

CCF ANNUAL REPORT

FY2025



**CIVIL CONTRACTORS
FEDERATION**



Table of Contents

Chairman's Report	1
CEO's Report	3
Treasurer's Report	5
Our Structure	6
Our Mission for 2025 - 26	8
Our Priorities	9
FY2025 Submissions	11
Advocacy and Policy Engagement	12
Key 2025 Representations	14
Members Communications	17
Media	18
Events	19
Our People	20
Partners	21



CHAIRMAN'S REPORT

It is my pleasure, as CCF National President, to present this year's Chair's Report, reflecting on the significant progress achieved by the Civil Contractors Federation National Office, which comprises of the Civil Contractors Federation National Registered Organisation and Civil Contractors Federation Australia Limited, on behalf of the civil construction industry in 2024/25.

This year has been defined by growth, stability, and continued momentum under the leadership of our CEO, Nicholas Proud, whose focus on national advocacy, workforce reform, and industry collaboration has further strengthened CCF's position as the voice of civil construction in Australia.

The small and effective team in the National Office continues to deliver outstanding policy representation and practical support to our members, ensuring our industry's priorities remain firmly on the national agenda.

The CCF's visibility and influence have continued to grow throughout 2025. Our engagement with ministers, departments, regulators, and the media has ensured that the interests of civil contractors are heard clearly and consistently across the nation.



The credibility of the Federation's advocacy has been reinforced through constructive, solutions-focused dialogue with all sides of politics and the public service.

A central focus this year has been the delivery of the CCF National Policy Platform, confirmed by the Board at our February Strategy Meeting and structured around the six enduring pillars of:

- Infrastructure Investment
- Efficient, Equitable and Competitive Procurement
- Enhancing Skills Development and Training
- Environmental Sustainability
- Enhancing Industrial Relations
- Building a Stronger, More Sustainable Industry.

Under these pillars, CCF has made major inroads on several fronts. The Federation provided detailed submissions to government on workforce planning, productivity, and industry reform, ensuring that the unique contribution of the civil sector is properly recognised in national policy. We have also strengthened partnerships with industry and training providers through programs such as Level the Site.

Industrial relations has remained a key area of national focus. Following the appointment of an independent administrator to the CFMEU, CCF has worked closely with government to ensuring future policy decisions promote fairness, civility, and stability across Australian worksites. CCF continues to advocate for practical and balanced regulation supporting both employers and employees to achieve safe and productive outcomes.



CHAIRMAN'S REPORT

CCF's representation on key government and industry bodies, including the National Construction Industry Forum, the Building Ministers' Industry Dialogue, and the Fair Work Ombudsman's Building and Construction Reference Group, has ensured that civil contractors have a strong and respected voice in shaping the future of the sector.

Another major milestone this year was the success of the 2024 CCF Australian Infrastructure Summit and National Earth Awards, held in Canberra.

The event brought together hundreds of contractors, policymakers, and industry leaders to discuss the future of civil construction and celebrate excellence within our industry. Planning is now well underway for the 2025 Summit, which will continue to grow as a flagship event for Australia's civil sector.

Looking ahead, the Federation's advocacy will remain focused on ensuring a strong, sustainable, and skilled industry capable of meeting Australia's infrastructure and energy transition needs. With continued engagement across government and industry, CCF is well positioned to drive meaningful reform and secure the future of civil construction.

I wish to sincerely thank the eight State and Territory Member Branches of CCF Australia Ltd, their Boards, CEOs, and staff for their ongoing efforts to advance the Federation's shared mission. Their commitment and collaboration underpin our success nationally and ensure that CCF remains a truly representative and unified voice for civil contractors.

I also wish to acknowledge the dedication of my fellow Directors on both the CCF Australia Ltd and CCF National Registered Organisation Boards. Their strategic oversight, professionalism, and stewardship continue to guide the organisation effectively through a period of renewal and opportunity. It is a highly effective and diverse board that I am very lucky to chair that works exceptionally well together for the benefit of our industry and our country.

We would like to recognise the contributions of retiring Boardmembers Bill Abbott (Tasmania) and past National President Mick Unger (Western Australia) and respectively welcome Joe Luttrell and Jason Flowerdew.

In that respect I would especially like to acknowledge the efforts for our industry over many years of retiring National Boardmember and Treasurer Nick Zardo.

Finally, to our members, thank you. Your continued support, engagement, and confidence in CCF provide the strength behind our advocacy and the credibility of our national voice. Together, we will continue to build a safer, fairer, and more productive civil construction industry for Australia.

Mick Boyle

NATIONAL PRESIDENT





CEO'S REPORT

The Civil Contractors Federation National Office, comprising the Civil Contractors Federation National Registered Organisation and Civil Contractors Federation Australia Limited, has continued to strengthen its national influence and visibility throughout 2025.

This has been a busy election year for the Federation and the broader civil construction movement. Our focus has been on ensuring that infrastructure remains central to the national debate and that civil construction is recognised as essential to delivering housing, supplying energy, and driving Australia's economy. We have fought to make this the infrastructure election, and our advocacy is helping to shape commitments across the political spectrum.

A major achievement this year was securing a \$78 million federal commitment to expand the Recognised Prior Learning (RPL) program, which for the first time includes civil construction. This outcome represents a major breakthrough for our industry and will create new pathways for skilled workers to gain formal recognition, improve workforce mobility, and help address the capacity challenges that continue to impact project delivery nationwide.

CCF's engagement with government has deepened through our participation in the National Construction Industry Forum (NCIF), where we continue to represent the civil sector in discussions that shape national construction and workforce policy. We have attended key roundtables on productivity, skills, and the emerging net zero economy, ensuring that civil contractors are represented in decisions that will define Australia's infrastructure future.

Through the CCF Registered Organisation, we have also continued to speak up for the need to reform the industrial relations landscape.

We have called for greater fairness, consistency, and accountability across the system, supporting an environment where civility and cooperation can return to worksites.

CCF remains the only Registered Organisation representing the civil sector, and we are using this position to ensure our members' experiences and views are directly reflected in the national conversation.

Throughout the year, the National Office has worked closely with our State and Territory Branches to align priorities and strengthen advocacy.

This unity across the Federation ensures that members benefit from coordinated national leadership and a strong collective voice on the issues that matter most.





CEO'S REPORT

A highlight of the year was the inaugural CCF Australian Infrastructure Summit, held in Canberra alongside the National Earth Awards. The event was a major success for the Federation, bringing together hundreds of contractors, policymakers, and industry partners to share ideas, celebrate excellence, and discuss the opportunities ahead. The energy and collaboration across the two days reflected the strength of the CCF movement and the growing recognition of civil construction as a national priority.



I wish to thank the CCF Board, led by Chair Mick Boyle, for their leadership, guidance, and support throughout the year.

I also acknowledge the contribution of the State and Territory CEOs, whose collaboration drives national alignment and ensures that member outcomes remain front and centre.



Finally, I extend my appreciation to the CCF National Office team for their professionalism, hard work, and commitment to our members. Their efforts continue to lift the national profile of CCF and strengthen the Federation's capacity to deliver results.

This has been a year of progress, partnerships, and purpose. As we look ahead, CCF will continue to advocate for a strong and sustainable civil industry that supports Australia's economic growth, energy transition, and community infrastructure.

Together, we are building a unified and resilient sector that remains central to Australia's future.

Nicholas Proud

CEO



TREASURER'S REPORT

Civil Contractors Federation Australia Limited (CCFA Ltd – ABN 89 618 345 261) despite the National Office growing by an additional staff member, the organisation still produced a small profit of over \$7131, primarily attributed to the profitable 2024 Infrastructure Summit and the support of Affiliate partners nationally.

CCFA Ltd maintained strong financial health, with working capital and cash reserves of approximately \$437,552, ensuring the organisation can comfortably meet its liabilities as they fall due. Total Equity at the close of the year was \$433,366.

The Civil Contractors Federation National Registered Organisation (CCFNRO – ABN 41 639 349 350) recorded no change for the 2024–25 financial year.

At balance day, CCFNRO had working capital and cash assets with a Total Equity of \$224,185 and can pay its debts when they fall due.

The membership of CCFNRO remained steady with 1,135 Contractor Members and 682 Associate Members at the end of the financial period.

CCFA Ltd's eight State and Territory member contributions were invested principally in the following activities over the past 12 months:

- Advocacy at a Federal level
- Connection with boards and members in their home branches
- High-level media engagement
- Communication and information sharing with media, members, politicians, bureaucrats, and the community
- Member service provision through the State and Territory Member industry associations

- Support for the Civil Train Registered Training Organisation
- Support of CCFNRO industrial activities as defined by the Rules and the Fair Work (Registered Organisations) Act.

CCFA Ltd was also the recipient of a Commonwealth grant, delivered in partnership with other industry organisations to fund the Level the Site program, of which \$8,000 was utilised over the 2024–25 financial year.

It is timely to take this opportunity to thank my fellow Board Directors, the National Office, and most importantly each and every CCF member for their support as the National CCF Office continues to represent the civil industry and its members in the Federal arena.

Nick Zardo



TREASURER



OUR STRUCTURE

The CCF National Office operates Australia's recognised peak body representing the industry for civil construction through both:

- Civil Contractors Federation National Registered Organisation (CCFNO - ABN 41 639 349 350) is registered with the Fair Work Commission as the nationally registered organisation for Civil Construction under the provisions of the Fair Work Act 2009 (Cth) with roughly 1200 registered contractor Members ranging from smaller businesses to tier 1 builders with over 1,000 employees each; and
- Civil Contractors Federation Australia (CCFA LTD - ABN 89 618 345 261) as per its objects was established for the charitable purposes of promoting, protecting and advancing the civil construction industry in Australia for the public benefit including by being the peak body representing the civil construction industry in Australia.

To achieve these object CCFA LTD may, without limitation:

- Undertake facilitation and coordination functions in relation to the civil construction industry in Australia;
- Provide education and training;
- Lead discussion and implement policy for best practice and safety in the construction industry;
- Harness the resources of the community in support of the objects.

Generally, CCFA LTD is responsible for coordination, policy, advocacy and administration of issues relevant to members of CCF and each State or Territory body is responsible for overseeing activities in that place.

As a public company limited by guarantee Civil Contractors Federation Australia Ltd was established to be a national entity to:

- Manage activities for its eight State and Territory members nationally;
- Provide and facilitate, the co-ordination, information sharing and networking between Member States for the advancement of the civil construction industry in Australia; and
- Regulate the relationship between the State and Territory bodies.

Civil Contractors Federation Australia Ltd (CCFA LTD - ABN 89 618 345 261) has an agreement with Civil Contractors Federation National Registered Organisation (CCFNRO - ABN 41 639 349 350) for CCFA LTD's provision of secretariat and advocacy services to CCFNRO.



OUR STRUCTURE

The main scope of services is as follows:

1. Support the Objects of the Federation which are to:

- Be the representative body under the Fair Work (Registered Organisations) Act 2009 of employers engaged in the Civil Construction Industry and promote, protect and advance the interests of Members engaged in the Civil Construction Industry.

2. Industrial Services

- Provide support services to CCFRO Members such as webinars, information, briefing notes.
- Host periodic Roundtables, Communities of Practice, Working Group and the National Infrastructure Summit.
- Provide CCFRO representation services to the Fair Work Commission and to Fair Work Ombudsman officials.

3. Provide Financial and Membership Reporting Services

- General bookkeeping requirements, payments, prepare/maintain operating budgets for members and board approval and provide financial and membership statements for Fair Work Commission reporting.

4. Provide Governance and Business Management Services

- Collecting and collating data and reports from CCFRO Members.
- Prepare and provide state reports to the CCFA LTD and CCFRO Boards.

- Prepare and disseminate CCFA LTD and CCFRO Board meeting agendas, minutes, reports and actions.

- Schedule in CCFNRO National deliverables in the CCFA Ltd Annual Business Plan for Member and Board approval.

- Fair Work Commission reporting.

5. Human Resources

- CCFNRO will seek to delegate a full time Industrial advocate to support state and national industrial services. CCFA LTD provides the respective secretariat and IR support to action the services.

Whilst this Service Level Agreement is expected to be resourced by CCFA LTD, the cost per annum is set as a management fee by the CCFNRO and CCFA LTD National Boards for services as incurred and as determined. There was no service fee charged for the contracted services as detailed above in FY2025.



OUR MISSION

CCF's Mission and Strategic Direction

The Civil Contractors Federation's mission is to strengthen the capacity, capability, and cohesion of Australia's civil construction industry through effective national leadership and collaboration. Our strategy for achieving this is centred on four key performance areas, reaffirmed at the February 2025 Strategy Day, which brought together CCF Board Members to build on the three year plan developed by CCF CEOs and National Board 12 months earlier.

Driving Progress Through National Leadership Groups

These priorities are being advanced through a series of active national leadership groups that draw on the expertise and insight of member businesses across the country.

Industrial Relations and Employment Focus

Our Industrial Relations and Employment Leadership Group, chaired by CCF QLD CEO Damian Long, continues to focus on creating a fair, safe, and productive industrial environment for contractors.

Building Capability Through Skills and Workforce Development

Our Skills, Training and Civil Workforce Working Group, chaired by CCF VIC CEO Lisa Kinross, is leading the Federation's efforts to strengthen training pathways, improve workforce participation, and secure recognition for civil occupations within national skills and employment frameworks.

Shaping the Future of Australia's Civil Construction Industry

Together, these groups underpin CCF's national advocacy program—driving reforms that support sustainable business conditions, strengthen workforce capability, and ensure that civil contractors remain at the forefront of Australia's infrastructure delivery agenda.



OUR PRIORITIES



Increased Housing and Community Enabling Infrastructure Investment

Modern infrastructure is vital to support a sustainable, liveable, and productive Australia. Without investment in roads, utilities, and civil infrastructure, it will be impossible to meet our national and state housing targets. Currently, over 90% of Australian civil contractors have additional capacity, according to the CCF Civil Infrastructure Market Capacity Survey, showing that the industry can deliver more to unlock greenfield and brownfield developments. Sustained infrastructure investment over the long term is vital to meet Australia's housing, climate, and productivity targets.

Solution: The Commonwealth can plan for a 20-year plan for sustained infrastructure investment with housing delivery and energy transition at its foundations.

Energy Transition: Transitioning to a Green Economy through Investment in Infrastructure

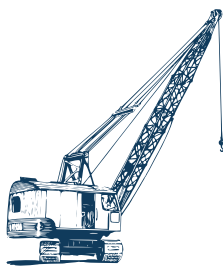


We know the destination by 2050 is net carbon zero for Victoria. We also know the road to this destination requires civil infrastructure to be the bedrock, and we can't reach this destination without a concrete roadmap. It has taken up to a decade to get approvals for a wind farm in regional NSW, yet less than a year to complete the civil works for 10-15 wind turbines powered into the grid. Times are improving and we look to the procurement and workforce to build the energy transition.

Solution: The CCF will work with Australian Governments to ensure procurement and workforce reforms will mobilise the workforce required to deliver energy transition. CCF will also drive a detailed long-term plan that aligns civil investment with sectoral transformation goals and provides clear guidelines and timelines for industry stakeholders.



OUR PRIORITIES



Increased Housing and Community Enabling Infrastructure Investment

Infrastructure delivery can tend to focus on the largest tier 1 firms due to the nature of the pipeline and a risk mitigation mindset from procurers that fails to reach communities and accumulates larger multi-billion blow outs in the national infrastructure delivery pipeline. The promotion of smaller projects under \$500m does promote a 'Made in Australia' agenda and sees skills development and project delivery span to every community in Victoria. This ensures local content boosting local employment, in line with Victoria's Local Jobs First policy, appropriate risk allocation, upskilling of the local workforce and higher economic growth in local communities from all Commonwealth government contracts.

Solution: Major projects should be disaggregated where possible to encourage expressions of interest from tier 2 and tier 3 companies, and project allocation should be spread across all jurisdictions to ensure widespread community benefits while enabling the full civil workforce to deliver the infrastructure of the next generation.

Building the Civil Workforce

With the existing workforce at 177,000 employees, civil construction is a key driver of economic activity, particularly in regional Australia. Infrastructure Australia projects a shortage of 229,000 full-time infrastructure workers is predicted during the financial period, with shortages expected.



Shortage since 2021:

Bulldozer Operator, Excavator Operator, Road Roller, Linemarkers, Earthmoving Plant Operator

Shortage since 2022:

Civil Engineer, Quantity Surveyor, Civil Engineering Technician, Crane Operator, Mobile Plant Operator, Driller, Truck Driver, Construction Rigger, Crane Chaser

Each of the trades require prioritisation to ensure we have the skills on the ground to provide the Community Enabling Infrastructure and build the energy transition.

Solution: The inclusion of civil trades on the Australian Apprentice Priority List 2025 will allow the industry to compete with other options such as university. The Commonwealth Migration and Skills paths must depart from assessment via outdated and rigid ANZSCO classifications and support the skills and workforce the construction industry requires.

FY2025 SUBMISSIONS

SUBMISSION	DETAIL	SENT TO
FY2026 Budget Submission	Our Budget Submission outlined key priorities for supporting Australia’s civil construction sector, including increased infrastructure investment, targeted workforce funding, and reforms to procurement and training systems to strengthen delivery capacity across all states and territories.	Department of Treasury
National Culture Standard	In responding to the Draft Culture Standard, CCF advocated for a fair and workable approach to improving workplace culture. Our submission stressed that reforms must be co-designed with industry, reflect the realities of civil construction workplaces, and include practical government support to achieve change rather than compliance costs.	Infrastructure and Transport Senior Officials' Committee
Occupation Standard Classification Standard for Australia	The CCF submission to the OSCA consultation highlighted the need to include key civil occupations—such as plant operators, pipelayers, and road workers—on national skills lists. It stressed that recognising these roles would help address workforce shortages and support delivery of housing and infrastructure priorities.	Australian Bureau of Statistics
Productivity Commission - 5 Reform Pillars	The CCF submission to the Productivity Commission focused on three key productivity pillars: resilience, skills, and clean energy. It outlined how reforms to training, regulation, and infrastructure delivery can strengthen economic resilience, build a capable civil workforce, and support Australia’s clean energy transition	Productivity Commission
Productivity Roundtables	At the Productivity Roundtable, CCF represented the civil construction sector in discussions on how to lift national productivity. We advocated for practical reforms that strengthen workforce skills, improve procurement and project delivery, and ensure that civil infrastructure investment drives lasting economic growth.	Minister/ Department for Infrastructure and Transport
National Construction Strategy	The CCF submission to the National Construction Strategy addressed the four key pillars of culture, modern methods of construction, digital transformation, and procurement. It emphasised the need for scalable and practical reforms that recognise the unique operating environment of civil contractors, supporting innovation, fair contracting, and improved delivery outcomes across the sector.	Department of Infrastructure
Energy Industry Jobs Plan	Through our submission to the Energy Industry Jobs Plan, CCF emphasised the critical role of civil contractors in enabling renewable energy and transmission projects. We advocated for policies that invest in civil skills, strengthen regional supply chains, and create long-term career pathways aligned with Australia’s clean energy and emissions reduction goals.	Net Zero Economy Authority
Core Skills Occupations List	The CCF submission to the Core Skills Occupations List review, outlined evidence of critical workforce shortages across civil occupations such as plant operators, pipelayers, and road workers. It recommended these roles be recognised as priority occupations to ensure access to funding, training, and skilled migration pathways.	Jobs and Skills Australia
Australian Apprentice Incentives Scheme	The CCF submission to the Australian Apprenticeship Incentive System review recommended changes to ensure civil apprenticeships are properly recognised and supported. It proposed funding incentives for employers, improved mentoring programs, and greater flexibility to reflect the project-based nature of civil work.	Department of Employment and Workplace Relations

ADVOCACY AND POLICY ENGAGEMENT

CCF's advocacy throughout the year positioned the Federation as a leading national voice for civil construction.

During the federal election period, we drove consistent media coverage and briefed major parties to ensure that infrastructure, skills, and productivity were recognised as central to Australia's future growth.

Our efforts helped secure a \$78 million government commitment to expand Recognition of Prior Learning, marking the first time civil occupations have been included in a national workforce investment of this scale.

We also led a coordinated skills campaign with fellow industry organisations to highlight the growing demand for civil trades, the need for new training pathways, and the importance of government investment in workforce development.

This campaign drew broad support from both industry and government stakeholders, reinforcing CCF's leadership in shaping skills policy.

On industrial relations, CCF was front and centre in the national debate with a focus on the CFMEU administration legislation.

We were appointed by the Prime Minister to the National Construction Industry Forum. We continued to represent members in discussions on reforming the IR framework to promote fairness, civility, and productivity across worksites.

Our engagement with ministers, opposition representatives, and departmental officials ensured that the civil sector's perspective was considered in the development of future workplace and procurement policy.



Key engagements included:

- New Zealand Prime Minister Christopher Luxon
- Minister for Infrastructure Catherine King MP
- Minister for Skills and Training Andrew Giles MP
- Minister for Employment and Workplace Relations Amanda Rishworth
- Minister for Regional Development and Local Government Kristy McBain MP
- Shadow Minister for Infrastructure Senator Bridget McKenzie
- Shadow Minister for Employment and Workplace Relations Tim Wilson MP
- Shadow Minister for Skills and Training Scott Bucholz MP
- Numerous State Ministers.

CCF continues to play an active and respected role across key national forums that shape the future of the construction industry.



ADVOCACY AND POLICY ENGAGEMENT

As noted, we contribute to the Commonwealth's National Construction Industry Forum, providing direct input on policy priorities that impact workforce capability, safety, and productivity.

Our participation in the Fair Work Ombudsman's Construction Reference Group ensures that the unique circumstances of civil contractors are considered in compliance and education initiatives.

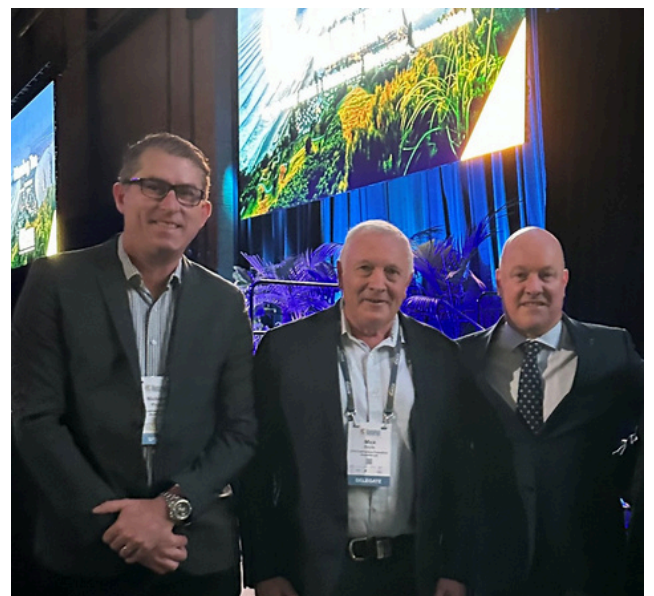
CCF also serves on the BuildSkills Advisory Panels, chairing the Civil Advisory Body and helping to guide the development of training pathways and qualifications that reflect industry needs.

In July we represented the sector at the Infrastructure Productivity Roundtable, highlighting the reforms needed to boost project efficiency, reduce red tape, and strengthen delivery capacity across Australia's infrastructure pipeline.

A year on from the passage of the legislation placing the CFMEU under administration, the Civil Contractors Federation remains one of the primary points of contact for Parliamentarians on construction and industrial relations matters.

CCF continues to engage across the political spectrum, providing advice and evidence to support ongoing efforts to maintain the administration of the CFMEU and ensure lasting reform within the sector.

Our role in these discussions reinforces CCF's standing as a trusted, balanced voice for the civil construction industry and a key contributor to shaping a fair and stable industrial framework.





KEY 2025 REPRESENTATIONS

National Construction Industry Forum

The Civil Contractors Federation continued its role on the National Construction Industry Forum (NCIF), providing advice to the Federal Government on a broad range of issues relating to work in the building and construction industry, including safety, workplace relations, skills and training, industry culture, diversity and gender equity, and productivity.

Throughout the year, CCF assisted in the development of the NCIF Construction Blueprint; a key document setting out the strategic reforms and priorities for the industry's future.

Our ongoing participation in this tripartite forum continues to be recognised as central to addressing the issues the Forum was established to tackle. The timing of the Forum's work gives the industry greater confidence that we can work through the challenges confronting the sector, with culture and wellbeing at the heart of the task ahead.

Bringing together all key construction stakeholders must be the starting point for the Government to advance the necessary reforms that are urgently needed.



Infrastructure Productivity Roundtable

Ahead of the Commonwealth Productivity Roundtables, Minister King convened a meeting of construction industry representatives to discuss practical reforms to lift national productivity.

The Civil Contractors Federation was represented by Chair Mick Boyle, who presented a five-point plan to boost productivity in the civil sector. The plan emphasised that workforce readiness is the foundation of civil productivity, noting Infrastructure Australia's forecast shortage of 170,000 workers and the need for targeted support for civil-specific training pathways, including accelerated apprenticeships and Recognition of Prior Learning (RPL).

It highlighted the absence of consistent national data and benchmarks on civil productivity, calling for Infrastructure Australia to lead the development of standardised measures.

Our plan also outlined procurement reforms to reduce the prevalence of mega-project blowouts—advocating smaller, contestable work packages, fairer risk allocation, and early market engagement—and raised concerns about the inefficiencies of design and construct contracts that inflate tendering costs and reduce competition.

Finally, it emphasised the need for an industrial framework that supports stable, cooperative delivery, recognising the success of smaller civil projects with direct employment models and strong collaboration with the Australian Workers' Union.



KEY 2025 REPRESENTATIONS

Fair Work Ombudsman Building and Construction Reference Group

Civil Contractors have been invited as a founding organisation of the tri-partite Building and Construction Reference Group which is an industry/sector specific collaborative forum convened by the Fair Work Ombudsman (FWO). The Reference Group's role is to:

- Provide advice and information relevant to the FWO's work in the building and construction sector;
- Allow ongoing dialogue with key stakeholders and an opportunity for them to provide advice and feedback to the FWO on workplace relations issues relevant to the sector;
- Identify opportunities for input into, and potential co-design of, educative and other regulatory activities for the sector; and
- Support the identification of strategic opportunities and initiatives that drive a culture of workplace compliance in Australia with a particular focus on the building and construction sector.



Australian Construction Industry Redundancy Trust

Civil Contractors Federation is a founding Board Member of thirty years of Australian Construction Industry Redundancy Trust (ACIRT).

It was established in 1994 to create a safety net for workers redundancy entitlements in the construction industry (for workers who lose their jobs). For every week of service employees earn an amount of redundancy money, employers are required to pay that money into an employee's ACIRT account at the end of each month as agreed under various industrial awards and enterprise agreements.

Then if a member is made redundant, a member can make a claim from their ACIRT account. Members of the Trust receive a dividend each year which is a great benefit for each employee that chooses ACIRT. Our role this year has been to support ACIRT to be the Trust of choice of employees in the industry and to preserve actual choice for those employees.

Standards Australia

Civil Contractors Federation has been a Member of Standards Australia Limited over a period but have recently re-established our representation.

Standards Australia is an independent, non government, not for profit organisation.

We are the nation's peak nongovernment standards development organisation.

The work of Standards Australia and our contributors from industry, government and the consumer sector enhances the nation's economic efficiency, international competitiveness and contributes to a safe and sustainable environment for all Australians.



KEY 2025 REPRESENTATIONS

Fuel Tax Credit Alliance

The Fuel Tax Credit Alliance is a collection of industry groups and organisations such as Civil Contractors Federation that represent many of Australia's wealth-producing industries.

The Alliance was established in 2015 in response to news that the then Coalition Government was considering scrapping this vitally important scheme.

The proposed removal of \$151 million allocated to heavy and civil engineering and \$187m to land development services would have significant repercussions for the civil construction and engineering sectors.

While we remain very supportive of efforts to decarbonise the economy, rolling out policy without considering the broader impacts can have unintended consequences.

Our role in the Alliance is to be practical about how we decarbonise the economy, which cannot come at the expense of regional infrastructure. Instead, we should be discussing how we can support the industry in its decarbonisation efforts rather than imposing policies that drive up costs for contractors.

Infrastructure and Transport Senior Officials Committee

CCF was invited to the Industry Roundtable with the Infrastructure and Transport Senior Officials' Committee (ITSOC).

ITSOC engages with industry representatives on behalf of the Infrastructure and Transport Ministers, to ensure ministers have access to high level advice from industry about key items being considered at the Infrastructure and Transport Ministers' Meetings.

Civil Construction Advisory Body (CCF Chair)

The Civil Construction Advisory Body chaired by CCF CEO Nicholas Proud is a representative committee, established to provide industry and technical advice on the workforce and skills needs facing the Civil Construction sector.

The Advisory Body is established by BuildSkills Australia Limited to provide expert industry input, advice, feedback and direction on a range of issues pertaining to:

- a) Current and emerging workforce challenges and priorities, skills development mechanisms, and skills and workforce mismatches facing the sector;
- b) Relevant data sources, publications, and thought leadership that may guide the analysis and direction of BuildSkills' project activity;
- c) The fitness-for-purpose of nationally endorsed training package products, including emerging areas of need;
- d) Training pathways (including apprenticeships), as well as career pathways and attraction and retention issues.

Careers Advisory Group

CCF is a Member of the Careers Advisory Body which is a representative committee, established to provide industry and technical advice on the workforce and skills needs facing the Civil Construction sector.

MEMBERS COMMUNICATIONS

Newsletter

The Civil Contractors Federation National Newsletter is a vital resource for the civil construction sector, providing a comprehensive roundup of industry news, updates on regulatory changes, and insights into best practices.

Regular features include detailed analyses of profiles of leading figures in the industry, member engagements and opportunities to shape public policy. The newsletter also serves as a platform for members to share their experiences and challenges, fostering a sense of community and collaboration among peers.

CCF represents the interests of Members and partners through many different channels to a wide range of stakeholders and decision makers, both domestically and internationally.

CCF National Partners are positioned as a key element of our strategies in publicity, communications, and advocacy— both for the prominence that we can offer, and for the demonstration of the breadth of industry support for our mutual objectives.

Budget night, we offered an in-depth breakdown of the Commonwealth Budget, equipping our members with an immediate and clear understanding of its implications for the sector.

CCF National Registered Organisation Outreach

Budget night, we offered an in-depth breakdown of the Commonwealth Budget, equipping our members with an immediate and clear understanding of its implications for the sector.



Keeping it Civil
CCFA National dispatch and news

From the Desk of the CEO

The CCF National Board gathered in Adelaide this month for an energising joint meeting with the South Australian Board, centred on their plans for a brand-new training centre.

This state-of-the-art facility will be a game changer for building the skills pipeline our industry depends on, providing hands-on, practical training to equip the next generation of civil workers with the knowledge and experience they need to succeed.

CCF National Board at the Tram Grade Separation Project delivered by McConnell Dowell and CPB

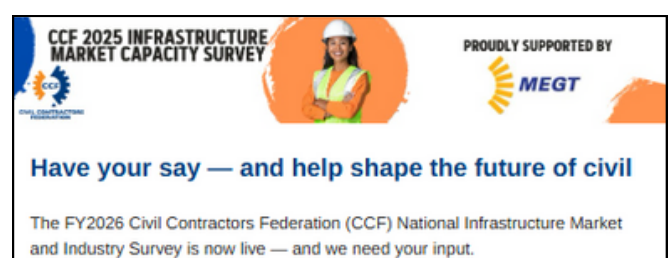
By investing in local talent and creating a dedicated hub for learning, the SA Board is helping to future-proof the workforce and strengthen the capacity of civil businesses

Research and Surveys

Over the year, we conducted extensive industry research to strengthen the evidence base behind our advocacy and programs.

The 2025 Market Capacity Research achieved record engagement, with 134 participants contributing insights on workforce capacity, procurement, and project delivery. Our Research contributes to the Infrastructure Australia Market Capacity Report covering off on the industry research.

Complementing this, data collected through the Level the Site survey provided an in-depth look at workplace culture and retention across the civil sector, helping identify practical steps to improve inclusion and workforce stability.



CCF 2025 INFRASTRUCTURE MARKET CAPACITY SURVEY

PROUDLY SUPPORTED BY
MEGT

Have your say — and help shape the future of civil

The FY2026 Civil Contractors Federation (CCF) National Infrastructure Market and Industry Survey is now live — and we need your input.



MEDIA

Media

Over the past year, the Civil Contractors Federation has significantly expanded its media presence to strengthen its influence on national policy and industry reform.

This strategic effort saw CCF featured on the front pages of leading publications such as The Australian and the Financial Review, reinforcing our reputation as a credible and respected voice for the civil construction sector. The 2024 Federal election was a defining moment, with the National Office producing tailored local media content for State and Territory Branches to amplify visibility across the country. In the lead-up to the election, CCF ramped up its public coverage and focused on – advocating for stronger investment in training, prior learning recognition, and workforce pathways that reflect the essential role of civil occupations.

CCF maintained a consistent and proactive media engagement strategy, providing regular commentary to major outlets on industrial relations reform and the administration of the CFMEU. We liaised closely with key IR-focused journalists, positioning CCF as a trusted and balanced industry authority advocating for a better regulated construction industrial relations framework that supports civility, compliance, and productivity across all Australian worksites.

Our strong national stance on industrial relations also led to increased media coverage across the States, with several State Governments seeking to leverage CCF’s national profile and recognise our position as a key industry partner in shaping reform and policy development.

Local releases prepared by the National Office were utilised by State CEOs, generating local print and radio coverage that extended the reach of CCF’s national advocacy and strengthened the collective voice of our Federation across every jurisdiction.

Match \$500m pledge to build trainee pipeline

TRADES

NOAH YIM

The nation’s construction industry has challenged Labor to match the Coalition’s \$500m investment pledge in apprenticeships and construction skills amid a slump in trainees.

Master Builders Australia, the Civil Contractors Federation and the Urban Development Institute of Australia welcomed the Coalition pledge to support the wages of about 40,000 new eligible apprentices and trainees every year to build up a pipeline of construction and housing workers.

“This is a win for civil contractors, for the broader construction industry, and for Australia’s future infrastructure delivery,” the groups said.

“The construction sector employs over 200,000 civil workers across Australia, yet participation in apprenticeship-level training remains well below the national average. This announcement

recognise the leadership shown by the federal opposition to match this announcement and extend the same recognition to all construction apprentices including civil across Australia.

“Ensuring bipartisan support is essential to building a resilient construction workforce capable of delivering the housing and infrastructure Australians need.”

Opposition skills spokeswoman Sussan Ley has claimed training numbers have collapsed since Labor took office in 2022.

“Labor promised to deliver more apprentices and more trainees yet there are 90,000 fewer apprentices and trainees in training than when Anthony Albanese took office,” she said.

Figures from the National Centre for Vocational Education Research show the number of apprentices fell to 333,765 in the September 2024 quarter from 427,715 three years ago.

That 427,715 was a historical peak, with figures in the previous seven years



EVENTS

CCF National Earth Awards

The CCF National Earth Awards are the most prestigious awards in civil infrastructure with the specific aim of recognising excellence in civil construction. The awards showcase a range of projects across various disciplines including roads, bridges, drainage, rail and utilities. Winners of the State and Territory CCF Earth Awards progress to the CCF National Earth Awards, so the National Earth Awards are effectively recognising the ‘best of the best’ civil construction projects around the country.



Category	Winner
PROJECT VALUE UP TO \$2M	CivilPlus Constructions Pty Ltd Albino Rock Helipad & Access Queensland
PROJECT VALUE BETWEEN \$2M AND \$5M	Brefni Pty Ltd St James Station Maintenance Shaft – Keeping Sydney Flowing New South Wales
PROJECT VALUE BETWEEN \$5M AND \$10M	Aldebaran Contracting Pty Ltd T22-1838 Santa Teresa Road – Alice Springs Northern Territory
PROJECT VALUE BETWEEN \$10M AND \$30M	Melbourne Water, John Holland-KBR Joint Venture Eastern Treatment Plant Biogas Handling System Project Victoria
PROJECT VALUE BETWEEN \$30M AND \$75M	Rob Carr Pty Ltd & Water Corporation Quinns Main Sewer Extension & Associated Works Western Australia
PROJECT VALUE BETWEEN \$75M AND \$150M	Seymour Whyte Constructions Pty Ltd Pound Road West Upgrade & Frankston-Dandenong Road Upgrade Victoria
PROJECT VALUE GREATER THAN \$150m	Tonkin Gap Alliance (Georgiou Group, BMD Construction, WA Limestone, BG&E, GHD, Main Roads Western Australia and Public Transport Authority) Tonkin Gap Project and Associated Works Western Australia



2024 Infrastructure Summit

Held ahead of the Federal election, the 2024 CCF Australian Infrastructure Summit brought the civil construction industry to the national capital, providing CCF Contractor and Association Members with a platform to engage directly with government, stakeholders and decision-makers. The Summit reprioritised national attention on the role of civil infrastructure as the missing link in delivering housing, energy and economic growth. It was also a time to celebrate the strength of the industry, sharing best practice through a full day of workshops and coming together for the 2024 National Earth Awards. With more than 200 attendees and 25 trade exhibitors, the event was a major success and reaffirmed the importance of a united civil voice in shaping Australia’s infrastructure future.



OUR PEOPLE

CCF AUSTRALIA AND CCF NATIONAL REGISTERED ORGANISATION BOARD (AT 30 JUNE 2025)

- CCF CHAIR – MICK BOYLE, PRESIDENT
- CCF VIC – ANTONY DAMIANI, VICE PRESIDENT
- CCF ACT – NICK ZARDO, TREASURER
- CCF SA – CHARLES HATCHER
- CCF NSW – GLADYS WOODS
- CCF NT – SAM SAGE
- CCF QLD – DAVID MOODY
- CCF TAS – JOE LUTTREL (FROM FEB 2025)
- CCF WA – JASON FLOWERDEW (FROM FEB 2025)
- CCF WA – MICK UNGER (RETIRED FEB 2025)
- CCF TAS – BILL ABBOTT (RETIRED FEB 2025)

NATIONAL STAFF – CCF NATIONAL OFFICE (AT 30 JUNE 2025)

- NICHOLAS PROUD – CHIEF EXECUTIVE OFFICER
- ROWAN CARTER – DIRECTOR OF POLICY AND ADVOCACY
- CHELSEA HOFSTEE – NATIONAL OFFICE MANAGER
- MADDISON LAMPERD – MEMBER SERVICES COORDINATOR
- ASHTON PROUD – ADMINISTRATION OFFICER
- BIANCA NAOUMIDIS – NATIONAL EVENT AND MARKETING MANAGER (AS AT AGM)

NATIONAL STAFF – CCF NATIONAL REGISTERED ORGANISATION (AT 30 JUNE 2025)

- LIZ ROOKE – DIRECTOR, WORKPLACE RELATIONS, CCF NSW/NATIONAL

NATIONAL SUPPORT – CCF NATIONAL OFFICE (AT 30 JUNE 2025)

- SARAH DESBOROUGH – SENIOR BOOKKEEPER
- JAMES AUSTIN – NATIONAL ACCOUNTANT



NATIONAL PARTNERS

PRINCIPAL PARTNER



MAJOR NATIONAL PARTNERS



NATIONAL PARTNERS



CCF ANNUAL REPORT

FY2025



CIVIL CONTRACTORS FEDERATION

