mark is required for successful completion, with graduates receiving formal certification recognised across the industry. Completion of the CTC also provides a pathway to the Advanced Concrete Technology Course (ACT), supporting career progression and leadership within the sector.

The program's strength lies in its collaboration: CCAA engages highly experienced industry specialists as facilitators, ensuring that the content reflects real-world practice and the latest developments in concrete technology. This approach ensures the course remains current, practical, and directly aligned with the needs of a modern, sustainable construction industry.

Once again, there was strong demand for the Concrete Technology Course, with participants from across Australia representing producers, contractors, engineers, and government agencies. The mix of theory, applied learning, and industry-based assessment continues to make it a defining experience in professional development for the sector.

CCAA reviews all education content annually to ensure learning outcomes remain relevant and aligned with industry needs. As the nation continues to face workforce challenges, we remain focused on highlighting the exceptional skills within our sector, the diverse career pathways available, and the vital contribution our industry makes to Australia's future.



APPENDIX

November

13 November 2025 | NAT

Smarter Procurement and National Standards Key to Delivering Australia’s Infrastructure Pipeline

12 November 2025 | QLD

CCAA Backs Queensland's Sustainable Procurement Push

12 November 2025 | NSW

CCAA Welcomes NSW Housing Reforms and Encourages Sustainable Delivery

11 November 2025 | VIC

CCAA Welcomes Infrastructure Victoria's Infrastructure Strategy

6 November 2025 | NAT

Tasmanian Budget Highlights Need for Heavy Construction Materials Plan

October

27 October 2025 | NAT

CCAA welcomes BCA focus on reliable low-emission construction materials

7 October 2025 | NAT

CCAA Notes EPBC Reform and Sets Out an Industry-Backed Pathway

September

19 September 2025 | SA

CCAA Responds to Appointment of South Australian Ministers to Key Portfolios

18 September 2025 | NAT

CCAA Responds to New National Climate Target and Sector Transition Plans

16 September 2025 | NAT

CCAA Calls for Procurement that Rewards Resilience, Durability and Whole-of-life Value

9 September 2025 | NAT

CCAA Welcomes Treasurer-Led Reforms on National Standards and Heavy Vehicles

5 September BOS SII

August

4 August 2025 | VIC

CCAA Welcomes Victorian Statement on Quarry Approvals and Resource Access

July

1 July 2025 | TAS

CCAA Releases 2025 Tasmanian Election Policy Priorities

June

24 June 2025 | QLD

Queensland Budget to Drive Unprecedented Demand for Heavy Construction Materials

24 June 2025 | NSW

CCAA Welcomes NSW Budget, Reaffirms Need for Heavy Construction Materials Plan

20 June 2025 | WA

WA Budget: CCAA warns of dangers of dip before next infrastructure boom

17 June 2025 | NSW

CCAA Media Release - Melinda Pavey appointed CCAA NSW State Director

5 June 2025 | SA

CCAA Welcomes SA Budget, Reaffirms Need for a Construction Materials Plan

May

20 May 2025 | VIC

Victorian Budget Reaffirms Central Role of Infrastructure

14 May 2025 | NSW

CCAA Welcomes Draft NSW Circular Plan, Urges Regulatory Reform Critical to Success

2 May 2025 | QLD

CCAA Urges Practical Waste Reform to Unlock Circular Economy Potential in Queensland

April

16 April 2025 | QLD

CCAA Releases New Fire Ant Management Guideline to Support Qld Quarries

March

25 March 2025 | QLD

CCAA welcomes 2032 Games Delivery Plan and 100 Day Review

17 March 2025 | SA

CCAA Welcomes South Australia’s 20-Year Infrastructure Strategy

A full list of CCAA media Releases can be accessed [here](#).

2025 POLICY SUBMISSIONS

November

11 November 2025 | NAT

Submission to the Inquiry into the Environment Protection Reform Bill 2025

7 November 2025 | NAT

Draft National Heavy Vehicle Driver Competency Framework

7 November 2025 | NAT

Heavy Vehicle Charges Consultation Report (2026–27)

October

24 October 2025 | VIC

Draft Risk Management and Monitoring Program Guideline

September

8 September 2025 | VIC

Victorian Quarry Rehabilitation Bond Review

5 September 2025 | TAS

Independent Review of the Climate Change (State Action) Act 2008

4 September 2025 | NAT

Submission on the National Competition Policy Analysis 2025 Interim Report

August

28 August 2025 | NAT

Submission on the Draft GBCA Nature Positive Roadmap for New Developments

8 August 2025 | NSW

CCAA Submission on Potential Amendments to Biodiversity Conservation Regulation 2017 Consultation Paper

4 August 2025 | NAT

Submission on Reforms to Improve Use and Recognition of Standards in Regulation

July

25 July 2025 | NAT

CCAA Submission to the Economic Reform Roundtable

7 July 2025 | QLD

Consultation Paper – Environmental Protection Act 1994 and other Portfolio Amendments

3 July 2025 | TAS

Consultation Draft - Future Clean Fuels Strategy

June

26 June 2025 | QLD

CCAA Letter to QLD Waste Strategy 2025

23 June 2025 | VIC

CCAA submission on fees RIS

16 June 2025 | SA

CCAA Submission to the SA Mining Act Review 2025

6 June 2025 | NAT

CCAA/CIF Submission to National Competition Policy Analysis 2025

4 June 2025 | QLD

CCAA RSHQ Psychosocial Management Options Paper 2025

April

28 April 2025 | VIC

Victoria’s Draft 30-Year Infrastructure Strategy

24 April 2025 | TAS

Revised Land Use Planning and Approvals (Development Assessment Panel) Bill 2025

18 April 2025 | NAT

CCAA Submission on the Development of a National Construction Strategy for Transport Infrastructure

11 April 2025 | VIC

Draft Pre-Application Engagement Guidance

11 April 2025 | NAT

Submission on the Productivity Commission Interim Report on Australia’s Circular Economy

10 April 2025 | ACT

Submission on the Strategic Examination of Research and Development Discussion Paper

8 April 2025 | VIC

Victoria’s Draft Climate Change Strategy

March

7 March 2025 | SA

Submission on the South Australian Biodiversity Bill 2025

January

31 January 2025 | NAT

2025 - 2026 Pre-Budget Submission

24 January 2025 | SA

CCAA Submission – Review of the Environment Protection (Waste to Resources) Policy 2010

10 January 2025 | QLD

Resources Cabinet Committee - Streamlining Development Approvals for Quarries

A full list of CCAA submissions can be accessed [here](#).

2025 PRESENTATIONS

Affordable & Sustainable Infrastructure for NSW | 15th Annual NSW Major Projects Conference

Fostering discussions on the future of the Cement Concrete and Aggregates Industry | Queensland Transport Infrastructure Conference

CCAA meeting with the Gold Coast City Full Council

The South Australian Infrastructure Pipeline and Sustainability in The Heavy Construction Materials Industry | South Australian Major Projects Conference

RCS Awareness: Regulations and best practice safety management

Affordable & Sustainable Infrastructure for Western Australia | WA Major Projects Conference

A full list of CCAA presentations can be accessed [here](#).

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