

Strategic Plan 2025-2027





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.

Nationally, the [industry contributes](#) \$20.7 billion to GDP and supports 112,970 jobs across Australia. It generates \$6.8 billion in direct value added and underpins activity across the broader economy through extensive supply chain and induced effects.

Heavy construction materials form the first link in Australia's \$175 billion construction sector and support delivery of the nation's \$242 billion public infrastructure pipeline.

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

Influencing the political, regulatory and market environment to ensure growth of the industry

Supporting the industry's licence to operate

Leading the understanding of our industry and its vital role in society

ENABLERS

Representative – a strong network of engaged members representative of industry

Influential – effective relationships with external stakeholders

Capable – skilled people

STRATEGIC PRIORITIES

Advocacy & Reputation

Sustainability & Decarbonisation

Resource Access and Security, Lower Regulatory Burden, Logistics & Workforce

VALUES

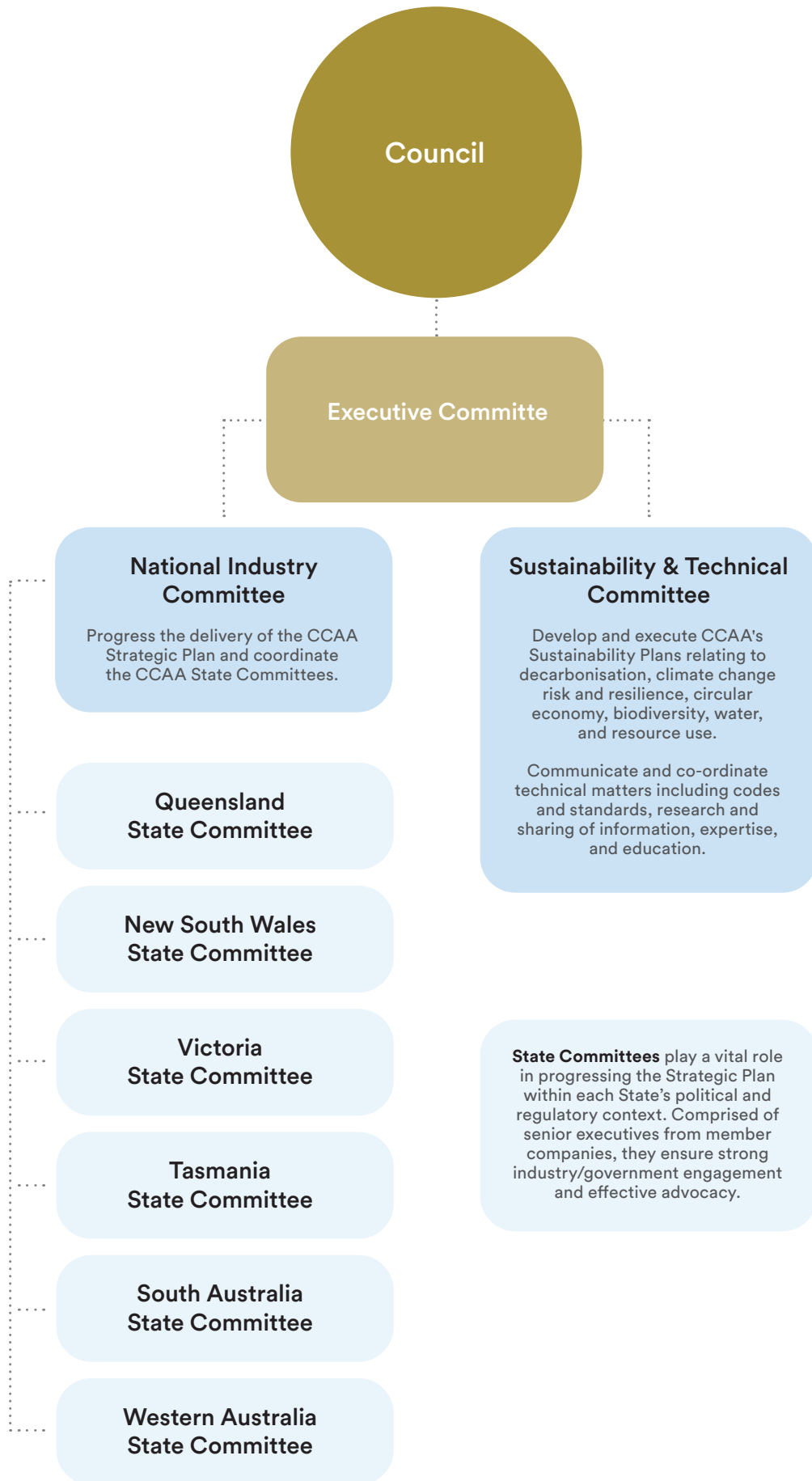
Influential Leader

Collaborative Partner

Dedicated Advocate

Sustainability Champion

Committee Structure





Strategic Policy Priorities

CCAA STRATEGIC PRIORITIES	FOCUS AREA	STRATEGIC WOBJECTIVES
1. ADVOCACY & REPUTATION	Stakeholder influence	Leading on advocacy, policy engagement and industry promotion
	Social licence to operate	Strengthen industry's reputation Communicating awareness of the industry's contribution and role
2. SUSTAINABILITY & DECARBONISATION	Biodiversity	Streamlined, workable and effective environmental approvals processes
	Decarbonisation Facilitation Plan	Collaborate with key government & industry stakeholders to deliver the industry objective set by the Decarbonisation Pathways for the Australian Cement and Concrete Sector Report
	Circular economy	Remove barriers for a circular economy
	Sustainable procurement	Industry appropriate material specifications
3. RESOURCE ACCESS AND SECURITY, LOWER REGULATORY BURDEN, LOGISTICS & WORKFORCE	Access to resource materials	Secure the sustainable supply of heavy construction materials to support the development of our nation's transport, energy, water, housing, defence and social infrastructure Planning protection for member operations
	Regulatory & cost barriers	Streamline environmental and development approvals processes Facilitate the continuous improvement of HSE issues Improve technical standards and specifications
	Productive and safe logistics	A productive and safe heavy construction materials supply chain
	Workforce attraction and retention	Promoting the industry as an employer of choice and pathway opportunities

Implementing the Strategic Plan

THE INFLUENTIAL LEADER

CCAA is the leading voice of the heavy construction materials industry, recognised for its influential advocacy and leadership in Australia.

THE COLLABORATIVE PARTNER

CCAA's role in advocacy and collaboration with industry and government stakeholders is vital - our aim is to ensure our industry's voice is clearly heard and understood.

THE DEDICATED ADVOCATE

CCAA promotes the critical importance of Australia's heavy construction materials industry to government, industry, and the community, highlighting its essential role in supporting the nation's transport, energy, water, housing, defence, and social infrastructure.

THE SUSTAINABILITY CHAMPION

CCAA is committed to advancing sustainable practices and innovations to ensure the long-term success and viability of the industry.

Policy

Advance the CCAA policy agenda through robust collaboration and consultation with government and industry, building on trusted relationships with government officials.
Provide a neutral platform where industry and government can work together towards mutually beneficial outcomes.

Membership

Cultivate a broad and diverse membership base across the heavy construction materials industry.

Communications

Establish and maintain a strong, regular communication network with industry, government, and community stakeholders.
Engage and collaborate effectively with national and state governments to ensure consistent and productive dialogue.

Networking & Events

Create unique opportunities for government and industry leaders to come together, share insights, and collaborate on advancing key policy issues.

National & International Connections

Forge and nurture robust connections with national and international organisations and leaders.
Ensure active engagement in numerous international bodies within the heavy construction materials sector.
Harness and promote international expertise and leverage these connections to advance Australia's heavy construction materials industry.

**Cement Concrete &
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