

ANNUAL REPORT  
2024-25



# Collaboration that moves us





### Acknowledgement of Country

Austroads acknowledges the Australian Aboriginal and Torres Strait Islander peoples as the first inhabitants of the nation and the traditional custodians of the lands where we live, learn and work. We pay our respects to Elders past, present and emerging for they hold the memories, traditions, culture and hopes of Aboriginal and Torres Strait Islander peoples of Australia. Austroads acknowledges and respects the Treaty of Waitangi and Māori as the original people of New Zealand.

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**Cover image: Brisbane Story Bridge lit up orange for the Austroads Bridge Conference**

Brisbane's iconic Story Bridge illuminated in Austroads' orange to mark the opening of the 12th Austroads Bridge Conference, held in June 2025. The event welcomed a record attendance of over 600 participants and featured nearly 300 technical papers, reinforcing its status as a leading forum for innovation and collaboration in bridge engineering.



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# Welcome

Welcome to the Austroads Annual Report 2024–25. Austroads is a not-for-profit, non-partisan association of Australian and New Zealand transport agencies, representing all levels of government and dedicated to making mobility safer and more reliable for all users. Our work impacts a wide range of agencies including planning, service, infrastructure, health and safety, public health and policy.

At Austroads, collaboration is the foundation of how we work. Our expert task forces and technical reference groups, made up of representatives from member organisations, form a unique and deeply interconnected system that drives our success. This approach sets Austroads apart in the transport sector, enabling us to tap into the expertise of our members while delivering practical, evidence-based outcomes for all road users.

This report highlights the significant outcomes Austroads has delivered in collaboration with our member organisations throughout 2024–25. It offers a comprehensive overview of our progress in implementing the Austroads Strategic Plan 2023–27 and an outline of our financial management and independently audited financial statements.

While the primary audience for this report is our member organisations, the document also provides valuable insights for transport professionals, policymakers, and others with an interest in transport trends, public sector strategy, and future infrastructure investment. It serves as a public record of the outcomes generated from public investment in Austroads and we are proud to present our year in review.

*“Collaboration means we work together towards a goal that is bigger than us. Delivering for our members to improve road safety, increase efficiency and maximise productivity in an increasingly complex environment is what keeps us moving.”*

**GEOFF ALLAN,  
CHIEF EXECUTIVE**

**From the Chair**

**04**



**From the Chief Executive**

**05**





## From the Chair



*Louise McCormick presenting at an Engineers Australia event.*

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**Louise McCormick,**  
Chief Executive Officer for the  
Northern Territory Department of  
Logistics and Infrastructure

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**This year has been a reminder of the strength that comes from working together. Austroads exists because our members believe in the power of collaboration, and throughout 2024–25 we have seen that belief turned into real impact for communities across Australia and New Zealand.**

From my perspective as Chair, what matters most is not just the projects we deliver but the trust that underpins them. The ability of Austroads to convene agencies, align priorities, and provide authoritative guidance relies on a culture of openness and integrity. I am proud that our organisation has been recognised as a 5-Star Employer of Choice and one of Australia's Best Places to Work. These honours reflect more than internal culture – they are a signal to our members and stakeholders that Austroads is a values-driven organisation capable of attracting and supporting the talented people who make our collective work possible.

Looking ahead, the Board remains focused on guiding Austroads through a period of significant change. The challenges facing the transport sector – climate impacts, technological disruption, and resource constraints – demand long-term thinking and strong governance. It is our role to ensure that Austroads remains future-ready: investing in digital knowledge systems, strengthening national data services, and forging the partnerships that will shape the next generation of transport policy and practice.

I want to acknowledge the dedication of the Austroads team, the leadership of my fellow directors, and the commitment of our members. Together we are building not only safer and more sustainable transport networks, but also stronger, more resilient systems of collaboration.

It has been a privilege to serve as Chair during a year of such progress. I look forward to the work we will continue to do together with optimism and determination.



## From the Chief Executive



Geoff Allan gives the opening address at the Austroads Bridge Conference 2025.

**Dr Geoff Allan,**  
Austroads Chief Executive

**I am genuinely proud to be Chief Executive of Austroads and to share our results for 2024–25 in our Annual Report.**

**The results in these pages speak for themselves:**

- Continued strong research program and high report downloads, helping our members build, maintain and operate roads that improve economic efficiency and deliver greater benefits the community.
- Continued strong performance in telematics schemes, including record use of the National Telematics Framework, supporting improved freight productivity.
- Ongoing NEVDIS activity supporting vehicle registration and cross border transfers, with record transaction numbers.
- Strong growth in training for temporary traffic management and crash barrier installation, helping keep road workers and road users safe.

One of this year's key highlights was the 12<sup>th</sup> Austroads Bridge Conference, held in Brisbane in June 2025. With over 600 attendees and nearly 300 papers presented across five streams, it was our largest conference to date, furthering knowledge exchange within the bridge engineering community.

As the association of Australian and New Zealand roads and transport agencies, Austroads occupies a unique position within Australia's federation, playing a crucial role in delivering and implementing nationally agreed roads and transport priorities.

Austroads stands alongside only two other organisations of its kind: the Australasian Fire and Emergency Service Authorities Council (AFAC) and the Australia New Zealand Policing Advisory Agency (ANZPAA).

Like these federated agencies, Austroads aligns its priorities with input of its members. The Austroads Board collaborates collegially and confidentially to address common issues and leverage collective opportunities.

**Our success reflects three key features:**

- Our collaborative approach and strong partnerships with our members.
- A focus on complementing the work of our members, rather than duplicating it.
- Investment in the skills, capability, and culture of the Austroads team.





Austroads is owned, directed, and governed by all of Australia and New Zealand's road and transport agencies. Austroads' activities are informed and agreed upon by member organisation participatory forums, such as the Board, task forces, and other collaborative groups. Each member plays a key role in deciding Austroads' priorities and ensuring their success.

We use the acumen and guidance of our members to complement their work and expand good ideas for adoption by all members. In doing so, we apply methodological discipline in delivering to the multiple owners and stakeholders we serve.

We can't deliver good results without a great team that has the right tools and skills, a can-do culture, and a positive working environment.

Our can-do team has successfully navigated the complexities of the federation and the road environment to keep delivering.

Our great team and strong culture were recognised with Austroads being named a 5-Star Employer of Choice by HRD Magazine and one of The Australian's 'Best Places to Work 2025'.

We strengthened our organisational digital security by implementing cybersecurity upgrades to ensure we are prepared for evolving challenges. Our work also included the development of a centralised data platform to improve the management and accessibility of transport data.

We provided the right tools, in part by upgrading the analytics platform for heavy vehicle data, enhancing performance and user experience. We fostered a learning culture by providing all staff with access to LinkedIn learning, encouraging specialist training, and ensuring staff had development plans focused on improving their skills.

Our achievements were made possible through collaboration with our member agencies, industry partners, and jurisdictions. As we look ahead, Austroads remains committed to supporting road safety, efficiency, and productivity for the benefit of our members and the communities we serve.



# Our impact

The following section provides a snapshot of Austroads' performance, with more detailed insights into each area and the work driving our progress featured throughout the report.

|                    |    |                   |
|--------------------|----|-------------------|
| 2024–25 in numbers | 08 | <a href="#">→</a> |
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Alongside financial performance, we use a range of measures to track how well we are delivering on the actions set out in each of our programs. These include:

- completing projects on time and within budget
- adoption of Austroads' guides by road agencies
- how widely our products are used
- recognition by government, national policy bodies, and the road industry as a trusted source of high-quality research, advice, standards, and guidance.

## 2024-25 IN NUMBERS



**356,996,454**

NEVDIS vehicle and driver data transactions

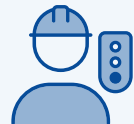
↑ 2% increase on 2023-24



**18,403**

vehicles enrolled in TCA administered schemes

↑ 14% increase on 2023-24



**17,097**

temporary traffic management workers enrolled in training

↑ 587% increase on 2023-24



**1,566**

roadside barrier installers and designers trained

✓ new measure



**36**

accredited temporary traffic management training providers approved

↑ 50% increase on 2023-24



**119**

temporary traffic management trainers approved

↑ 143% increase on 2023-24



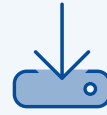
**1**

innovative temporary traffic management device and solution recommended for use

**920,000**

website users

12% increase on 2023–24

**541,874**

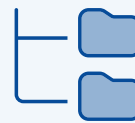
publications downloaded

9% increase on 2023–24

**34,000**

webinar participants

10% increase on 2023–24

**101**

publications produced

 consistent with 2023–24  
(not including Austroads Bridge  
Conference papers).
**28**

webinars produced

17% decrease on 2023–24

**336**external references to  
Austroads publication

30% decrease on 2023–24

**96**Austroads Technical Specifications  
published in preparation for  
member implementation

78% increase on 2023–24

**76**Austroads Technical Specifications  
implemented by members

116% increase on 2023–24

**85**active research and guidance  
projects on target

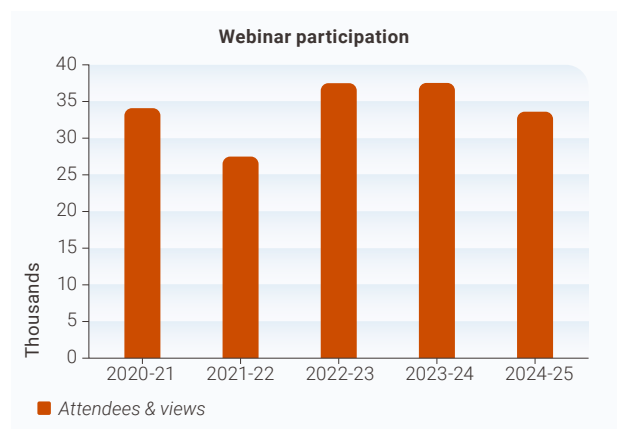
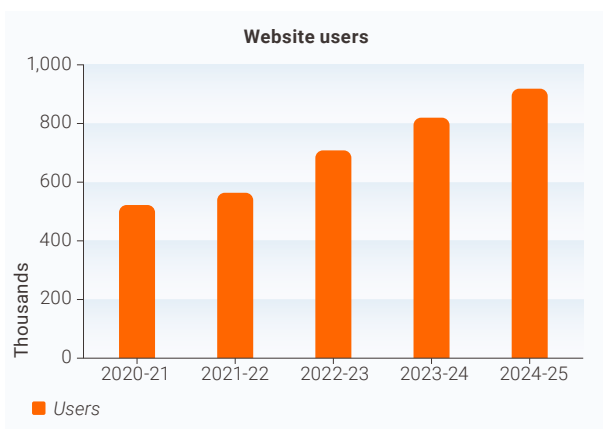
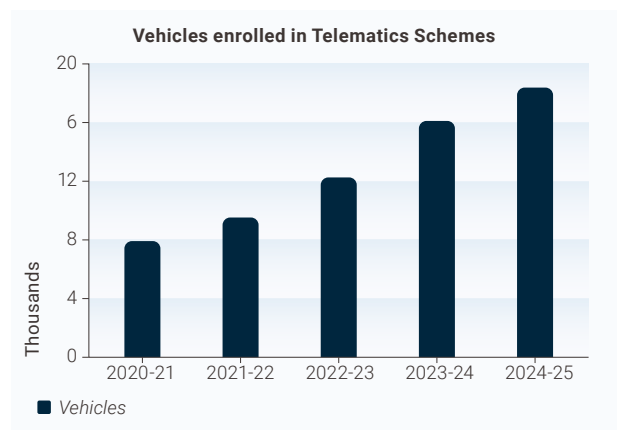
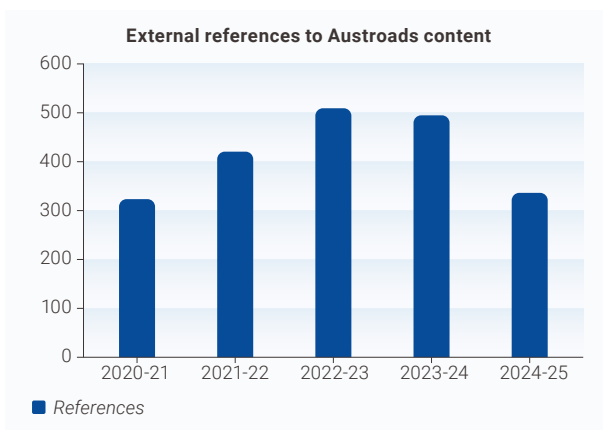
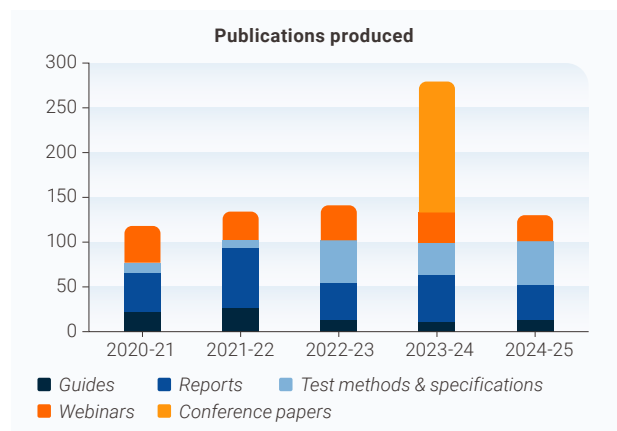
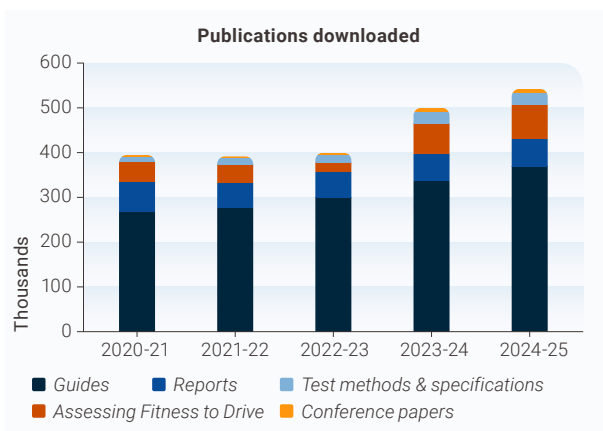
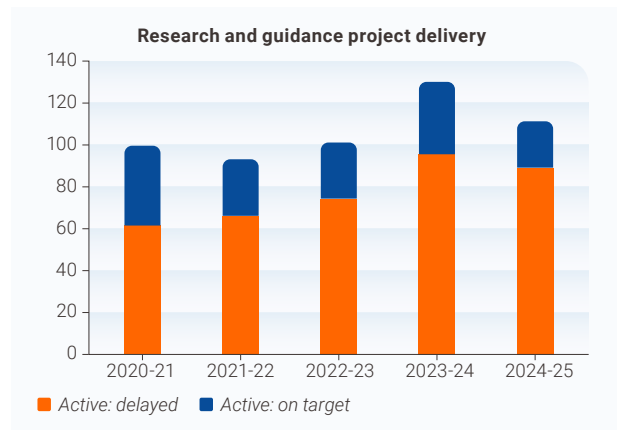
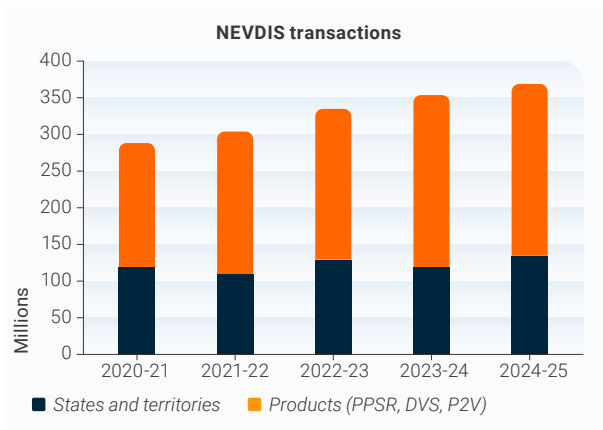
13% increase on 2023–24

**9/10**

guides fully adopted by members

consistent with 2023–24





# Who we are

Austroads is the collective of Australian and New Zealand transport agencies working in partnership to improve the safety, efficiency, and sustainability of the transport network across Australasia.

We deliver a suite of integrated business activities, including our core Austroads' work program, the National Exchange of Vehicle and Driver Information System (NEVDIS), and Transport Certification Australia (TCA).

With teams located across Australia and New Zealand, we collaborate closely with member agencies, technical experts, and external partners to deliver high-quality, evidence-based outcomes, such as through our National Telematics Framework (NTF), an internationally recognised operating ecosystem based on productive and structured operational interactions, which continues to adapt and evolve in response to member needs.

|                                 |           |                                                                                       |
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## Vision

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*Our vision is to be the leading provider of authoritative information, products and services that are adopted and implemented for a safe, efficient, reliable and sustainable transport network across Australasia.*

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In a constantly evolving operating environment, Austroads is committed to ensuring our structures, systems, and policies remain resilient and adaptable. We support our members with authoritative, impartial advice, practical tools, and trusted services. By promoting the consistent adoption of best practice and driving innovation through research, Austroads plays a pivotal role in shaping policy, improving safety outcomes, and enhancing productivity across the transport sector.

Austroads is a unique organisation and every year we undertake an immense body of work. Alongside AFAC (the National Council for Fire and Emergency Services) and ANZPAA (the Australia New Zealand Policing Advisory Agency), we are one of only three organisations that support state and territory constitutional responsibilities across Australia and with New Zealand through coordinated, nationally focused initiatives. To respond to the complex, shared challenges of road owners and managers we remain focussed on improving productivity, enhancing efficiency, and prioritising safety. We are proud to play such a pivotal role in the development of safer, more efficient, more sustainable transport networks across Australia and New Zealand and are committed to excellence in all areas.

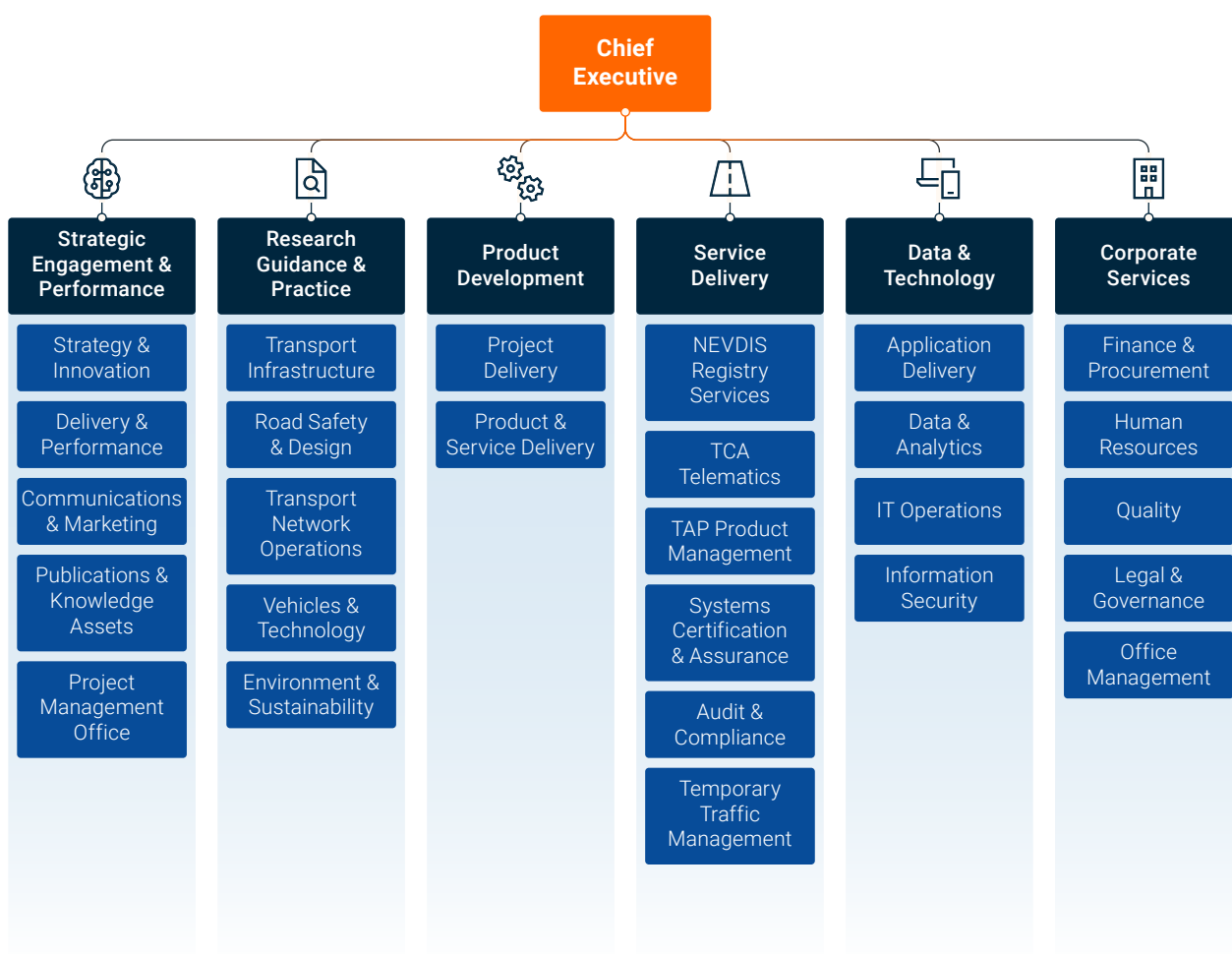


## Organisational structure

**Following the completion of our organisational restructure in March 2024, Austroads has strengthened its internal alignment, enhanced its capacity to respond to industry expectations, and sharpened its focus on delivering value for members.**

We are known as a trusted and influential voice within the transport community as we actively contribute to safer, more efficient, and more reliable transport networks across Australia and New Zealand.

Our new organisational structure fosters greater connectivity across teams, enabling more effective collaboration, knowledge-sharing, and delivery of integrated outcomes. It positions us to work more cohesively, both within Austroads and with our partners, to address shared challenges and drive meaningful change.





## History

Since our establishment, Austroads has helped shape Australia and New Zealand's transport landscape by developing and promoting national standards that deliver safer, more efficient, and more sustainable outcomes.

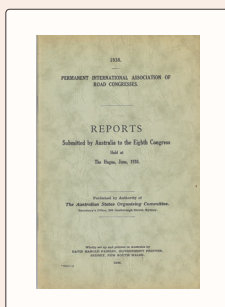
Our journey began in 1933 as the Conference of State Road Authorities (COSRA), formed to coordinate road policy and practice across jurisdictions. Since then, we have expanded our remit and impact, most notably through the integration of the National Exchange of Vehicle and Driver Information System (NEVDIS) and the establishment of Transport Certification Australia (TCA).

Today, Austroads leads complex national projects, undertakes in-depth analysis and research, and supports transport reform and resilience across Australia and New Zealand. The breadth of our role reflects the enduring trust placed in us by our members and Board, and our ongoing commitment to innovation, rigour, and excellence.

## Timeline

**1933**

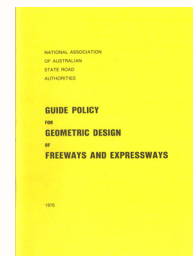
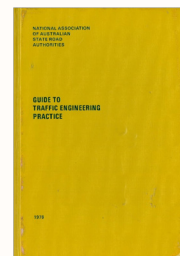
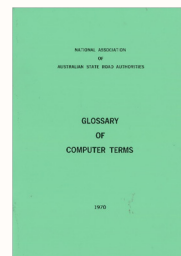
Annual Conference of State Road Authorities (COSRA) established



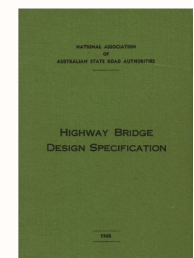
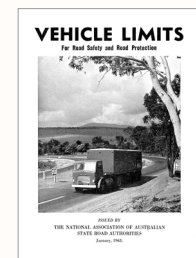
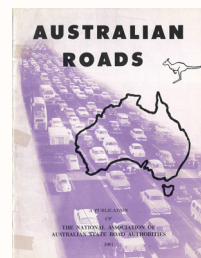
**1934**

First Conference held, states agreed to pursue common road signage

**1980**



**1970**



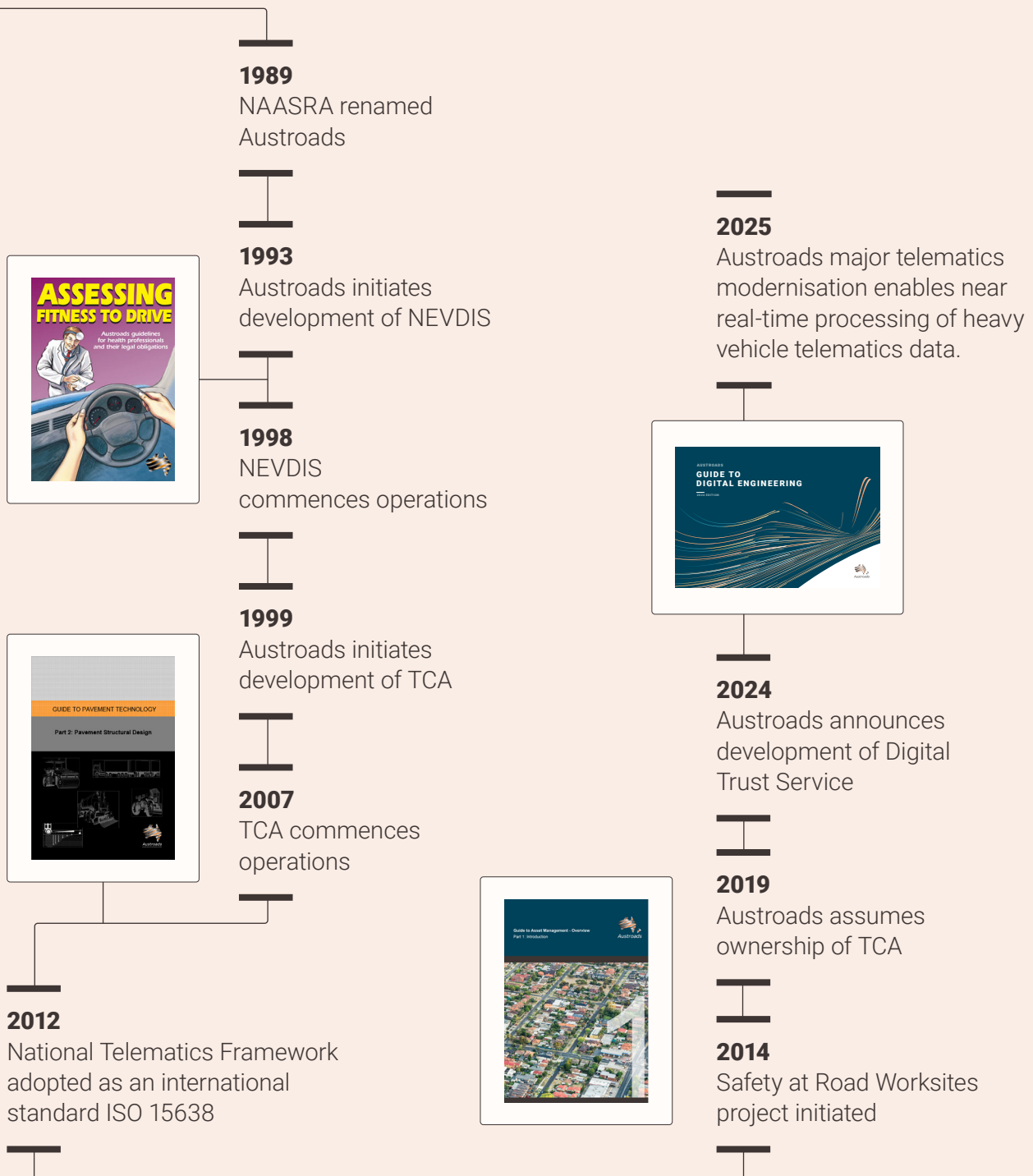
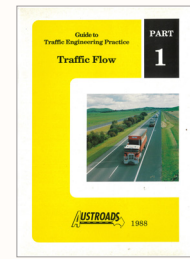
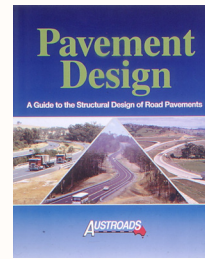
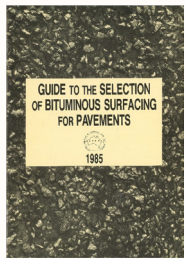
**1960**

NAASRA establishes the Australian Road Research Board (ARRB)

**1959**

COSRA renamed National Association of Australian State Road Authorities (NAASRA)







# What we do

Austrroads plays a central role in advancing productive, safe, reliable, efficient, and innovative transport outcomes for Australia and New Zealand. We provide members with high-quality and impartial advice, along with tools, information, and services.

## We have three key areas of focus:

1. research and guidance
2. national data services
3. harmonisation of practice.

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Research and guidance

17



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National data services

17



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Harmonisation of practice

17



## Research and guidance

Austrroads undertakes pooled research on behalf of its members to support best practice and future readiness in the transport sector. This includes applied research projects, real-world trials, and the development of technical guidance to support the consistent design, operation, and management of transport networks across Australasia.

Our research priorities are directly informed by member needs and aligned with the directions outlined in our Strategic Plan 2023–27.

### Our research is delivered through five streams:

- **Transport Infrastructure:** enhancing the management and performance of physical assets.
- **Transport Network Operations:** improving mobility and accessibility for all users.
- **Road Safety and Design:** contributing to the elimination of road trauma by 2050.
- **Vehicles and Technology:** preparing for emerging technologies and their implications for agencies and customers.
- **Environment and Sustainability:** embedding environmental and sustainability considerations into all aspects of transport decision-making.

## National data services

Austrroads delivers critical transport data services that are essential to keeping people and goods moving safely and efficiently.

Our data services are contemporary, secure, and responsive to evolving needs. Our work encompasses data governance, analysis, reporting, and cybersecurity – ensuring our systems meet global standards and maintain public trust. As custodians of sensitive and personally identifiable information, we are committed to upholding privacy, integrity, and security across all data services.

### Our key national data services include:

- **National Exchange of Vehicle and Driver Information System (NEVDIS)**  
Enables the secure exchange of vehicle and licence information across jurisdictions, supporting fraud prevention, vehicle provenance checks, identity matching, insurance processes, and safety recalls.
- **Transport Certification Australia (TCA)**  
Ensures appropriate data governance and privacy controls through assurance and advisory services, administering the National Telematics Framework – a government-endorsed platform supporting programs such as the Intelligent Access Program, Telematics Monitoring Application, and the Road Infrastructure Management application.
- **Telematics Analytics Platform (TAP)**  
Offers authorised users access to aggregated telematics data to support road safety, freight productivity, asset management, and sustainability initiatives.

## Harmonisation of practice

Austrroads leads national initiatives that support the consistent application of best practice across jurisdictions, ensuring transport agencies can operate more efficiently and effectively together. Many of these efforts are initiated at the request of member agencies or ministers and are designed to address shared challenges and deliver nationally consistent outcomes. By reducing duplication, streamlining approvals, and enabling consistent implementation, harmonisation supports improved national economic productivity and better use of public resources.

### Key examples include:

- development and dissemination of temporary traffic management guidance, training and device assessment
- publication of Austrroads' technical specifications
- support for fitness-to-drive assessments and updates to the National Heavy Vehicle Driver Competency Framework
- training related to temporary traffic management, road safety auditing and barrier installation
- prequalification of road and bridge contractors
- delivery of world-class digital driver licence solutions
- launch of national road safety ratings via the Australian Road Assessment Program.

Through these initiatives, Austrroads helps align policies and improve safety for road users, agencies, and industry.



# Collaborating with stakeholders and partners

Austrroads exists to serve the collective needs of our members. Our strength lies in collaboration – with and on behalf of stakeholders – to deliver positive outcomes that enhance the safety, efficiency, and sustainability of transport across Australia and New Zealand.

|                                                            |    |   |
|------------------------------------------------------------|----|---|
| Member organisations                                       | 19 | ➔ |
| Task forces                                                | 20 | ➔ |
| National partnerships                                      | 20 | ➔ |
| International engagement                                   | 21 | ➔ |
| International recognition for leading road design research | 22 | ➔ |
| A landmark year for knowledge sharing                      | 23 | ➔ |
| Other highlights of collaboration in action                | 24 | ➔ |

## Member organisations

**Our primary stakeholders are our member agencies. Their priorities and insights shape every aspect of our work through representation on our Board, expert task forces, and working groups.**

Our members:

- » Transport for New South Wales
- » Department of Transport and Planning Victoria
- » Queensland Department of Transport and Main Roads
- » Main Roads Western Australia
- » Department for Infrastructure and Transport South Australia
- » Department of State Growth Tasmania

- » Department of Logistics and Infrastructure Northern Territory
- » City and Environment Directorate, Australian Capital Territory
- » Commonwealth Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts
- » Australian Local Government Association
- » NZ Transport Agency Waka Kotahi

We work in close partnership with members to co-design research programs, deliver implementation projects, develop tools and guidance, and provide national services.

We also engage widely across the sector with consultants, researchers, health professionals, training providers, and individuals and organisations impacted by policy and regulatory reform. This engagement ensures our work remains practical, inclusive, and grounded in the realities of implementation.

<sup>4</sup> 90 participants joined the 2025 Austroads Bridge Conference's technical tour of Brisbane bridges by river – a unique pre-conference experience facilitated by Austroads, the Queensland Department of Transport and Main Roads, and Brisbane City Council.



## Task forces

Austroroads' task forces are made up of senior representatives from our member organisations who bring deep expertise and practical experience to guide and support our work. Together, our task forces form the foundation of our collaborative model, ensuring our programs are aligned with real-world priorities and grounded in specialist knowledge.

Currently, 12 task forces span the full breadth of our work programs. Each group plays a pivotal role in shaping our agenda through identifying priority issues, developing structured research programs, and putting forward project proposals that respond directly to member needs.

Task forces also play a critical role in ensuring member voices are heard. They facilitate timely and appropriate input into projects and help translate complex ideas into practical, policy-relevant outcomes that inspire action. Our task forces also champion the dissemination of research findings and project deliverables, supporting the uptake of insights across road agencies and related organisations. These groups are crucial forums for knowledge exchange, bolstering connections between Austroroads' members and partner organisations to enable continuous learning across the sector.

We are deeply grateful for the dedication and expertise of our task force members – their contribution is essential to Austroroads' impact and success.

A full list of the task force members is included at the end of this report.

## National partnerships

**Austroroads maintains strong working relationships with national bodies to align our work with broader transport reform and policy goals.**

Our partners:

- » Standards Australia
- » Infrastructure and Transport Senior Officials' Committee (ITSOC)
- » National Transport Commission (NTC)
- » National Heavy Vehicle Regulator (NHVR)
- » Centre for Pavement Engineering Education (CPEE)
- » Australia New Zealand Policing Advisory Agency (ANZPAA)



## International engagement

Austrroads coordinates a range of international activities on behalf of members, contributing to global conversations on transport policy, safety, and reform. Here is a snapshot of our collaborations with international stakeholders during the previous financial year.

Active global partnerships:

- » American Association of Motor Vehicle Administrators (AAMVA)
- » American Association of State Highway and Transportation Officials (AASHTO)
- » Association of European Vehicle and Driver Registration Authorities (EReg)
- » Cambodian Ministry of Public Works and Transport
- » CIECA – International Commission for Driver Testing
- » European Council of Ministers of Transport

- » International Road Assessment Programme (iRAP)
- » Global Road Safety Partnership
- » Organisation for Economic Co-operation and Development (OECD)
- » Permanent International Association of Road Congresses (PIARC – World Road Association)
- » Transportation Association of Canada
- » UK Bridge Owners Forum.

<sup>4</sup> (L to R) Timothy Barrett, Brett Gliddon, Jon Whelan, Amy Crawford, George Bouza at the Turner Fairbank Research Facility, exploring cutting-edge innovations in transportation. Highlights included visits to the Nondestructive Evaluation Laboratory, Pavement Testing Facility, Structures Laboratory, and Concrete Laboratory – key areas advancing research in road infrastructure.



## Driving global best practice

The World Road Association (PIARC) brings together experts from over 120 countries to share knowledge and develop best practice in road transport, focusing on safety, sustainability, resilience, and innovation.

Australia and New Zealand contribute to this global effort through active participation in PIARC's technical committees, task forces, and special projects, with outcomes reported at the World Road Congress every four years. Louise McCormick (Austroads Chair) and Brett Gliddon (Austroads NZ Board member) serve as First Delegates, and Austroads Chief Executive Dr Geoff Allan is Vice President of PIARC and Chair of its Strategic Planning Commission.

## Strategic engagement in North America

In 2025, Austroads Board members undertook a strategic engagement program in Washington, D.C., meeting with the American Association of Motor Vehicle Administrators (AAMVA), the US Federal Highway Administration (FHWA), and the American Association of State Highway and Transportation Officials (AASHTO). The delegation contributed to high-level discussions on digital fraud, advanced vehicle technologies (including ADAS), and driver licensing reforms. Site tours of major transport infrastructure provided valuable insights into sustainable mobility initiatives and long-term investment strategies.

As part of the visit, Austroads and AASHTO signed a memorandum of understanding to formalise their commitment to ongoing collaboration. The agreement outlines shared priorities that will deliver direct value to members, including access to joint research on emerging challenges, opportunities to participate in international knowledge exchange, and pathways for professional development through cross-network events. This partnership enhances Austroads' ability to connect members with global expertise, strengthen strategic alignment, and inform local policy and practice with international insights.

## Enhancing infrastructure decision making in Cambodia

Austroads have continued working with the Cambodian Government to support improved decision making, facilitate capacity building and establish contemporary, fit-for-purpose and adaptable technical specifications. Austroads work with Cambodia is a government-to-government initiative under the Partnerships for Infrastructure program, supported by the Australian Government. In March 2025, Austroads leaders visited Cambodia to wrap up phase 1 of work with the Ministry of Public Works and Transport Cambodia. This work involved updating the bridge and road technical specifications to improve the construction and maintenance of road infrastructure. The handover ceremony received media coverage in Cambodia, with the Cambodian Minister and Australian Ambassador also announcing the launch of Australia's second phase of support for Cambodia. Austroads is currently undertaking work for phase 2.

## International recognition for leading road design research

Austroads' research program is recognised internationally as a trusted source of insight and guidance. This reputation was reinforced when a joint paper by Austroads and the Victorian Department of Transport and Planning won a Best Paper Award at the Transportation Research Board's 7th International Conference on Roundabouts and Geometric Design in Atlanta, USA.

The paper, Addressing the Current and Future Needs of Road Design in Australia, was authored by Richard Fanning and Philip Rosser from the Victorian Department of Transport and Planning, along with Michael Nieuwesteeg and Paul Davies from Austroads.

It explores practical strategies and forward-looking insights into Australia's evolving approach to road design. The paper was led by Philip and Richard, with support from the Austroads Road Design Task Force.





## A landmark year for knowledge sharing

The 12th Austroads Bridge Conference was a standout moment of 2024-25, setting a new benchmark for innovation, collaboration and engagement in bridge engineering.

Held in Brisbane in June 2025, the conference brought together:

- over 600 attendees from across Australia, New Zealand and internationally
- nearly 300 technical papers delivered across five specialist streams
- more than 170 speakers, showcasing research, innovation and industry leadership.

This was the largest Bridge Conference in Austroads' history, reflecting the scale, diversity and depth of expertise within the bridge engineering community.

Thanks to the contributions of sponsors, speakers, exhibitors and attendees, the event was a resounding success — a vital platform for sharing knowledge, strengthening professional networks, and shaping the future of bridge design, construction and maintenance.

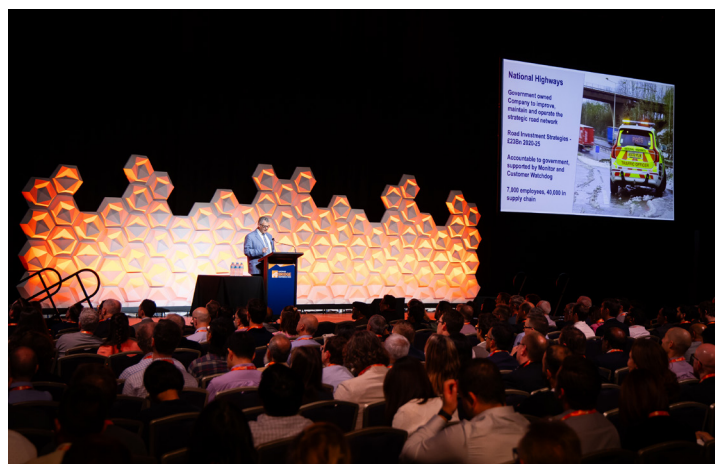
*"The conference showcased the strength and dedication of our industry, and the importance of recognising emerging talent and outstanding research."*

**ROSS GUPPY, AUSTROADS  
TRANSPORT INFRASTRUCTURE  
PROGRAM MANAGER**

<sup>4</sup> In his closing remarks, Ross Guppy, Austroads Transport Infrastructure Program Manager, reflected on the strength and dedication of our industry and emphasised the importance of recognising emerging talent and outstanding research.



Austroads Chair Louise McCormick speaks at the Women in Bridges Panel Discussion at the Austroads Bridge Conference 2025. →



<sup>4</sup> Keynote addresses, technical presentations, industry booths and social events brought together over 600 delegates at the Austroads Bridge Conference 2025, fostering collaboration, knowledge sharing and innovation across the bridge engineering community.



## Other highlights of collaboration in action

**Alongside the Bridge Conference, Austroads created and contributed to other major platforms for collaboration and knowledge exchange across the sector:**

### Lifecycle Interventions to Lift Road Tunnel Sustainability Workshop

Delivered with PIARC and Transport for NSW, this international workshop brought together leading experts in tunnel operations, maintenance and delivery to explore best practice and future opportunities in sustainable tunnel management.

### Resilient Transport 2025 Seminar

A one-day seminar delivered with Transport for NSW brought together policymakers, practitioners and technical experts to explore how Australasian transport networks can become more resilient to climate change and technological disruption.

### Brisbane Truck Show

Austroads and Transport Certification Australia (TCA) showcased their work at the Brisbane Truck Show, which drew a record-breaking 54,790 attendees.

Our experts shared insights on Smart OBM, telematics analytics and the future of heavy vehicle driver competency, working alongside partners including Heavy Vehicle Industry Australia, the National Transport Commission, and Healthy Heads in Trucks & Sheds.



↑ Austroads is connecting jurisdictions with knowledge and experience of common transport challenges.



↑ Austroads and PIARC collaborated to deliver the Tunnel Sustainability Workshop.



↑ Austroads team engaged with operators, regulators, and innovators from across Australia.

# Our strategic landscape

This section outlines the environment in which Austroads operates, the key challenges we face, and the strategic focus areas guiding our work. It highlights how collaboration with our members and stakeholders enables us to respond effectively to change and deliver lasting impact across Australia and New Zealand.

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## Operating environment

**Austroads operates within a complex and rapidly evolving environment shaped by significant technological change, policy reform, climate impacts, and shifting funding priorities.** Our Strategic Plan 2023-27 acknowledges that to remain effective and relevant, we must respond decisively to these challenges – always in close partnership with our members and stakeholders.

Across this dynamic landscape, collaboration is not simply a way of working, it is a strategic imperative. Through collaboration, we are better able to identify emerging issues, share expertise, and develop practical, future-focused solutions that meet the needs of diverse jurisdictions and communities.

## Challenges

**Key challenges we are responding to include:**

- navigating the diversity and complexity of Australia's federal system
- aligning with changing member priorities and engaging new stakeholders
- responding to shifting government investment and policy direction
- improving road safety by reducing serious injuries and fatalities
- governing data responsibly in an era of ever-evolving digital risk
- supporting national transport reform through shared systems and guidance
- responding to resource constraints and the impacts of climate change.

We address these challenges through collaborative research, knowledge sharing, integrated services, and aligned practices across Australia and New Zealand. Our task forces, working groups, and member-led initiatives ensure our work reflects real-world needs while driving progress across the sector. Through a strategic and focused approach, we are leading efforts to harmonise transport networks across both countries.

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## Focus

**To deliver meaningful impact, we focus on:**

- **Serving as an exemplary and efficient member organisation** by delivering value through transparency, accountability, and streamlined governance.
- **Conducting rigorous, member-focused research** by producing evidence-based insights that inform practical decision-making.
- **Providing authoritative guidance and implementing best practice** by promoting consistency and supporting the uptake of innovative solutions.
- **Delivering trusted operational and data services** by developing and managing secure, reliable, and future-focused processes.

As the transport sector faces increasingly complex demands, Austroads remains committed to collaborative leadership that moves us forward – together.



# Serving as an exemplary and efficient member organisation

Austroads is defined by the strength of our people, the clarity of our purpose, and the value we deliver to our members. Everything we do is driven by a commitment to support our members' success – through collaborative leadership, transparent operations, and a workplace culture that brings out the best in our team.

We continue to invest in our people and culture to ensure we remain a trusted, high-performing organisation. We support our staff through training, professional development, and a workplace culture that values growth, feedback, and collaboration. The Austroads Executive Group sets the tone from the top, modelling our core values of integrity, professionalism, innovation, and accountability.

We are also committed to performance transparency, compliance, and continual improvement. We seek and act on feedback from our members, ensuring our services remain relevant, effective, and responsive to emerging needs. We actively plan and forecast our future, working strategically to ensure we are set up for long-term success.

By aligning strong internal culture with outward-facing service, we are proud to serve our members efficiently, honestly, and with a clear focus on delivering real impact.

|                                         |           |          |
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## Our people

**Austrroads has experienced significant growth in recent years and fosters a diverse, inclusive, and family-friendly workplace.**

Collaboration is central to how we operate, and our people feel empowered to grow and progress through their career journey.

As at 30 June 2025, Austrroads employs 108 people who mostly work full-time in either our Sydney or Melbourne offices. We rely on colleagues from our member agencies to help guide our work through the Austrroads Board and subject-specific task forces. We also engage the expertise of consultants and researchers to deliver our projects, with a strong commitment to embedding our organisational values at the core of all our processes.

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*"The Austrroads team takes pride in making a difference and I am proud of them – I am proud of both what we do and who we are."*

**GEOFF ALLAN, CHIEF EXECUTIVE**

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Austrroads team  
in Sydney. ➔



Austrroads team  
in Melbourne. ➔



# Values

Our values of integrity, professionalism, innovation, and accountability guide everything we do.



## PROFESSIONALISM

We are reliable, accountable, and committed to providing excellent service every single day.



## ACCOUNTABILITY

We set clear objectives and work closely with our members in true partnership, building confidence across jurisdictions through transparency, consistency, and staying flexible when things change.



## INNOVATION

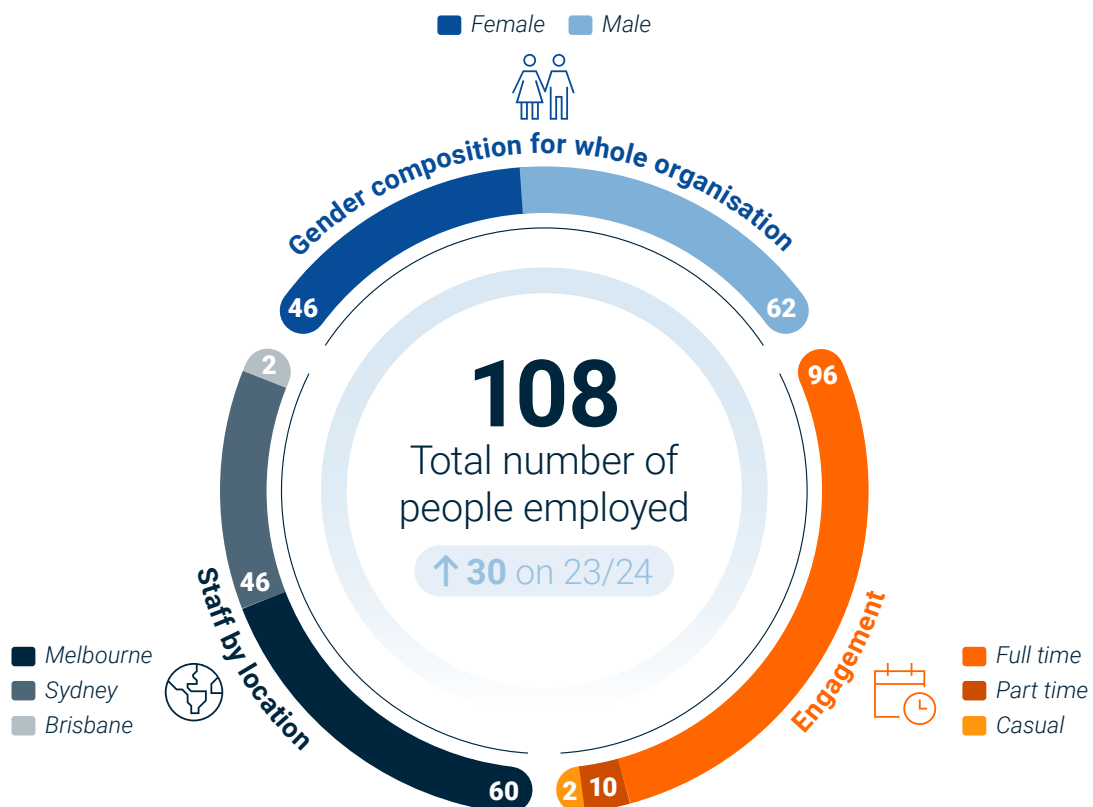
We push boundaries with purpose, exploring smarter, more connected ways to improve outcomes for the transport sector through advanced analytics, digital platforms and emerging technologies.



## INTEGRITY

We work in an evidence-based, rigorous and credible manner, providing accurate and dependable information to maintain trust and deliver lasting value.

# Workforce profile





## Employer of choice

In 2025, Austroads was honoured to receive the 5-Star Employer of Choice award from Human Resources Director (HRD) Magazine, recognising outstanding workplace culture, employee engagement, leadership, and professional development across Australia and New Zealand.

The award celebrates our ongoing commitment to creating a supportive, inclusive, and empowering environment where people thrive. Our journey to this recognition was built on the genuine care we have for our people as well as the practical initiatives we implement that put staff wellbeing and growth front and centre.

**At Austroads, we understand that a great workplace starts with support tailored to the needs of our people, and we demonstrate this by:**

- Supporting wellbeing through proactive policies such as flexible working arrangements, financial support for health and wellbeing, and paid parental leave.
- Investing in growth through access to LinkedIn Learning for skill development, formal training and financial support for university studies.
- Driving organisational capability through HR initiatives such as capability profiles, integrated HR and payroll systems and collaborative performance reviews.
- Fostering engagement and connection through our strong culture of respect, collaboration, and professional growth.

Together, these initiatives reflect our focus on operational excellence, organisational capability, and a culture that supports continuous improvement. Being named a finalist for The Australian's Best Places to Work 2025 further demonstrates the strength of our workplace community.



## AUSTROADS

### Executive Group



#### Dr Geoff Allan

Chief Executive

Geoff is the Chief Executive of Austroads and Managing Director of Transport Certification Australia, a subsidiary of Austroads. Geoff has worked in various roles in the Queensland and Australian governments, including as Chief Operating Officer of the National Transport Commission. Geoff is Vice-President of PIARC (the World Road Association) and is Chair of PIARC's Strategic Planning Commission. He is a member of the Council (Board) of the Centre for Professional Engineering Education. Geoff has a Doctorate in public sector management and a Master of Social Science and a Bachelors Degree in Town Planning. Geoff is a joint Company Secretary of Austroads.



#### Sharon Johnson

Chief Finance Officer & General Manager of Corporate Services

Sharon leads the financial, strategic, human resources, legal, and risk management functions at Austroads. With over two decades of experience, she has built a reputation as a dynamic executive known for her astute commercial acumen and ability to drive complex organisational change. Sharon is a Fellow of CPA Australia, holds a Bachelor of Commerce (Accounting), a Bachelor of Laws, and is an Associate of both the Governance Institute of Australia and the Chartered Governance Institute. Sharon is also a Director of Transport Certification Australia and was appointed joint Company Secretary of Austroads on 1 August 2024.



### Matt Brunsdon

Chief Data and Technology Officer

Matt has 20 years' experience in leveraging data and technology to drive innovation and growth. Matt oversees the development and implementation of Austroads' cutting edge data analytics and technology solutions. He is passionate about harmonising product and technology delivering solutions which drive successful outcomes. Matt holds a degree in eBusiness from Macquarie University and is also a Director of Transport Certification Australia.



### Paddy Goodall

General Manager Service Delivery

Paddy has extensive experience in operations, high reliability and safety critical environments, risk management, advisory, assurance, governance and digital transformation. He is a skilled relationship manager and has worked as a negotiator in operational, commercial, industrial and regulatory settings. Paddy has a Masters Degree in Business Administration, and is a graduate of the Australian Institute of Company Directors. Paddy is also a Director of Transport Certification Australia.



### Gavin Hill

General Manager Strategic Engagement and Performance

Gavin has 25 years of experience working in roads and transport, including senior management roles in the NSW Government, TCA and Austroads. With a focus on delivering public outcomes in complex environments, Gavin's experience extends to global work with the OECD, and as President of the International Forum for Heavy Vehicle Transport & Technology. Gavin holds a Masters Degree in Public Administration and an Honours Degree in Economics.



### Paul Davies

General Manager Research, Guidance and Practice

Paul Davies has overseen the Austroads Work Program since 2021. He has over 25 years' experience in government and industry. Before joining Austroads, Paul spent seven years in senior roles at the National Transport Commission where he led a range of national transport reforms. Prior to this he held various roles in research program delivery, public policy, sustainability, transport and energy, in the South Australian and Australian governments, and technical roles in industry. Paul holds a Honours degree in engineering and has completed the Company Directors Course at the Australian Institute of Company Directors.

## Our awards

The Austroads Awards recognise the outstanding contribution by exceptional individuals to our work and are a way to publicly acknowledge their impact and show our sincere appreciation.

### Austroads Bridge Awards

The Austroads Bridge Awards recognise individuals and organisations that have delivered outstanding bridge structures and design across Australia and New Zealand. The awards were presented at the 12th Austroads Bridge Conference.

#### CONGRATULATIONS TO OUR 2025 WINNERS:

##### EXCELLENCE IN SUSTAINABILITY

Victoria Bridge Refurbishment QLD, submitted by Arup, Brisbane City Council, Nick Stevens Consulting, ACCIONA and Freyssinet Australia

##### EXCELLENCE IN ASSET MANAGEMENT AND MAINTENANCE

Manganuku Bridge Strengthening, submitted by Beca, NZ Transport Agency Waka Kotahi, Contech, Optimech International Ltd and Eastbridge Ltd

##### EXCELLENCE IN INNOVATION

Kangaroo Point Bridge, submitted by BESIX Watpac and Brisbane City Council

##### EXCELLENCE IN COMMUNITY IMPACT

New Fitzroy River Bridge, submitted by Fitzroy Bridge Alliance (Main Roads Western Australia, BG&E, BMD Group and Georgiou)

##### EXCELLENCE IN HERITAGE AND CONSERVATION

Burnett Bridge, submitted by Queensland Department of Transport and Main Roads

##### BEST STRUCTURE 35 METRES OR UNDER

Hanroy Marble Bar Road Bridge, submitted by GHD

##### BEST STRUCTURE OVER 35 METRES

Boorloo Bridge, submitted by Main Roads Western Australia and Causeway Link Alliance (Civmec, Seymour Whyte, WSP in Australia)

We also extend our sincere congratulations to the finalists, whose submissions set a new benchmark for excellence. Thank you to all entrants, judges, and industry supporters who continue to push boundaries and raise the standard in bridge infrastructure.



\* The 2025 Bridge Awards Ceremony was an opportunity to celebrate excellence in engineering and design.





## Austroads Outstanding Service Awards

Austroads Outstanding Service Award recognises an individual who has made an outstanding contribution to Austroads and its activities over a sustained period.

### CONGRATULATIONS TO:

#### WARREN CARTER

##### National Technical Manager at Downer

Warren received the prize in recognition of his outstanding contribution to Austroads committees and to the pavements industry over many years, particularly to projects such as Warm Mix Asphalt Validation Project and the Cooma Polymer Modified Binders sprayed seals trial.



\* Warren Carter receives his Austroads Outstanding Service Award.

## Austroads Special Commendation

The Austroads Special Commendation recognises contributions by an individual that warrants special recognition.

### CONGRATULATIONS TO:

#### NIKKI VAJRABUKKA

##### Commonwealth Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts

In recognition of the provision of leadership and direction for Austroads projects for the benefit of Australia and New Zealand, working towards a coordinated and harmonised approach to the implementation of transport technologies.



\* Ian Mond receiving his Austroads Special Commendation Award.

#### IAN MOND

##### Department of Transport and Planning, Victoria

In recognition of his ongoing contribution to the Freight Task Force in terms of participation and commitment to the objectives of Austroads and his exceptional work on and sponsoring multiple projects for the Transport Network Operations Program.

## Austrroads Achievement Awards

An Austrroads Achievement Award recognises an individual who has contributed to Austrroads through the successful delivery of one or more projects.

### RAYMOND PATERSON

#### Major Road Projects, Victoria

In recognition of his ongoing contribution to the Project Delivery Task Force in terms of participation and commitment to the objectives of Austrroads and through his exceptional work on and management of an important project for the Transport Infrastructure Program: Optimising Project Delivery Performance – stage 2 (APD6336).

### DAVID HEINS

#### Transport for New South Wales

In recognition of his exceptional work and management of an important project for the Transport Infrastructure Program: Guide to Digital Engineering (AAM6326).

### NIGEL CASEY

#### Transport for New South Wales

In recognition of his contribution to the Road Tunnels Task Force and commitment to the objectives of Austrroads, including through his exceptional work on an important project for the Transport Infrastructure Program: Dangerous Goods in Tunnels – Stage 2 – Towards Implementation of Risk Assessment Process (ART6122).



\* Raymond Paterson receiving his Austrroads Achievement Award.

### LOUISE PURCELL

#### Department of Transport and Planning, Victoria

In recognition of a tireless contribution as project manager and leader of the challenging and complex Review of the National Heavy Vehicle Driver Competency Framework Stage 3 (SRL6259).

### ADAM MULARCZYK

#### Central Coast Council

In recognition of his leadership in developing and implementing a national road safety audit service, in his role as independent chair of the Project Control Group for Austrroads Road Safety Audits implementation project.

### JADE HOGAN

#### Transport for New South Wales

In recognition of her successful management of the project Safe System Median Treatments (SRD6321).

### MARC DESMOND

#### Transport for New South Wales

In recognition of his successful management of the projects Update to Austrroads Online Applications (SAG6323) and Update to Guide to Road Safety Part 2 – Safe Roads (SAG6317).

### TODD WYLIE

#### New Zealand Transport Agency

For supporting the establishment of the Vehicles Technical Reference Group as its first Chair.

### AMY WILLIAMSON

#### New Zealand Transport Agency

For supporting the Safe People Technical Reference Group as its first member-based Chair.

**JEN SLOCOMBE****Department of Infrastructure and Transport, South Australia**

In recognition of project management and successful delivery of Stage 1 of the Austroads Carbon and Reporting Tool, the development of the approved proposal for Stage 2 and ongoing promotion of this work at national forums.

**MEIFANG LAI****Main Roads Western Australia**

In recognition of delivery of the Minimum Requirements for Traffic Signs, Traffic Signals and Line Markings project and her ongoing support as project manager for multiple projects.

**JOHN OPPES****Queensland Department of Transport and Main Roads**

In recognition of his ongoing contribution to the Network Task Force in terms of participation and commitment to the objectives of Austroads and through his exceptional work on and sponsoring of projects for the Transport Network Operations Program.

**ANDREW POOLE****Department of State Growth Tasmania**

Ongoing contribution to the Freight Task Force in terms of participation and commitment to the objectives of Austroads and through his exceptional work on and sponsoring of projects for the Transport Network Operations Program: NEF6396 Opportunities to improve freight and supply chain resilience.

## Sponsored Awards

### Women in Road Safety Award

Austroads is a proud sponsor of the Australasian Road Safety Conference's Women in Road Safety Award. In 2024, the award was presented to Associate Professor Sjaan Koppel in recognition of her exceptional contributions to road safety advocacy, improving the safe mobility of vulnerable road users, including older adults, women, individuals with medical conditions or impairments, and children.

*"Receiving this award is a tremendous honour, but it is also a recognition of the collective efforts of all women in road safety. This award acknowledges that women will be pivotal in shaping that work. It is essential that our voices are heard, our expertise valued, and our contributions recognised."*

**SJAAN KOPPEL, ASSOCIATE PROFESSOR**



\* Sjaan Koppel was awarded the Women in Road Safety Award, in recognition of her outstanding commitment and contributions to reducing road trauma, highlighting the vital role women play in this critical field.





† (L to R): Matthew Bereni, TMAA Chief Executive Officer; Carla Goodridge, TMAA National Accounts Officer; Justin Fyson, CTA (VIC); Geoff Allan, Austroads Chief Executive; Patsy Thomas, Austroads National Temporary Traffic Management Operations Manager.



† (L to R): Matthew Bereni, TMAA Chief Executive Officer; Carla Goodridge, TMAA National Accounts Officer; CivilEdge team; Patsy Thomas, Austroads National Temporary Traffic Management Operations Manager.

## Traffic Management Association of Australia Excellence Awards

As part of Austroads' commitment to road safety and professional training, we sponsored the Traffic Management Trainer of the Year Award and Registered Training Organisation (RTO) of the Year Award.

### Traffic Management Trainer of the Year Award

This award was presented to Justin Fyson from Create Train Achieve (VIC) for his leadership and dedication to developing skilled, safety-focused professionals. Justin is an approved trainer with Create Train Achieve.

### Registered Training Organisation (RTO) of the Year Award

This award was presented to CivilEdge an Approved Training Provider in Victoria, South Australia and Tasmania for its consistent delivery of high-quality training across multiple states.

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*"These awards highlight the positive impact of the harmonisation project. We are excited to see how this work will continue to shape the future of the industry."*

**PATSY THOMAS, AUSTROADS NATIONAL  
TEMPORARY TRAFFIC MANAGEMENT  
OPERATIONS MANAGER**

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## Our governance

Austroads operates within a complex regulatory and political environment. Our members expect us to operate under a governance framework that appropriately reflects our position as an influential and innovative global leader in the transport industry.

We are governed by a Board composed of the chief executives, or their nominees, from each of our member organisations. Meeting four times a year, the Board provides clear policy and strategic direction, oversees performance against our strategic objectives, and approves the annual work plan and budget.

The governance approach is structured around five key pillars, which together ensure that Austroads operates with integrity, clarity, and purpose.



## Board

As Austroads is a registered company, each Board member also holds the legal role of Director, carrying responsibilities under corporate governance frameworks.

### Directors during 2024–25

Directors have been in office from 1 July 2024 to 30 June 2025 unless otherwise stated.



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**Louise McCormick**  
Chair (NT)

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#### **B. Eng – Civil Engineering, Dip. Project Management**

Louise is Chief Executive Officer of the Department of Logistics and Infrastructure, Northern Territory, and is an Executive Engineer, Chartered Fellow and Senior Civil/Structural Engineer with over 20 years' experience in the public and private sectors. In 2022 Louise was awarded the John Shaw Medal by Roads Australia, honouring an industry champion who has made a lasting contribution to Australia's roads.



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**Brett Gliddon**  
Deputy Chair (NZ)

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#### **BE (Hons), CMEngNZ**

As Chief Executive for the NZ Transport Agency Waka Kotahi, Brett Gliddon is one of New Zealand's foremost transport professionals, having worked in the sector for more than 20 years. Brett's current focus is to lead a modern, efficient organisation, focused on delivering great transport services and outcomes for New Zealanders. Brett's background is in engineering, and he was previously the Group General Manager of Transport Services of NZTA, the business group responsible for the planning, design, delivery and operations of New Zealand's integrated transport system. He has successfully delivered projects including Tauranga Eastern Link, the Northern Busway and Waterview Tunnel. He is a system leader with a focus on whole of life transport system outcomes, strategic planning and multimodal integration. He is dedicated to engagement with iwi, the community and local government.





### John Hardwick

Executive Director (NSW)

#### Executive MBA, CFAM, GAICD

John is the Executive Director of the Asset Management Branch at Transport for New South Wales and is responsible for leading and enabling transport service outcomes for customers and communities through the effective whole of life asset management. John has a background of over 30 years in asset management. In 2018, John was awarded the MESA medal by the Asset Management Council, for his contribution to the advancement of the science and practice of asset management.



### Amy Crawford

Chief Executive Officer (ALGA)

#### BA/LLB (Honours), GAICD

Amy is Chief Executive Officer at the Australian Local Government Association (ALGA) and is Company Secretary for the ALGA Board. Amy was previously a Senior Adviser to the Federal Minister for Regional Development, Local Government and Territories. Amy has over 20 years' experience in the Australian Public Service, including a decade in the Department of Prime Minister and Cabinet.



### Cynthia Heydon

Deputy Secretary – Transport (TAS)

*Commenced 2 September 2024*

#### BA (Honours)

Cynthia Heydon is the Deputy Secretary Transport in Tasmania's Department of State Growth with responsibilities including network design, capital program delivery, road maintenance, passenger transport policy, procurement and regulation, road safety and registration and licencing. She is also the Transport Commissioner for Tasmania, a statutory role with State-wide planning and coordination functions across all road managers in Tasmania. Cynthia has over 20 years' experience in the transport industry across multiple Australian jurisdictions and in both government and operator organisations.



### William Tieppo

Deputy Secretary – Network Design & Integration (VIC)

#### B. Eng Civil Engineering

William is the Deputy Secretary Network Integration at the Department of Transport and Planning, Victoria. William is a career professional with 20 years' experience in the public and private sector, with most of this time spent project managing the planning and delivery of major road infrastructure projects in Victoria. In past positions William was General Manager City Services for the City of Greater Geelong and responsible for the management and operation of the arterial road network in South-Western Victoria.



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**Paula Stagg**

First Assistant Secretary  
(Commonwealth)

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**BSc (Honours)**

Paula is the First Assistant Secretary, Surface Transport and Emissions Policy Division at the Commonwealth Department of Infrastructure, Transport, Regional Development, Communications, Sports and the Arts. Paula has policy responsibility for all surface modes of transport – road, rail, maritime and shipping, with a focus on productivity, safety, and reducing emissions across each of these transport modes.



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**Dennis Walsh**

Chief Engineer (QLD)

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**BEng, MEngSC, CPEng, RPEQ, MIEAust,  
M IPWEA, APEC Engineer, Int PE  
(Aust), GAICD**

Dennis is the Chief Engineer of the Queensland Department of Transport and Main Roads. He has worked in the transport sector for 35 years. He is the Queensland Director on the Australasian New Car Assessment Program Board, Vice President of ITS Australia and Interim Chair of Transmax. He is on the interim board of the Centre for Connected and Automated Transport and is an honorary member of the Institute of Public Works Engineering Australasia. He is the recipient of the outstanding Queensland University of Technology Alumni Award 2021 and the Engineers Australia National Transport Medal 2023.



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**Jon Whelan**

Chief Executive (SA)  
*Commenced 24 January 2025*

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Jon Whelan is the Chief Executive for the South Australian Department for Infrastructure and Transport with over 39 years of extensive experience with the Department. Accountable to the Minister for Infrastructure and Transport, Jon is responsible for the delivery of over \$25 billion of social and transport infrastructure over the forward estimates, all aimed at improving the lives of South Australians, including those in regional South Australia. This includes the delivery of the largest and most complex road infrastructure project undertaken in South Australia's history, the \$15.4 billion, North-South Corridor, River Torrens to Darlington Project.



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**Peter Woronzow**

Director General (WA)

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**BA (Economics), Grad Dip Public Sector  
Management, CPA**

Peter is Director General of the Western Australian Department of Transport and holds the concurrent roles of Chief Executive Officer of the Public Transport Authority and Commissioner of Main Roads. Peter is responsible for setting the strategic direction of transport for the state, shaping the development of all major integrated transport plans and leading the implementation of some of WA's most transformational capital projects. Peter is a member of CPA Australia, Chairman of the National Transport Research Organisation, and is an ex officio Board Member of Infrastructure Western Australia.



**Denise McIntyre**

Acting Deputy Secretary (TAS)  
*Resigned 1 September 2024*

Denise was Acting Deputy Secretary, Transport and Infrastructure in the Tasmanian Department of State Growth and had been the General Manager of the State Roads Division since 2020. Denise spent almost a decade working as a government adviser in the areas of infrastructure, environment, heritage, justice and education.



**Dr Ana Glavinic**

Executive Director, Road and Marine Services (SA)  
*Resigned 19 November 2024*

**PhD BSc**

Ana is the Executive Director, Road and Marine Services within the South Australian Department for Infrastructure and Transport, encompassing engineering and environment and sustainability. She is responsible for delivering standards, technical requirements and master specifications resulting in whole-of-life functional and sustainable outcomes across the department.



**David Pryce**

Director General (ACT)  
*Resigned 30 June 2025*

David was Director-General for the Transport Canberra and City Services (TCCS) Directorate. The TCCS Directorates responsibilities include the delivery, management and maintenance of the ACT's road-related infrastructure, policy responsibility for road safety and transport regulation, and Canberra's public transport system including, light rail. David has extensive senior executive experience in law enforcement, emergency management, justice and community safety.



## Board meetings

During the financial year, four meetings of directors were held:

- » No. 53 – 31 July & 1 August 2024 (Darwin, NT)
- » No. 54 & 2024 AGM – 20&21 November 2024 (Canberra, ACT)
- » No. 55 – 13 February 2025 (Sydney, NSW)
- » No. 56 – 8 May 2025 (Brisbane, Qld)

The number of meetings of the Board of Directors held during the year and each director's attendance at those meetings are set out below.

### Meeting attendance for 2024–25

| DIRECTOR                   | ELIGIBLE MEETINGS | MEETINGS ATTENDED |
|----------------------------|-------------------|-------------------|
| Louise McCormick (NT)      | 4                 | 4                 |
| Brett Gliddon (NZ)         | 4                 | 3                 |
| Dennis Walsh (Qld)         | 4                 | 4                 |
| John Hardwick (NSW)        | 4                 | 4                 |
| William Tieppo (VIC)       | 4                 | 4                 |
| Peter Woronzow (WA)        | 4                 | 0                 |
| David Pryce (ACT)          | 4                 | 3                 |
| Amy Crawford (ALGA)        | 4                 | 3                 |
| Paula Stagg (Commonwealth) | 4                 | 2                 |
| Cythnia Heydon (TAS)       | 3                 | 3                 |
| Jon Whelan (SA)            | 2                 | 2                 |
| Dr Ana Glavinic (SA)       | 1                 | 0                 |
| Denise McIntyre (TAS)      | 1                 | 1                 |

### Alternate Director attendance 2024–25

| ALTERNATE DIRECTOR        | ALTERNATE FOR  | MEETINGS ATTENDED                                                                                                 |
|---------------------------|----------------|-------------------------------------------------------------------------------------------------------------------|
| John Erceg (WA)           | Peter Woronzow | <ul style="list-style-type: none"> <li>» August 2024</li> <li>» November 2024</li> <li>» February 2025</li> </ul> |
| Sally Todd (Commonwealth) | Paula Stagg    | <ul style="list-style-type: none"> <li>» August 2024</li> <li>» November 2024</li> </ul>                          |

## Governance frameworks

**Austroads uses a robust suite of governance frameworks, methodologies, and policies to make data-driven, evidence-based decisions and ensure continuous improvement, accountability to our stakeholders, and strategic responsiveness.**

### ISO compliance

TCA holds ISO 9001:2015 and ISO 27001 certifications. In October, TCA successfully upgraded its ISO 27001 certification from the 2013 standard to the latest 2022 standard. The TCA laboratory holds NATA accreditation (ISO/IEC 17025).

### Project funnel

A key governance advancement over the previous financial year has been the maturation of our product development funnel – a framework designed to identify, assess, and prioritise innovation and ideas for development. The process is supported by a reporting dashboard, established in 2024.

Importantly, the funnel enables us to support our members in ways that extend beyond the formal research program, creating space for agile, forward-looking initiatives. As the funnel continues to evolve, it is proving effective in helping Austroads respond to growing demands and enhance our innovation capacity.

### Risk management

Our Risk Management Committee (RMC) meets three times a year and reports to the Board on key strategic and enterprise risks. A Strategic and Enterprise Risk Report, updated for each RMC meeting, includes risk tolerance, target levels and mitigation measures.

The Austroads Executive Group (AEG) reviews organisational and strategic risks on a regular basis. AEG members are responsible for managing, identifying and reporting risk from their areas and risks are reviewed at the AEG monthly meeting. The TCA Certification and Risk Committee (TCA CARC) reviews risks and mitigations specific to TCA when it meets quarterly.

### Information security

Austroads is building a secure and resilient environment designed to safeguard our systems, data, and people against a range of risks, including cyber incidents, data loss, human error, and the evolving demands of a complex digital landscape. Guided by our information security strategy, we are fortifying every layer of our operations to ensure the confidentiality, integrity, and availability of critical information. Through regular communication, training, and team engagement, we are building a strong cyber-aware culture. Our growing security team supports this vigilance, ensuring that everyone has the tools and knowledge required.

#### Austroads' information security strategy focuses on:

- protecting the privacy of sensitive information held by Austroads
- delivering services that are resilient to cyber-attacks and can be quickly recovered if interrupted
- ensuring our digital communications channels are trustworthy and free from manipulation.

Information security at Austroads is a shared duty that extends across the entire organisation. Every staff member, contractor, and partner involved in designing, managing, or using digital systems plays a key role in protecting the organisation and its stakeholders.

#### To support this shared accountability, Austroads has implemented measures to ensure:

- all staff and contractors receive tailored training and practical guidance to reduce cyber risks
- business units and application owners are directly responsible for protecting the systems and data they manage
- security is embedded into everyday decision-making, projects, and operational processes.

### Our improvements include:

- expanding the security team
- expanding our security capabilities through managed security service providers
- updating and expanding our policies and procedures while maintaining our ISO 27001 compliance for Transport Certification Australia
- standardising and strengthening security measures across the organisation.

### Portfolio, Program and Project Management Framework

In 2024, Austroads Project Management Office (PMO) established a unified, organisation-wide project management system that brings together all essential policies, processes, and tools. The Portfolio, Program, and Project Management Framework is a comprehensive system that standardises project management practices across the organisation.

This Framework supports informed decision-making by Austroads senior leadership, particularly in identifying and managing project risks and issues. Of the 16 intended modules, 14 have been implemented as at 30 June 2025. The PMO's expanded role now includes maintaining the standardised framework, as well as centralising project reporting and performance monitoring throughout Austroads.

### National Telematics Framework

The National Telematics Framework (NTF or the Framework) is an internationally recognised operating ecosystem which continues to adapt and evolve in response to the needs of Austroads members, government agencies, telematics providers and road users.

#### At the centre of the Framework is the structured operational interactions between:

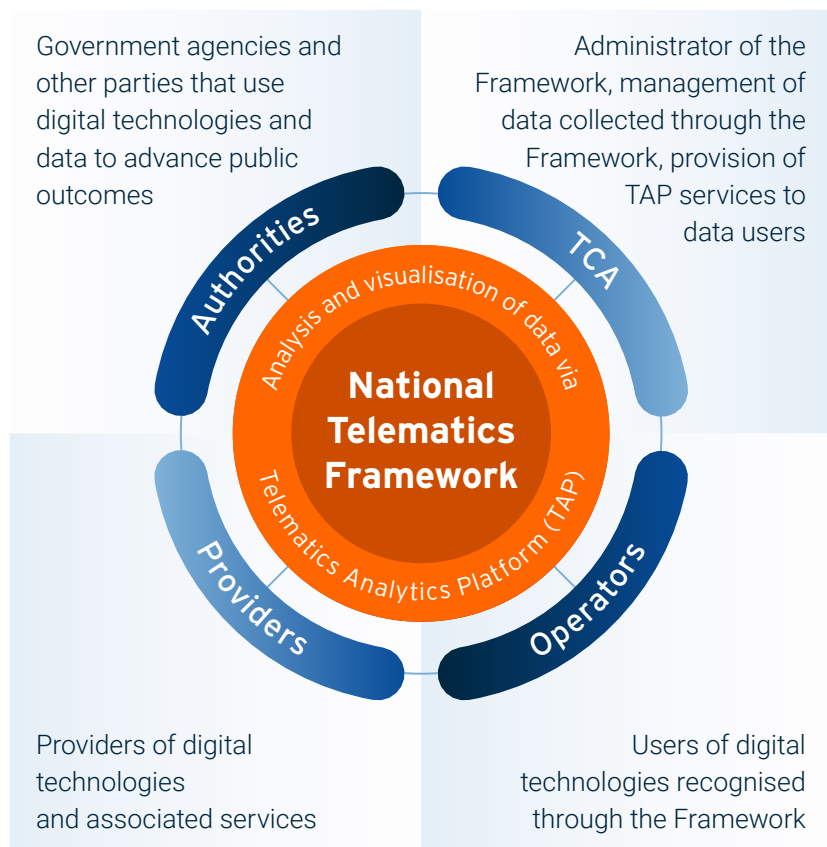
- authorities (Austroads members and other government agencies)
- telematics providers (application service providers)
- road users (registered operators of vehicles)
- TCA (the government-appointed administrator of the Framework).

These interactions enable authorities to activate new policies and programs to collect data from in-vehicle technologies to improve productivity, safety and sustainability.

#### Setting the global benchmark: Framework adopted as international standard

TCA developed the Framework in Australia in 2009 following a series of ministerial decisions between 2003 and 2008. The Framework was so successful that in 2012 it was adopted as an international standard ISO 15638.

TCA continues to lead developments of the standard, with updates being made in collaboration with national and international ISO committees during 2024–25. This ensures the National Telematics Framework, and its relationship with international standards, continues to lead the world.



\* National Telematics Framework.





## Recognition for excellence in reporting

Austroads commitment to good governance was recognised with a Silver Award in the 2025 Australasian Reporting Awards (ARA) for our 2023–24 Annual Report. To receive a Silver Award, a report must demonstrate high-quality coverage of the general criteria, provide clear disclosure of key aspects of the organisation's performance, and deliver outstanding transparency in at least one major area.

This recognition reinforces Austroads dedication to maintaining high standards in corporate reporting and strengthens confidence in the organisation's governance and accountability to stakeholders.

## Internal transformation projects

**We are reshaping our digital foundations to deliver smarter, more connected services for our members.**

Austroads is investing in modern systems and practices to uphold the integrity, safety and trust that underpin our work. These internal transformation projects are strengthening our data integration, uplifting security procedures and reshaping how we communicate across digital platforms.

Together, they will enhance our relationships with stakeholders, improve privacy and data governance, and deliver more efficient, reliable and user-focused services for our members.

### Strengthening data integration

To deliver actionable, trusted data for the transport sector, Austroads is developing a modern, centralised data platform using Databricks technology.

This initiative tackles the longstanding challenge of fragmented transport data – information collected over nine decades but dispersed across multiple systems and formats.

**The new platform will serve as a central landing zone for all datasets, enabling:**

- centralisation and standardisation of data
- greater accessibility for members
- stronger governance and security frameworks.

Consolidating data in one unified platform will improve consistency, accuracy and compliance, while making it easier for members to access and use valuable information. The platform is currently under development and scheduled for completion by the end of 2025.

### Laying the foundations for a smarter digital knowledge system

As part of a broader digital transformation, Austroads has launched a multi-stage initiative to modernise how technical knowledge is delivered and accessed across the transport sector.

Austroads' extensive library of guides, specifications and test methods underpins industry practice. This project is reimagining how that knowledge is structured and delivered to make it more dynamic, accessible and user-friendly.

The first stage, which began in early 2025, has focused on research, planning and solution design. A Project Control Group is overseeing delivery to ensure expert input and user feedback guide the process. Extensive consultation with internal users has been central to shaping the vision for a more intuitive and efficient knowledge platform.

**Key deliverables from this stage include:**

- a market review of industry best practice
- a proof of concept for core system functionality
- a detailed design for a new Content Management and Delivery System.

These milestones are laying the groundwork for the next phases of implementation, positioning Austroads to create a smarter, digitally enabled knowledge platform for the transport sector.

# Conducting rigorous, member-focused research

**Austroads delivers high-quality, practical research that helps members address shared challenges and build better transport systems.**

Our work focuses on the issues that matter most to transport agencies — improving safety, advancing sustainability, boosting productivity and embracing innovation — and supports consistent, evidence-based decision-making across Australia and New Zealand.

This section presents highlights from our 2024–25 research program, aligned with the priorities in the Austroads Strategic Plan 2023–27.

|                                           |    |   |
|-------------------------------------------|----|---|
| Road safety                               | 47 | ➔ |
| Active travel and network planning        | 49 | ➔ |
| Sustainability and climate resilience     | 51 | ➔ |
| Infrastructure performance and innovation | 55 | ➔ |
| People and capability                     | 56 | ➔ |



## Road safety

### Keeping people safe when walking

Pedestrian deaths and serious injuries remain far too high. Austroads published four new reports that give road safety professionals a clear roadmap to reduce harm, especially for children, older people, First Nations communities and people with disability.

Grounded in Vision Zero principles, the work identifies 54 proven safety measures and shows how a system-wide approach could cut pedestrian deaths and serious injuries by up to 90 per cent. The next phase will benchmark current practices across jurisdictions and highlight successful local implementations.

#### DIVE DEEPER:



[austroads.info/ap-r727-25](https://austroads.info/ap-r727-25)

### Reducing head-on crashes on high-speed rural roads

Head-on crashes on high-speed, two-lane rural roads are often fatal. Austroads research identified flexible safety barriers in wide medians as the most effective treatment and recommended their wider use regardless of median width.

Where barriers are not feasible, alternatives such as wide centre lines and audio tactile line markings may be suitable depending on road function, space and resource constraints.

#### DIVE DEEPER:



[austroads.info/ap-r717-24](https://austroads.info/ap-r717-24)

### Facilitating practical action on safer speeds

Speed is a key factor in crash likelihood and severity. Austroads published a report featuring 28 case studies showing how safer speed limits are being introduced to reduce road trauma and improve community wellbeing.

The report highlights how data, community engagement and strong partnerships can shift public sentiment and deliver safer, more liveable streets.

#### DIVE DEEPER:



[austroads.info/ap-t381-25](https://austroads.info/ap-t381-25)





\* Expert safety recommendations, detailed in the Austroads report, guide the appropriate selection and use of specialty harnesses and vests in passenger vehicles.



\* An education module for general practitioners is part of Austroads' implementation of the Assessing Fitness to Drive standards.

## Improving safety guidance for specialty vehicle harnesses and vests

Children and young people with disability often rely on specialty harnesses and vests for safe vehicle travel, yet current guidance is limited. Austroads engaged Mobility and Accessibility for Children and Adults (MACA) to review the current landscape across Australia and New Zealand, drawing on surveys, expert input and product analysis.

The research calls for clearer guidance, stronger collaboration between regulators, health professionals and manufacturers, and a review of relevant laws and standards to better support families.

### DIVE DEEPER:



[austroads.info/ap-r731-25](https://austroads.info/ap-r731-25)

## Implementing Assessing Fitness to Drive standards

Consistent health-based assessments of drivers are essential to road safety. Austroads has made strong progress in the first year of implementing the national Assessing Fitness to Drive standards, developed by the National Transport Commission and published by Austroads.

Work has focused on communication, education and systems, supported by a dedicated website, quarterly newsletters and targeted outreach. New projects include an education module for general practitioners and a scoping study for national occupational therapy guidelines.

### DIVE DEEPER:



[austroads.info/ap-r720-25](https://austroads.info/ap-r720-25)

## Informing policy development for overseas-licensed heavy vehicle drivers

To support safe and efficient workforce participation, Austroads surveyed more than 1,900 overseas-licensed heavy vehicle drivers to understand their challenges driving in Australian conditions.

Findings highlighted issues around Australian road rules, English language proficiency, and experience with large combination vehicles. Insights are informing policy options currently under consideration by jurisdictions.

## Charting a path for life-saving automatic crash notification systems

Automatic Crash Notification (ACN) technology can save lives by automatically alerting emergency responders after a crash. While increasingly present in vehicles and smart devices, ACN is not yet widespread.

This Austroads research examined technology options, policy pathways, costs and international lessons (including the EU's mandated eCall system) to help governments and agencies scale ACN systems and realise their life-saving potential.

### DIVE DEEPER:



[austroads.info/ap-r737-25](https://austroads.info/ap-r737-25)

## Active travel and network planning

### Equipping planners to improve cycling and micromobility networks

E-scooters, skateboards, kick scooters and other micromobility devices are increasingly part of daily travel. Austroads commissioned new guidance to help transport planners design safer, more inclusive networks for this growing mix of users.

The report sets out practical steps to make streets safer and more accessible for people of all ages and abilities, aligns with international best practice, and introduces a glossary of common terms to support consistent planning approaches.

### DIVE DEEPER:



[austroads.info/ap-r724-25](https://austroads.info/ap-r724-25)



↑ Austroads research highlights the need for better integrating cycling and micromobility into transport planning and offers tools and recommendations for how to make transport networks more inclusive, connected, and responsive to changing travel patterns.





The research is focused on real-world examples that reflect how the Movement and Place approach can be used across different contexts and scales.

## Setting clearer direction for applying Movement and Place thinking

Roads serve as both corridors for efficient movement and as public places that support community life. To improve consistency in applying Movement and Place principles, this project reviewed existing guidance, consulted widely with stakeholders, and developed a common set of terminology, core framework elements and clearer direction for road managers.

The framework helps balance the needs of different users, modes and places, and lays the groundwork for future updates to Austroads' Guide to Traffic Management.

### DIVE DEEPER:

[austroads.info/ap-r739-25](https://austroads.info/ap-r739-25)



## Identifying critical lifeline routes

Many rural and remote communities rely on single road connections to maintain access during emergencies. These "lifeline routes" are vital for safety, supply chains and community resilience, but their broader social and economic value has been difficult to capture in investment decisions.

Austroads updated its Lifeline Risk Indicator Tool to help road managers identify and prioritise these routes. The tool ranks their significance and risk reduction benefits, supporting investment decisions that strengthen critical freight and community links.

### DIVE DEEPER:

[austroads.info/lifeline](https://austroads.info/lifeline)





# Sustainability and climate resilience

## Offering practical solutions for climate-resilient asset management

Climate change is increasing the frequency and intensity of extreme weather events, placing growing pressure on transport networks.

Austroads commissioned research to provide practical strategies for asset managers to build resilience into their systems and practices. The resulting guidance offers actionable recommendations on asset lifecycles, criticality and vulnerability assessments, climate resilience valuation, and asset information management, supported by adaptable case studies from across the sector.

### DIVE DEEPER:



[austroads.info/ap-r716-24](https://austroads.info/ap-r716-24)



† The report's recommendations can help asset managers balance performance, cost, and risk by addressing climate change impacts throughout the asset lifecycle.

## Enhancing climate risk planning

Traditional infrastructure design often relies on historical climate data, which is no longer a reliable predictor of future conditions.

Austroads commissioned the development of common guidance aligned with the latest industry best practice and policy settings to support transport agencies in assessing climate and natural hazard risks. The guidance provides consistent recommendations and examples that apply across all transport-related assets and services, from roads and rail to aviation, maritime, utilities and active transport.

### DIVE DEEPER:



[austroads.info/ap-r715-24](https://austroads.info/ap-r715-24)



† The ability to assess and manage climate-related risks has become increasingly important in the transport sector.



\* Austroads has released the Decarbonisation Decision-Making Guidance and Multi-Criteria Analysis (MCA) Tool, designed to help transport agencies to strategically assess emission reduction interventions.

## Decarbonising Australia's road freight

Transitioning to low and zero-emission heavy vehicles is essential to meet net zero targets, but these vehicles are often heavier than traditional trucks and can accelerate road wear.

Research commissioned by Austroads explored policy and technical options to support freight decarbonisation while protecting pavement and bridge infrastructure.

The work identifies potential pathways including adjusted mass limits, redistributing axle weights and adopting international best practices to balance environmental goals with infrastructure sustainability.

### DIVE DEEPER:



[austroads.info/ap-r725-25](https://austroads.info/ap-r725-25)

## Improving strategic assessment of emission reduction interventions

Transport agencies need effective tools to prioritise carbon reduction strategies. Austroads worked with member agencies to develop a structured, evidence-based decision-making tool for evaluating and ranking emissions-reduction interventions.

The guidance promotes transparency, flexibility and consistency, helping agencies embed decarbonisation into broader decision-making frameworks and align efforts with national best practice.

### DIVE DEEPER:



[austroads.info/ap-r721-24](https://austroads.info/ap-r721-24)







## Proving the effectiveness of crumb rubber from non-truck tyres for paving

Crumb rubber from truck tyres is commonly used in asphalt mixes, but material from passenger car and off-the-road (OTR) tyres is underused.

Austrroads led a demonstration project that resurfaced a Tasmanian road with asphalt incorporating crumb rubber from passenger car, truck and OTR tyres.

Testing showed comparable performance across all mixes, supporting the potential for greater use of recycled materials and advancing the circular economy in road construction.

### DIVE DEEPER:



[austrroads.info/ap-r719-24](https://austrroads.info/ap-r719-24)



## Infrastructure performance and innovation

### Bolstering the longevity and cost-effectiveness of pavement rehabilitation

Reflective cracking limits the lifespan of pavement overlays, driving up maintenance costs.

Austrroads commissioned research to refine asphalt overlay design and improve long-term pavement performance.

The findings suggest potential to reduce the current minimum 175 mm overlay thickness in hotter climates, and indicate that the existing weighted mean annual pavement temperature (WMAPT) method may not reliably predict reflective cracking.

While results are promising, further research across a wider range of Australian and New Zealand climates is needed before formal design guidance can be updated.

### DIVE DEEPER:



[austrroads.info/ap-t377-24](https://austrroads.info/ap-t377-24)



\* The new test shows Austrroads' commitment to technical excellence, ensuring high-performing materials are reliably tested with evidence-based methods.

## Introducing a new storage stability test for hybrid polymer modified binders

Next-generation hybrid polymer modified binders (PMBs) offer performance benefits but have outpaced current storage stability tests.

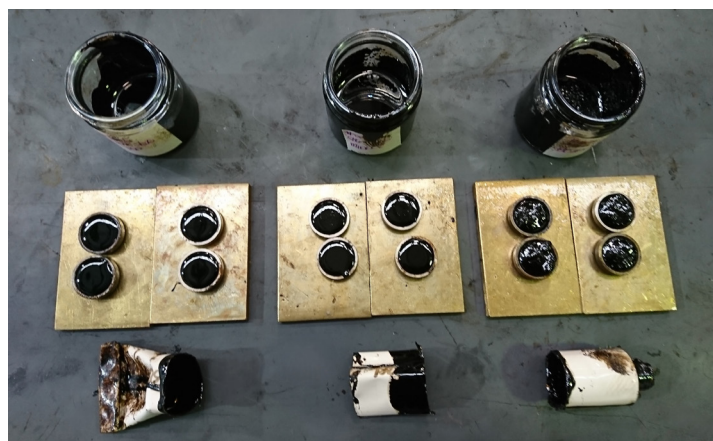
In response, Austroads developed ATM 104 Storage Stability of Binders — a new method based on international best practice and adapted from the European EN 13399 standard.

ATM 104 offers improved sensitivity, reduced binder oxidation and better safety outcomes, helping industry ensure consistent quality during storage and transport.

### DIVE DEEPER:



[austroads.info/ap-t379-25](https://austroads.info/ap-t379-25)



\* New research into prediction procedures and ways to improve current practice offers guidance to bolster the longevity and cost-effectiveness of pavement rehabilitation treatments.

## Upgrading existing tunnels to energy-efficient LED technology

Many older tunnels still rely on energy-intensive lighting systems nearing end of life. Austroads commissioned guidance to help tunnel owners and operators upgrade to energy-efficient LED lighting.

The report outlines best practice design, technical specifications, installation methods, and highlights the value of early planning and stakeholder coordination to achieve up to 20 per cent energy savings and improved safety outcomes.

### DIVE DEEPER:



[austroads.info/ap-t380-25](https://austroads.info/ap-t380-25)



## People and capability

### Informing workforce planning to deliver road projects

With road infrastructure investment at historic highs, agencies face growing competition for skilled workers.

Austrroads commissioned research to help members understand and plan for emerging capability gaps, particularly short- to medium-term pressures in Victoria, South Australia, the Australian Capital Territory and New Zealand.

The work forecasts a temporary gap of over 300 workers in New Zealand's public road workforce by FY27 and highlights ongoing demand for road construction, maintenance and delivery programs across Australia, supporting targeted recruitment, training and migration strategies.

**DIVE DEEPER:**



[austrroads.info/ap-r740-25](https://austrroads.info/ap-r740-25)

**DIVE DEEPER:**



[austrroads.info/ap-r740-25-dashboard](https://austrroads.info/ap-r740-25-dashboard)



Interactive dashboards give decision-makers data insights to support efficient, sustainable workforce planning.



Austrroads highlights the need for Australia and New Zealand to prepare for growing workforce pressures as road activity and competition for talent increase.



# Providing authoritative guidance and implementing best practice

**Our guidance gives agencies the clarity and consistency they need to deliver safer, smarter and more sustainable transport systems.**

Working closely with member jurisdictions and industry experts, Austroads translates complex challenges into practical standards and tools used across Australia and New Zealand.

*For more than 90 years, Austroads guidance has shaped best practice across Australia and New Zealand.*

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| Digital transformation and data standards | 61 | → |
| Sustainability and environment            | 62 | → |
| Operations and workforce capability       | 63 | → |



## Design and safety guidance

### Improving processes for effective road design

Designers are operating in increasingly complex and constrained environments, making it vital to balance flexibility with safety and performance.

Austrroads published key updates to the Guide to Road Design to support better decision-making in these contexts.

- **Part 1: Objectives of Road Design** introduces structured definitions for Extended Design Domains and Design Exceptions, giving practitioners clearer guidance on managing designs that fall outside typical standards.
- **Part 5A: Drainage – Road Surface, Networks, Basins and Subsurface** provides practical advice on designing drainage systems to collect and discharge water effectively, covering surface drainage, pit and pipe networks, basins and subsurface drains.
- **Part 6: Roadside Design, Safety and Barriers** outlines how to assess roadside hazards and select appropriate safety barrier systems, including methods for evaluating treatment effectiveness.

These updates support practitioners to make informed, risk-based decisions that maintain safety, operational performance and whole-of-life value.

#### DIVE DEEPER:



Guide to Road Design Part 1:  
[austrroads.info/agrd01](https://austrroads.info/agrd01)

Supporting publication:  
[austrroads.info/ap-r726-25](https://austrroads.info/ap-r726-25)

Guide to Road Design Part 5A:  
[austrroads.info/agrd05a](https://austrroads.info/agrd05a)

Guide to Road Design Part 6:  
[austrroads.info/agrd06](https://austrroads.info/agrd06)



## Providing a unified design process for bridge barriers

Bridge barriers are critical to protecting lives, yet practices for their design have varied across jurisdictions.

Austrroads developed updated national guidelines to support a more consistent, evidence-based design process.

The guidelines cover barrier types, materials, transitions, Safe System alignment and crash modelling. They are informed by extensive consultation, advanced modelling and a world-first full-scale crash test of a 36-tonne articulated truck, a sports utility vehicle and a small passenger car – all at 90 km/h, exceeding international performance standards.

This work will improve safety and consistency in bridge barrier design and strengthen confidence in infrastructure delivery.

### DIVE DEEPER:



[austrroads.info/AP-G108-25](https://austrroads.info/AP-G108-25)

## Helping road agencies reduce road trauma using Safe System principles

Reducing road trauma requires continually evolving guidance that reflects best practice.

Austrroads updated key parts of the Guide to Road Safety to give practitioners, planners and decision-makers practical tools for embedding Safe System principles.

- **Part 2** now includes a broader range of treatments, from intersection upgrades to measures that better protect people walking and cycling.
- **Part 7** has been expanded to cover network-wide safety planning, future-state modelling and movement and place frameworks.

The updates support a more holistic approach to safety and make it easier for local governments to address road trauma on local roads, where risk is highest.

### DIVE DEEPER:



[austrroads.info/agrd-updates-2024](https://austrroads.info/agrd-updates-2024)



Austrroads guidelines aim to improve the safety, consistency, and cost-effectiveness of bridge barrier design across Australia and New Zealand.





The Austroads guideline marks an important advancement in increasing awareness and reducing instances of distracted-driving accidents on Australian and New Zealand roads.

## Promoting a systems-based approach to reducing driver distraction

Driver distraction contributes significantly to road crashes, and up to 30 per cent of distraction-related crashes stem from external factors beyond the driver's control.

To support a more consistent response, Austroads developed national guidance aligned with the National Driver Distraction Roadmap.

The guideline provides governance and implementation tools to help agencies and organisations adopt a systems-based approach to reducing distraction, shifting the focus from individual behaviour to broader design and operational factors.

### DIVE DEEPER:



[austroads.info/ap-g103-24](https://austroads.info/ap-g103-24)

## Charting a path to eliminating road death and serious injury

Achieving the goal of zero deaths and serious injuries by 2050 requires coordinated, evidence-based action across jurisdictions.

Austroads has delivered a comprehensive toolkit to guide road safety strategy development.

It includes a planning framework, pathway assessments, communication and engagement resources, change management guidance, training concepts and a prioritised research program — all designed to help agencies set interim targets for 2030 and work towards Vision Zero.

Austroads is now supporting member agencies to implement the recommendations and share learnings across the sector.

### DIVE DEEPER:



[austroads.info/path-to-zero](https://austroads.info/path-to-zero)

# Digital transformation and data standards

## Launching digital engineering guidance

Digital engineering (DE) is transforming how transport agencies design, deliver and manage infrastructure, improving productivity, efficiency and sustainability. To support consistent, effective use across jurisdictions, Austroads developed the Guide to Digital Engineering in collaboration with government, industry, and specialist groups.

The guide provides step-by-step support for agencies at all stages of DE adoption, from early pilots to mature systems. It promotes alignment with open standards such as openBIM, encourages collaboration, and supports better decision-making through improved use of data and interoperable systems.

This national approach will help agencies harness the full benefits of digital engineering and improve the long-term management of transport assets.

### DIVE DEEPER:



[austroads.info/agde](https://austroads.info/agde)

## Guiding members in adopting the Road Asset Data Standard

Consistent, high-quality asset data is essential for informed decision-making, efficient reporting and effective use of funding. Austroads developed practical tools to support member agencies in adopting the Road Asset Data Standard (RADS).

These resources provide guidance on the benefits of RADS, timing for system updates, and step-by-step adoption processes, along with structured checklists and data mapping templates aligned with funding and reporting requirements.

This work supports agencies to align local data practices with a national standard, improving data quality, enabling better decision-making and simplifying reporting.

### DIVE DEEPER:



[austroads.info/ap-r732-25](https://austroads.info/ap-r732-25)

## Sustainability and environment

### Guiding sustainable practices for road tunnels

Road tunnels are long-term assets expected to operate well beyond 2050, making it vital to embed sustainability from design through to operation. Austroads updated the Guide to Road Tunnels to provide practical advice on addressing environmental, social and economic sustainability across every stage of a tunnel's life cycle.

The new Part 1 defines sustainability and outlines its importance, while Parts 2, 3 and 4 provide detailed benchmarks for planning, design, commissioning, operation, maintenance and retrofitting.

These updates will help tunnel owners and operators reduce emissions, enhance environmental quality and support community wellbeing throughout the asset lifecycle.

#### DIVE DEEPER:



[austroads.info/agrt](https://austroads.info/agrt)

### Mapping temperature changes for long-lasting asphalt pavements

Rising temperatures linked to climate change are affecting the performance and durability of asphalt pavements. To support climate-resilient design, Austroads released an interactive map of the latest Weighted Mean Annual Pavement Temperature (WMAPT) data for around 250 locations across Australia and New Zealand.

This resource gives pavement engineers the temperature insights they need to select materials and structural designs suited to local conditions, and will soon incorporate projected WMAPT values to guide long-term planning.

#### DIVE DEEPER:



[austroads.info/agpt02](https://austroads.info/agpt02)

### Enhancing road construction practices with new test methods

Road construction faces growing pressures to reduce emissions and safely incorporate recycled materials. To help the industry respond, Austroads introduced four new test methods developed with broad industry and government input.

These methods measure emissions from bitumen and asphalt during heating, assess microplastic release from plastic-modified asphalt, and evaluate the impact and suitability of recycled plastics in paving materials. They give agencies and suppliers practical tools to improve environmental management, material safety and sustainability outcomes.

#### DIVE DEEPER:



[austroads.info/test-methods-news-may-2025](https://austroads.info/test-methods-news-may-2025)



## Operations and workforce capability



\* Updated guide introduces a national approach to training and accreditation for temporary traffic management professionals.

### Strengthening national consistency in temporary traffic management

Improving safety for road workers requires consistent training and practice across all jurisdictions. Austroads delivered a major update to the Guide to Temporary Traffic Management Part 8: Temporary Traffic Management Categories and the National Training Framework, introducing a nationally harmonised approach to training and accreditation.

The update refines temporary traffic management categories, clarifies roles and responsibilities, and sets out structured pathways for qualifications across Traffic Controller, Traffic Management Implementer and Traffic Management Designer roles.

This harmonised framework is now operational in South Australia, Victoria, Northern Territory and Tasmania, helping build a mobile, skilled and safety-focused workforce.

#### DIVE DEEPER:



[austroads.info/ttm](https://austroads.info/ttm)

### Updating the process for recognising overseas driver licences

The role of international driver licences has become increasingly complex, creating new risks around identity fraud, document security and mobility. To address this, Austroads reviewed and updated the Recognised Country Scheme, which sets the standards and processes for recognising overseas licences across Australia.

The update introduced revised arrangements for issuing comparable Australian licences, a new application process for countries seeking inclusion, and scheduled five-yearly reviews of recognition status.

This strengthens safety, integrity and consistency across Australia's licensing system.

#### DIVE DEEPER:



[austroads.info/rl-overseas-review](https://austroads.info/rl-overseas-review)

### Refining national heavy vehicle training and assessment materials

Heavy vehicle driver training, assessment and licensing currently vary across Australia, resulting in inconsistent safety and competency standards.

Austroads has drafted new training and assessment materials to support a nationally consistent approach, developed in collaboration with state and territory agencies and industry.

These materials are now under industry review to ensure they are practical and fit for purpose. Once refined, they will be tested and trialled ahead of planned national implementation from late 2026.

#### DIVE DEEPER:



[austroads.info/nhvdcf](https://austroads.info/nhvdcf)

# Delivering trusted operational and data services

Austroads delivers national systems and safety frameworks that underpin the daily operation of Australia and New Zealand's transport networks. From secure data exchange and digital licensing to harmonised training

and safety standards, these services enable agencies to work seamlessly across borders, strengthen compliance, and improve safety, efficiency and consistency across the network.

|                                                  |    |   |
|--------------------------------------------------|----|---|
| National vehicle and driver information services | 65 | ➔ |
| National operational safety frameworks           | 67 | ➔ |

## National vehicle and driver information services

**Austroads operates a suite of interconnected national systems that provide secure, real-time exchange of vehicle, driver and heavy vehicle data.** These services underpin cross-border licensing and registration, enable secure digital credentials, and power the telematics data that is transforming how road networks are managed.

### NEVDIS – Keeping vehicle and licence data secure and connected

The National Exchange of Vehicle and Driver Information System (NEVDIS) underpins the integrity of Australia's licensing and registration systems, providing real-time exchange of vehicle and licence information between jurisdictions. It ensures 'one vehicle, one Vehicle Identification Number' and 'one person, one driver licence', preventing fraud, theft and duplication across borders.

NEVDIS also supports a wide range of public and private sector services – from vehicle provenance checks and licence biographic matching to insurance underwriting and safety recalls – helping industry and government make safe, informed decisions.

This year, the rollout of the new Licence Infringement Portal marked a major milestone. Built using multi-factor authentication, encryption and address whitelisting, the portal enhances jurisdictions' ability to manage infringement notices and penalties securely and efficiently.

#### DIVE DEEPER:



[austroads.info/nevdis](https://austroads.info/nevdis)





## DTS – Enabling mobile driver licences and digital credentials

Austrroads is leading a major trans-Tasman program to enable the secure roll-out of ISO-compliant mobile driver licences (mDLs) across Australia and New Zealand. The project will allow licence-holders to store and present their licences in smartphone wallets, while giving governments and third parties the ability to securely verify them using the new Digital Trust Service (DTS).

The DTS builds on NEVDIS infrastructure to provide cross-jurisdiction verification, privacy protection and fraud prevention. At the IVC24 Summit in Sydney, live demonstrations showed how digital driver licences and other credentials could be instantly verified using the DTS, confirming the service is ready to scale.

Roll-out is scheduled for the next financial year, marking a major step forward in delivering trusted, privacy-preserving digital credentials to support safer, more efficient transport systems.

### DIVE DEEPER:



[austrroads.info/dts](https://austrroads.info/dts)



\* Austrroads presents Geotab Australia with TCA certification at the Brisbane Truck Show, 2025.

## TCA – Powering trusted telematics data services

Telematics Certification Australia (TCA) delivers the National Telematics Framework (NTF), which securely collects and manages heavy vehicle data from across the country. This trusted framework enables governments and industry to monitor heavy vehicle movements, improve access decisions, inform infrastructure planning and adopt modern, risk-based approaches to managing road use.

### In 2024–25:

- Vehicle enrolments grew by 14%
- Four new application service providers were certified – Geotab Australia, MiX Telematics Australasia, Netcorp GPS and Tramanco
- One new Road Infrastructure Management provider was approved – Australian Transport Compliance Centres Pty Ltd
- Two new telematics devices were type-approved – from Teltonika Australia (available to multiple providers) and Directed Electronics (used as OEM equipment in vehicles).

TCA also partnered with NZ Transport Agency Waka Kotahi to pilot the NTF in New Zealand, demonstrating the value of telematics data for planning and managing heavy vehicle movements.

## TAP – Transforming how road managers use data

The Telematics Analytics Platform (TAP) is the primary gateway to the NTF, transforming location and mass data from over 19,000 vehicles, collected as often as every 30 seconds, into actionable insights for transport agencies, road managers and researchers.

### Major milestones this year included:

- Faster insights: a major modernisation initiative reduced data latency from eight weeks to just hours, giving road managers access to last week's data rather than last month's
- System upgrades: TAP received a refreshed user interface, improved load performance and rigorous stress testing to support a substantial increase in monitored vehicles
- Enhanced geospatial capability: integration of Austrroads' broader research datasets now gives users richer spatial insights, supporting better investment decisions and improved lifecycle planning.

TCA safeguards vehicle data and operator privacy by aggregating and de-identifying data, ensuring TAP delivers high-value insights while maintaining the highest standards of information integrity and operational resilience.

### DIVE DEEPER:



[austrroads.info/tap](https://austrroads.info/tap)



\* The Framework ensures consistent training to a recognised industry standard and promotes safety at worksites.

## National operational safety frameworks

**Austroads delivers national frameworks that lift safety standards, harmonise training and accreditation, and accelerate adoption of safer roadside technologies.**

These initiatives give jurisdictions consistent tools and trusted processes to protect workers, road users and communities.

### National Training Framework for Temporary Traffic Management

Lifting safety standards in temporary traffic management

Improving safety at road worksites depends on consistently high training standards. Through the National Training Framework for Temporary Traffic Management (NTFTTM), Austroads provides nationally harmonised training, qualifications and technical guidance for those managing traffic on and around roads.

Developed with state and territory transport agencies, industry and Registered Training Organisations (RTOs), the training combines classroom-based theory and on-the-job training, aligned to nationally accredited skill sets, the Guide to Temporary Traffic

Management and jurisdictional requirements. It offers structured pathways across Traffic Controller, Traffic Management Implementer and Traffic Management Designer roles, supporting a genuine career structure.

Since adoption in South Australia, Northern Territory, Tasmania and Victoria, record enrolments and strong feedback have confirmed the NTFTTM's effectiveness in improving knowledge, site safety and workforce mobility. A robust audit framework applies consistent, risk-based methods to ensure approved training providers and trainers meet national standards, strengthening industry confidence and accountability.

*"The Framework ensures that individuals in the industry receive consistent training to a recognised industry standard and promote safety at worksites."*

**PATSY THOMAS, AUSTRADS NATIONAL TEMPORARY TRAFFIC MANAGEMENT OPERATIONS MANAGER**

**DIVE DEEPER:**

[austroads.info/ttmntf](https://austroads.info/ttmntf)





## AITDSA – Accelerating innovation in traffic management safety

The Austroads Innovative Temporary Traffic Management Device and Solution Assessment (AITDSA) scheme helps members identify and adopt safer, more effective technologies for static and mobile traffic management. AITDSA provides a nationally consistent process for evaluating new devices, enabling jurisdictions to make informed decisions about trialling or implementing them.

As of June 2025, seven devices have been recommended for use through AITDSA, helping agencies adopt innovation with confidence.

### DIVE DEEPER:



[austroads.info/aitdsa](https://austroads.info/aitdsa)

## ASHTAS – Ensuring quality and consistency in barrier installation

The Austroads Safety Hardware Training and Accreditation Scheme (ASHTAS) sets the benchmark for training in the design, installation and maintenance of roadside safety barriers.

It is now mandatory in New Zealand and six Australian jurisdictions, with more than 1,000 participants trained by five approved providers.

ASHTAS starts with fundamental training in safety awareness and barrier installation, then offers specialist modules on specific barrier types and proprietary systems, ensuring consistent competence across the industry.

### DIVE DEEPER:



[austroads.info/ashtas](https://austroads.info/ashtas)

## ASBAP – Assuring the safety of roadside barrier systems

Run-off-road crashes are among the most common crash types. The Austroads Safety Barrier Assessment Panel (ASBAP) helps agencies reduce this risk by assessing the crashworthiness and suitability of roadside safety barrier systems and devices, and providing shared technical advice to participating jurisdictions.

This removes the need for each jurisdiction to conduct separate assessments, ensuring consistency and reducing duplication.

As of June 2025, ASBAP has issued 16 technical advice documents, covering topics such as barrier heights, crash cushions, public domain transitions and finite element analysis.

### DIVE DEEPER:



[austroads.info/barrier-assessment](https://austroads.info/barrier-assessment)







## AusRAP – Targeting investment to save lives

Improving road safety requires transparent, accessible data to guide investment in higher-risk roads. The Australian Road Assessment Program (AusRAP) star-rates roads from 1 to 5 stars based on their built-in safety using the globally recognised iRAP methodology. Each additional star halves the risk of death or serious injury, with roads rated 3 stars and above recognised as safer.

Comprehensive crash and star rating data has been compiled into a new national AusRAP dashboard, scheduled for launch in late 2025. This work supports national goals to ensure 80% of travel occurs on 3-star or better roads by 2030, and to eliminate deaths and serious injuries on Australian roads by 2050.

### DIVE DEEPER:



[austroads.info/ausrap](https://austroads.info/ausrap)

## Harmonising road safety audit practice

To strengthen national consistency and transparency, Austroads is leading the National Harmonisation of Road Safety Audit Practice project. This initiative will align processes and IT systems for managing accredited road safety auditors, streamlining key tasks such as applying for changes in auditor status and completing renewals.

Victoria has already adopted Austroads' IT platform to manage its auditors, and the full national harmonisation project is on track for completion by late 2026.

# Austroads Ltd directors and financial reports

The directors of Austroads Ltd ('the Company') present this report on the Company for the financial year ended 30 June 2025.

The Directors' Report has been prepared in accordance with the requirements of the Corporations Act 2001 (Cth).

The information below forms part of this Directors' Report:

- Principal activities on pages 16 to 69
- Directors and directors' meetings on pages 38 to 42
- Company secretaries on page 30.

|                                          |    |   |
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## Strategies

Austroads Strategic Plan 2023–27 establishes the strategic directions and actions the company will progress. In pursuit of its vision to be the leading provider of authoritative information products and services that are adopted and implemented for a safe, efficient, reliable and sustainable transport network across Australasia, Austroads will:

- Conduct research that is coordinated and pooled, has scientific rigour, and directly addresses issues of concern to our members
- Provide authoritative guidance and facilitate the consistent and effective implementation of best practice
- Develop new and enhanced services to improve outcomes for our members and key stakeholders
- Provide operational services that are trusted, effectively managed and continually improved
- Manage transport information and data services that are contemporary and keep pace with evolving trends
- Be an exemplar model of a well-run member organisation that provides services to and on behalf of government transport agencies.

An annual business plan, which is monitored and reviewed by the Austroads Executive Group, is Austroads' principal planning document. It sets the framework for the delivery of value for its members by directly connecting Austroads' activities and our people to Austroads' objective, to solve problems for transport agencies in Australia and New Zealand.

## Key performance measures

An overview of performance, including five-year trends, is included on pages 7 to 10 (Our impact). The following measures have been developed to assess performance and progress against the delivery of actions identified in each of the Company programs:

### Projects and services delivered on time, on budget, and in line with stakeholder requirements.

Austroads had 135 projects underway or commence in 2024–25 financial year, including 32 projects that were completed. At the end of the financial year, there were 103 active projects, 83 of those were on track for completion on schedule. A further 20 are at risk of delay against scheduled completion dates, these projects have had internal project milestones delayed but there are no current effects on scheduled completion dates. Projects were completed within the total project budget.

### Increased adoption and use of our information products and services.

Austroads member agencies have adopted nine Austroads Guides:

- Guide to Asset Management
- Guide to Bridge Technology
- Guide to Pavement Technology
- Guide to Project Delivery
- Guide to Road Design
- Guide to Road Safety
- Guide to Road Tunnels
- Guide to Smart Motorways
- Guide to Traffic Management

The new Guide to Digital Engineering was published in December 2024. It was downloaded more than 1,000 times.

Austroads Guides are increasingly used by members and the broader industry. More than 366,000 copies of the Austroads Guides were accessed during the year, a 9% increase on the previous financial year and a 38% increase on 2020-21. The Guides, which cover the planning, design, operation and management of road infrastructure, are used extensively in Australia and New Zealand but their quality is recognised internationally.



**Greater proportion of information products provided in contemporary digital formats and efficient self-serve access.**

A project has been established to deliver the Austroads Guides and technical specifications in an online digital format. The project will replatform the Austroads website to enable more flexible use of content and an improved user experience. A consultant has been engaged to help identify user requirements, develop a new information architecture and undertake a product comparison.

**Increased number of research and trial projects progressed to implementation and ongoing services.**

During the year Austroads transitioned two projects to operational services: Recognition of Overseas Driver Licences and Assessing Fitness to Drive Medical Standards. Substantial progress was also made to deliver the ADAS Guidance Service which was launched in September 2025.

Work continues on the plan to deliver extensive programs of work to review and improve the National Heavy Vehicle Driver Competency Framework and deliver a new Digital Trust Service. As with any national reform, these long-term programs of work, require engagement and consultation with multiple stakeholders across all jurisdictions. Stages will be rolled out over the next few years.

**Expanded range and number of vehicles enrolled in TCA-administered applications.**

At the end of the 2024–25 financial year 18,403 vehicles were enrolled in TCA-administered schemes. This is a 9% increase on the previous year and a more than 130% increase over the past five years.

**Assurance functions expanded across a broader range of providers, products and services.**

Austroads is continuing to develop a national Product Type Approval Framework, complemented by nationally harmonised adoption of specifications.

*NEVDIS services expanded, while continuing to meet core availability and transactional targets.*

As an example of the expansion of NEVDIS services, the new Licence Infringement Portal was launched this year. Incorporating multi-factor authentication, encryption and address whitelisting, the portal enhances jurisdictions' ability to manage infringement notices and penalties securely and efficiently.

**Expanded capabilities and increased maturity level with IT systems and data services.**

The maturity uplift of the Company's IT systems and data services continues. Austroads manages a complex data ecosystem generated from digital data exchanges that facilitate information sharing between different government entities, data-enabled research programs that create key insights into roads and transit, and initiatives that offer training and educational resources to improve transport management and safety. To address the challenges and complexities associated with this fragmented data, Austroads has developed a strategy to adopt a modernised data platform based on the Databricks technology platform. The project is currently well progressed and on track for completion by the end of 2025.

A project to modernise the Telematics Analytics Platform (TAP) was completed during the year which reduced data latency from eight weeks to just hours, giving road managers access to last week's data rather than last month's. The platform user interface was refreshed and load performance improved. Rigorous stress testing was undertaken to support a substantial increase in monitored vehicles.

**Growth and diversification of external revenue streams.**

In 2024 Austroads operationalised its implementation of the National Training Framework for Temporary Traffic Management and, as anticipated, this revenue stream has significantly grown this year. Other implementation projects, including the digital drivers licence and the national heavy vehicle driver competency framework projects, are both expected to produce new and diversified revenue streams.

*We develop our staff, have positive engagement, and are considered an employer of choice.*

In 2025, Austroads was honoured to receive the 5-Star Employer of Choice award from Human Resources Director (HRD) Magazine, recognising outstanding workplace culture, employee engagement, leadership, and professional development across Australia and New Zealand.

## Member's guarantee

The Company is limited by guarantee and is incorporated under the Corporations Act 2001. If the Company is wound up, the constitution states that each member is required to contribute a maximum of \$10 each towards meeting any outstanding obligations of the Company. At 30 June 2025, the total amount that members of the Company are liable to contribute if the Company is wound up is \$110 (2024: \$110).

## Auditor's independence declaration

The lead auditor's independence declaration in accordance with section 307C of the Corporations Act 2001, for the year ended 30 June 2025 has been received and can be found on page 74 of this report.

Signed in accordance with a resolution of the Board of Directors.



**Brett Gliddon,**  
Acting Chair  
28 October 2025



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### Auditors' Independence Declaration under Section 307C of the Corporations Act 2001 to the Directors of Austroads Limited

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2025, there have been:

- (i) no contraventions of the auditor independence requirements as set out in the *Corporations Act 2001* in relation to the audit; and
- (ii) no contraventions of any applicable code of professional conduct in relation to the audit.

A handwritten signature in black ink, appearing to read "Kym Reilly".

PKF

A handwritten signature in black ink, appearing to read "Kym Reilly".

KYM REILLY  
PARTNER

24 OCTOBER 2025  
SYDNEY, NSW

PKF(NS) Audit & Assurance Limited Partnership is a member of PKF Global, the network of member firms of PKF International Limited, each of which is a separately owned legal entity and does not accept any responsibility or liability for the actions or inactions of any individual member or correspondent firm(s). Liability limited by a scheme approved under Professional Standards Legislation.



# Financial statements

## Statement of profit or loss and other comprehensive income

|                                                                                | Note | 2025<br>\$          | 2024<br>\$          |
|--------------------------------------------------------------------------------|------|---------------------|---------------------|
| Revenue from contracts with customers                                          | 4    | 44,187,210          | 41,279,587          |
| <b>EXPENSES</b>                                                                |      |                     |                     |
| Corporate Expenses                                                             | 5    | (21,902,248)        | (16,255,231)        |
| Work Program                                                                   | 5    | (14,299,022)        | (13,254,680)        |
| Specific Projects                                                              | 5    | (391,789)           | (686,867)           |
| Publications                                                                   | 5    | (10,166)            | (16,257)            |
| NEVDIS Expenses                                                                | 5    | (6,440,545)         | (5,741,098)         |
| Temporary Traffic Management Expenses                                          | 5    | (841,054)           | (544,801)           |
| Depreciation and Amortisation Expense                                          |      | (1,435,819)         | (1,962,082)         |
| <b>Total expenses</b>                                                          |      | <b>(45,320,643)</b> | <b>(38,461,016)</b> |
| (Deficit)/surplus before income tax expense                                    |      | (1,133,433)         | 2,818,571           |
| Income tax expense                                                             | 2(c) | -                   | -                   |
| (Deficit)/surplus for the year                                                 |      | (1,133,433)         | 2,818,571           |
| Other comprehensive income for the year                                        |      | -                   | -                   |
| <b>Total comprehensive (loss)/income attributable to members of the entity</b> |      | <b>(1,133,433)</b>  | <b>2,818,571</b>    |

## Statement of financial position

|                                                    | Note | 2025<br>\$        | 2024<br>\$        |
|----------------------------------------------------|------|-------------------|-------------------|
| <b>ASSETS</b>                                      |      |                   |                   |
| <b>CURRENT ASSETS</b>                              |      |                   |                   |
| Cash and cash equivalents                          | 6    | 47,590,457        | 44,197,594        |
| Financial assets at amortised cost - term deposits |      | 6,173,212         | 15,373,302        |
| Trade and other receivables                        | 7    | 8,560,099         | 4,576,012         |
| Other assets                                       | 8    | 559,214           | 608,153           |
| <b>Total current assets</b>                        |      | <b>62,882,982</b> | <b>64,755,061</b> |
| <b>NON-CURRENT ASSETS</b>                          |      |                   |                   |
| Plant and equipment                                | 9    | 792,483           | 767,465           |
| Intangible assets                                  | 10   | 1,561,174         | 205,737           |
| Right-of-use assets                                | 11   | 5,522,822         | 4,653,422         |
| <b>Total non-current assets</b>                    |      | <b>7,876,479</b>  | <b>5,626,624</b>  |
| <b>Total assets</b>                                |      | <b>70,759,461</b> | <b>70,381,685</b> |
| <b>LIABILITIES</b>                                 |      |                   |                   |
| <b>CURRENT LIABILITIES</b>                         |      |                   |                   |
| Trade and other payables                           | 12   | 4,766,767         | 4,642,767         |
| Lease liabilities                                  | 11   | 1,321,533         | 824,694           |
| Employee benefits                                  | 13   | 1,687,529         | 1,439,563         |
| <b>Total current liabilities</b>                   |      | <b>7,775,829</b>  | <b>6,907,024</b>  |
| <b>NON-CURRENT LIABILITIES</b>                     |      |                   |                   |
| Lease liabilities                                  | 11   | 4,624,428         | 4,137,984         |
| Employee benefits                                  | 13   | 679,577           | 523,617           |
| <b>Total non-current liabilities</b>               |      | <b>5,304,005</b>  | <b>4,661,601</b>  |
| <b>Total liabilities</b>                           |      | <b>13,079,834</b> | <b>11,568,625</b> |
| <b>Net assets</b>                                  |      | <b>57,679,627</b> | <b>58,813,060</b> |
| <b>EQUITY</b>                                      |      |                   |                   |
| NEVDIS reserves                                    | 2(l) | 74,211,019        | 63,791,895        |
| Accumulated losses                                 |      | (16,531,392)      | (4,978,835)       |
| <b>Total equity</b>                                |      | <b>57,679,627</b> | <b>58,813,060</b> |

## Statement of changes in equity

|                                | NEVDIS Reserve<br>\$ | Accumulated Losses<br>\$ | Total<br>\$       |
|--------------------------------|----------------------|--------------------------|-------------------|
| <b>2024/25</b>                 |                      |                          |                   |
| <b>Balance at 1 July 2024</b>  | <b>63,791,895</b>    | <b>(4,978,835)</b>       | <b>58,813,060</b> |
| Deficit for the year           | -                    | (1,133,433)              | (1,133,433)       |
| Transfers to reserve           | 10,419,124           | (10,419,124)             | -                 |
| <b>Balance at 30 June 2025</b> | <b>74,211,019</b>    | <b>(16,531,392)</b>      | <b>57,679,627</b> |
| <b>2023/24</b>                 |                      |                          |                   |
| <b>Balance at 1 July 2023</b>  | <b>53,414,342</b>    | <b>2,580,147</b>         | <b>55,994,489</b> |
| Surplus for the year           | -                    | 2,818,571                | 2,818,571         |
| Transfers to reserve           | 10,377,553           | (10,377,553)             | -                 |
| <b>Balance at 30 June 2024</b> | <b>63,791,895</b>    | <b>(4,978,835)</b>       | <b>58,813,060</b> |



## Statement of cash flows

|                                                            | Note | 2025<br>\$         | 2024<br>\$        |
|------------------------------------------------------------|------|--------------------|-------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                |      |                    |                   |
| Member contributions                                       |      | 10,649,751         | 35,131,771        |
| Receipts from customers and other sources                  |      | 26,858,926         | 7,072,129         |
| Payments to suppliers and employees                        |      | (43,086,189)       | (34,475,876)      |
| Interest received                                          |      | 2,694,456          | 2,151,236         |
| Finance costs                                              |      | (221,781)          | (171,525)         |
| <b>Net cash (used in)/provided by operating activities</b> | 18   | <b>(3,104,837)</b> | <b>9,707,735</b>  |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                |      |                    |                   |
| Movement in term deposits                                  |      | 9,200,090          | 10,985,126        |
| Purchase of plant and equipment                            |      | (252,604)          | (180,534)         |
| Purchase of intangible asset                               |      | (1,425,396)        | -                 |
| <b>Net cash provided by investing activities</b>           |      | <b>7,522,090</b>   | <b>10,804,592</b> |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                |      |                    |                   |
| Repayment of Lease Liabilities                             |      | (1,024,390)        | (659,936)         |
| <b>Net cash used in financing activities</b>               |      | <b>(1,024,390)</b> | <b>(659,936)</b>  |
| <b>Net increase in cash and cash equivalents held</b>      |      | <b>3,392,863</b>   | <b>19,852,391</b> |
| <b>Cash and cash equivalents at beginning of year</b>      |      | <b>44,197,594</b>  | <b>24,345,203</b> |
| <b>Cash and cash equivalents at end of financial year</b>  | 6    | <b>47,590,457</b>  | <b>44,197,594</b> |

# Notes to the financial statements

The financial report covers Austroads Limited ('the Company') as an individual entity. Austroads Limited is a public entity limited by guarantee, incorporated and domiciled in Australia.

The functional and presentation currency of Austroads Limited is Australian dollars.

The financial report was authorised for issue by the Directors on 28 October 2025.

Some immaterial reclassifications have been made to the prior year balances in the Statement of Financial Position to be consistent with current year classifications. All other comparatives are consistent with prior year.

## Note 1: Basis of Preparation

The directors have prepared the financial statements on the basis that the Company is a non-reporting entity because there are no users who are dependent on general purpose financial statements. These financial statements are therefore special purpose financial statements that have been prepared in order to meet the requirements of the Corporations Act 2001. Consolidation financial statements, including the results and operations of Austroads subsidiary, Transport Certification Australia, have not been prepared as the directors have determined that the group is not a reporting entity.

These financial statements have been prepared in accordance with the recognition and measurement requirements specified by the Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) and the disclosure requirements of Presentation of Financial Statements (AASB 101), Statement of Cash Flows (AASB 107), Accounting Policies, Changes in Accounting Estimates and Errors (AASB 108), Interpretation of Standards (AASB 1048), Application of Tiers of Australian Accounting Standards (AASB 1053) and Australian Additional Disclosures (AASB 1054), as appropriate for not-for-profit entities. The principal accounting policies adopted in the preparation of the financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

The financial statements, except for the cash flow information, have been prepared on an accruals basis and are based on historical costs unless otherwise stated in the notes.

The financial statements were approved by the directors of the Company as at the date of the directors' report.

## Note 2: Material Accounting Policy Information

The material accounting policies applied in the preparation of the financial report, which are consistent with the previous period unless otherwise stated, are as follows:

### (a) Current and non-current classification

Assets and liabilities are presented in the statement of financial position based on current and non-current classification.

An asset is classified as current when it is either expected to be realised or intended to be sold or consumed in the Company's normal operating cycle; it is held primarily for the purpose of trading; it is expected to be realised within 12 months after the reporting period; or the asset is cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least 12 months after the reporting period. All other assets are classified as non-current.

A liability is classified as current when it is either expected to be settled in the Company's normal operating cycle; it is held primarily for the purpose of trading; it is due to be settled within 12 months after the reporting period; or there is no right at the end of the reporting period to defer the settlement of the liability for at least 12 months after the reporting period. All other liabilities are classified as non-current.

### (b) Revenue recognition

#### *Revenue from contracts with customers*

Revenue is recognised at an amount that reflects the consideration to which the company is expected to be entitled in exchange for transferring goods or services to a customer. For each contract with a customer, the Company identifies the contract with a customer; identifies the

performance obligations in the contract; determines the transaction price which takes into account estimates of variable consideration and the time value of money; allocates the transaction price to the separate performance obligations on the basis of the relative stand-alone selling price of each distinct good or service to be delivered; and recognises revenue when or as each performance obligation is satisfied in a manner that depicts the transfer to the customer of the goods or services promised.

Variable consideration within the transaction price, if any, reflects concessions provided to the customer such as discounts, rebates and refunds, any potential bonuses receivable from the customer and any other contingent events. Such estimates are determined using either the 'expected value' or 'most likely amount' method. The measurement of variable consideration is subject to a constraining principle whereby revenue will only be recognised to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur. The measurement constraint continues until the uncertainty associated with the variable consideration is subsequently resolved. Amounts received that are subject to the constraining principle are recognised as a refund liability.

#### ***Fees and charges***

Fees and charges are recognised over the period to which the provision of services relate.

#### ***Contribution revenue***

Contribution revenue is recognised at a point in time when received or when the right to receive payment is established.

#### ***Grant revenue***

Grant funding that contain specific conditions on the use of those funds are recognised as and when the Company satisfies its performance obligations. A contract liability is recognised for unspent grant funds for which a refund obligation exists in relation to the funding period. General grants that do not impose specific performance obligations on the Company are recognised as income when the Company obtains control of those funds, which is usually on receipt.

#### ***Interest income***

Interest income is recognised on an accruals basis using the effective interest.

#### ***Other revenue***

Other revenue are recognised as income upon receipt of that income.

### **(c) Income tax**

The Company is exempt from income tax under Division 50-5 of the Income Tax Assessment Act 1997.

### **(d) Leases**

A right-of-use asset is recognised at the commencement date of a lease. The right-of-use asset is measured at cost, which comprises the initial amount of the lease liability, adjusted for, as applicable, any lease payments made at or before the commencement date net of any lease incentives received, any initial direct costs incurred, and, except where included in the cost of inventories, an estimate of costs expected to be incurred for dismantling and removing the underlying asset, and restoring the site or asset.

Right-of-use assets are depreciated on a straight-line basis over the unexpired period of the lease or the estimated useful life of the asset, whichever is the shorter. Where the Company expects to obtain ownership of the leased asset at the end of the lease term, the depreciation is over its estimated useful life. Right-of use assets are subject to impairment or adjusted for any remeasurement of lease liabilities.

A lease liability is recognised at the commencement date of a lease. The lease liability is initially recognised at the present value of the lease payments to be made over the term of the lease, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Company's incremental borrowing rate. Lease payments comprise of fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, amounts expected to be paid under residual value guarantees, exercise price of a purchase option when the exercise of the option is reasonably certain to occur, and any anticipated termination penalties. The variable lease payments that do not depend on an index or a rate are expensed in the period in which they are incurred.



Lease liabilities are measured at amortised cost using the effective interest method. The carrying amounts are remeasured if there is a change in the following: future lease payments arising from a change in an index or a rate used; residual guarantee; lease term; certainty of a purchase option and termination penalties. When a lease liability is remeasured, an adjustment is made to the corresponding right-of-use asset, or to profit or loss if the carrying amount of the right-of-use asset is fully written down.

#### *Exceptions to lease accounting*

The Company has elected to apply the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. The Company recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

#### **(e) Plant and equipment**

Plant and equipment are measured on the cost basis less depreciation and impairment losses.

The carrying amount of plant and equipment is reviewed annually by directors to ensure it is not in excess of the recoverable amount from these assets. The recoverable amount is assessed on the basis of the expected net cash flows that will be received from the assets employment and subsequent disposal.

#### *Depreciation*

The depreciable amount of all fixed assets is depreciated on a straight line basis over the asset's useful life to the entity commencing from the time the asset is held ready for use.

The depreciation rates used for each class of depreciable asset are shown below:

| Fixed asset class              | Useful life |
|--------------------------------|-------------|
| Furniture and office equipment | 3–10 years  |

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains or losses are included in the statement of profit or loss and other comprehensive income.

#### **(f) Cash and cash equivalents**

Cash and cash equivalents include cash on hand, deposits held at call with financial institutions, and other short term highly liquid investments with original maturities of three months or less.

#### **(g) Trade receivables**

All trade debtors are recognised at the amounts receivable as they are due for settlement no more than 120 days from the date of recognition, and no more than 30 days for other debtors.

There is no provision for expected credit loss allowance, as all receivables are fully recoverable.

#### **(h) Goods and services tax (GST)**

Revenue, expenses and assets are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO). In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of expense.

Receivables and payable are stated inclusive of GST.

Cash flows in the statement of cash flows are included on a gross basis and the GST component of cash flows arising from investing and financing activities which is recoverable from, or payable to, the taxation authority is classified as operating cash flows.

#### **(i) Employee benefits**

Provisions for long service leave and annual leave are made for all employees from the date of their commencement and are calculated at current pay rates. Additionally, provision is made for on-costs of 14% on long service leave and annual leave.

Provisions for long service leave for service under ten years is treated as a non-current liability.

**(j) Trade and other payables**

These amounts represent liabilities for goods and services provided to the Company prior to the end of financial year which are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

**(k) Intangible assets**

Intangible assets acquired separately are recorded at cost less accumulated amortisation and impairment. Amortisation is charged on a straight-line basis over their estimated useful lives. The estimated useful life and amortisation method is reviewed at the end of each annual reporting period, with any changes in these accounting estimates being accounted for on a prospective basis.

**Research and development**

Expenditure during the research phase of a project is recognised as an expense when incurred. Development costs are capitalised only when technical feasibility studies identify that the project will deliver future economic benefits and these benefits can be measured reliably.

The expenditure capitalised includes the cost of materials, direct labour and overhead costs that are directly attributable to preparing the asset for its intended use. Other development expenditure is recognised in profit or loss as incurred.

These assets are not amortised until they are available for use, at which point they are transferred to the relevant intangible asset class and amortised over their estimated useful lives.

**Software**

Significant costs associated with software are deferred and amortised on a straight-line basis over the period of their expected benefit being their finite life of five years.

**(l) NEVDIS Reserve**

A separate NEVDIS reserve is being shown to highlight profit and loss from NEVDIS activities and historical NEVDIS reserves brought forward. This reserve is separate to the other activities of Austroads.

**(m) Financial instruments****Financial assets**

Financial assets are initially measured at fair value. Transaction costs are included as part of the initial measurement, except for financial assets at fair value through profit or loss. Such assets are subsequently measured at either amortised cost or fair value depending on their classification. Classification is determined based on both the business model within which such assets are held and the contractual cash flow characteristics of the financial asset unless an accounting mismatch is being avoided.

Financial assets are derecognised when the rights to receive cash flows have expired or have been transferred and the Company has transferred substantially all the risk and rewards of ownership. When there is not reasonable expectation of recovering part or all of a financial asset, its carrying value is written off.

**Classification**

On initial recognition, the Company classifies its financial assets into the following categories, those measured at:

- amortised cost

Financial assets are not reclassified subsequent to their initial recognition unless the Company changes its business model for managing financial assets.

**Amortised cost**

The Company's financial assets measured at amortised cost comprise trade and other receivables and cash and cash equivalents in the statement of financial position.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, foreign exchange gains or losses and impairment are recognised in profit or loss. Gain or loss on derecognition is recognised in profit or loss.

**Impairment of financial assets**

The Company recognises a loss allowance for expected credit losses on financial assets which are either measured at amortised cost or fair value through other comprehensive income. The measurement of the loss allowance depends upon the Company's assessment at the end of each reporting period as to whether the financial instrument's credit risk has increased significantly since initial recognition, based on reasonable and supportable information that is available, without undue cost or effort to obtain. Where there has not been a significant increase in exposure to credit risk since initial recognition, a 12-month expected credit loss allowance is estimated. This represents a portion of the asset's lifetime expected credit losses that is attributable to a default event that is possible within the next 12 months. Where a financial asset has become credit impaired or where it is determined that credit risk has increased significantly, the loss allowance is based on the asset's lifetime expected credit losses. The amount of expected credit loss recognised is measured on the basis of the probability weighted present value of anticipated cash shortfalls over the life of the instrument discounted at the original effective interest rate.

**Financial liabilities**

The Company measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

The financial liabilities of the Company comprise trade payables and lease liabilities.

**(n) Impairment of assets**

At the end of each reporting period, the company reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair amount less costs to sell and value in use, is compared to the asset's carrying amount. Any excess of the asset's carrying amount over its recoverable amount is recognised immediately in profit or loss.

Where the future economic benefits of the asset are not primarily dependent upon on the asset's ability to generate net cash inflows and when the entity would, if deprived of the asset, replace its remaining future economic benefits, value in use is determined as the depreciated replacement cost of an asset.

Where it is not possible to estimate the recoverable amount of a class of asset, the entity estimates the recoverable amount of the cash generating unit to which the asset belongs.

Where an impairment loss on a revalued asset is identified this is debited against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

**(o) Adoption of new and revised accounting standards**

There are no new or amended Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that are mandatory to the Company for the current reporting period.

Any new or amended Accounting Standards or Interpretations that are not mandatory have not been early adopted. The material accounting policies applied in the preparation of the financial report, which are consistent with the previous period unless otherwise stated, are as follows:



### Note 3: Critical Accounting Estimates and Judgments

The directors make estimates and judgements during the preparation of these financial statements regarding assumptions about current and future events affecting transactions and balances.

These estimates and judgements are based on the best information available at the time of preparing the financial statements, however as additional information is known then the actual results may differ from the estimates.

The significant estimates and judgements made have been described below.

#### Key estimates – estimation of useful lives of assets

The Company determines the estimated useful lives and related depreciation and amortisation charges for its plant and equipment and finite life intangible assets. The useful lives could change significantly as a result of technical innovations or some other event. The depreciation and amortisation charge will increase where the useful lives are less than previously estimated lives, or technically obsolete or non strategic assets that have been abandoned or sold will be written off for written down.

#### Key estimates – incremental borrowing rate

Where the interest rate implicit in a lease cannot be readily determined, an incremental borrowing rate is estimated to discount future lease payments to measure the present value of the lease liability at the lease commencement date. Such a rate is based on what the company estimates it would have to pay a third party to borrow the funds necessary to obtain an asset of a similar value to the right of use asset, with similar terms, security and economic environment.

#### Key estimates – lease term

The lease term is a significant component in the measurement of both the right of use asset and lease liability. Judgement is exercised in determining whether there is reasonable certainty that an option to extend the lease or purchase the underlying asset will be exercised, or an option to terminate the lease will not be exercised, when ascertaining the periods to be included in the lease term. In determining the lease term, all facts and circumstances that create an economical incentive to exercise an extension option, or not to exercise a termination option, are considered at the lease commencement date. Factors considered may include the importance of the asset to the company's operations; comparison of terms and conditions to prevailing market rates; incurrance of significant penalties; existence of significant leasehold improvements; and the costs and disruption to replace the asset. The Company reassesses whether it is reasonably certain to exercise an extension option, or not exercise a termination option, if there is a significant event or significant change in circumstances.

#### Key estimates – Provision for expected credit loss

Except as disclosed in the financial statements, the directors have assessed each debtor and believe that the full amount of debtors is recoverable.

#### Key estimates – Impairment of non financial assets other than goodwill and other indefinite life intangible assets

The Company assesses impairment of non financial assets other than goodwill and other indefinite life intangible assets at each reporting date by evaluating conditions specific to the Company and to the particular asset that may lead to impairment. If an impairment trigger exists, the recoverable amount of the asset is determined. This involves fair value less costs of disposal or value in use calculations, which incorporate a number of key estimates and assumptions.

## Note 4: Revenue

|                                                                     | 2025<br>\$        | 2024<br>\$ |
|---------------------------------------------------------------------|-------------------|------------|
| <b>Revenue from contracts with customers</b>                        |                   |            |
| <b>FEES AND CHARGES</b>                                             |                   |            |
| <b>NEVDIS</b>                                                       |                   |            |
| PPSR enhancements recovery                                          | 2,839,741         | 2,761,020  |
| Safety recalls                                                      | 519,648           | 424,806    |
| Data extracts                                                       | 271,617           | 311,802    |
| Document Verification Services                                      | 9,833,040         | 8,987,885  |
| VSA income                                                          | 86,530            | 133,000    |
| WMI income                                                          | 51,800            | 134,050    |
| Plate to VIN services                                               | 5,177,985         | 4,166,579  |
| NHVR-data fee income                                                | 1,076,291         | 1,036,138  |
|                                                                     | <b>19,856,652</b> | 17,955,280 |
| <b>Other revenue</b>                                                |                   |            |
| <b>CONTRIBUTIONS</b>                                                |                   |            |
| Membership contributions                                            | 2,633,828         | 2,633,325  |
| Work program contribution                                           | 12,000,000        | 12,000,000 |
|                                                                     | <b>14,633,828</b> | 14,633,325 |
| <b>TEMPORARY TRAFFIC MANAGEMENT</b>                                 |                   |            |
| Temporary Traffic Management                                        | <b>873,090</b>    | 143,938    |
| <b>SPECIAL PROGRAMS AND PROJECTS</b>                                |                   |            |
| Australian Transport and Assessment Planning (ATAP)                 | 150,000           | 535,662    |
| Cambodia Ministry of Public Works & Transport – Technical Standards | 722,483           | 1,863,566  |
|                                                                     | <b>872,483</b>    | 2,399,228  |
| <b>PUBLICATIONS</b>                                                 |                   |            |
| Gross sales revenue                                                 | <b>5,555</b>      | 17,164     |
| <b>INTEREST RECEIVED</b>                                            |                   |            |
| Short term investments                                              | <b>2,694,456</b>  | 2,151,236  |
| <b>OTHER INCOME</b>                                                 |                   |            |
| Service fee - Transport Certification Australia Limited             | 4,550,090         | 3,975,947  |
| Other income (Austroads)                                            | 701,056           | 3,469      |
|                                                                     | <b>5,251,146</b>  | 3,979,416  |
| <b>Total revenue</b>                                                | <b>44,187,210</b> | 41,279,587 |

## Note 5: Expenses

|                                                            | 2025<br>\$        | 2024<br>\$        |
|------------------------------------------------------------|-------------------|-------------------|
| <b>(A) CORPORATE</b>                                       |                   |                   |
| Salaries and related charges                               | 16,242,982        | 10,215,633        |
| IT and information security expenses                       | 2,412,088         | 1,294,433         |
| Program management                                         | 1,814,935         | 3,524,069         |
| Corporate projects                                         | 80,000            | 160,613           |
| Administration expenses                                    | 704,212           | 195,842           |
| Finance cost                                               | 221,787           | 171,525           |
| Other expenses                                             | 426,244           | 693,115           |
|                                                            | <b>21,902,248</b> | <b>16,255,230</b> |
| <b>(B) WORK PROGRAM</b>                                    |                   |                   |
| Board priority projects                                    | 747,310           | 368,710           |
| Road Safety and Design                                     | 6,779,848         | 3,228,187         |
| Transport Infrastructure                                   | 4,335,837         | 5,583,783         |
| Transport Network Operations                               | 1,609,331         | 3,207,599         |
| Vehicles and Technology                                    | 444,013           | 295,676           |
| Environment and Sustainability                             | 382,683           | 570,725           |
|                                                            | <b>14,299,022</b> | <b>13,254,680</b> |
| <b>(C) SPECIFIC PROJECTS</b>                               |                   |                   |
| International participation                                | 100,517           | 41,309            |
| NGTSM/ATAP jurisdictions/Commonwealth funding carried over | 273,772           | 635,066           |
| Value of travel time willingness to pay                    | 17,500            | 10,492            |
|                                                            | <b>391,789</b>    | <b>686,867</b>    |
| <b>(D) PUBLICATIONS</b>                                    |                   |                   |
| Cost of sales                                              | <b>10,166</b>     | 16,257            |
| <b>(E) NEVDIS EXPENSES</b>                                 |                   |                   |
| Subscription and operating costs                           | 4,778,697         | 4,707,099         |
| NEVDIS other projects                                      | 1,612,108         | 853,552           |
| Other Expenses                                             | 49,740            | 180,447           |
|                                                            | <b>6,440,545</b>  | <b>5,741,098</b>  |
| <b>(F) TEMPORARY TRAFFIC MANAGEMENT EXPENSES</b>           |                   |                   |
| Operating Costs                                            | <b>841,054</b>    | 544,801           |
| <b>Total expenses</b>                                      | <b>43,884,824</b> | <b>36,498,933</b> |



## Note 6: Cash and Cash Equivalents

|                                          | 2025<br>\$        | 2024<br>\$ |
|------------------------------------------|-------------------|------------|
| Cash at bank and in hand                 | 1,523,911         | 8,448,093  |
| Short-term deposits and deposits at call | 46,066,546        | 35,749,501 |
|                                          | <b>47,590,457</b> | 44,197,594 |

## Note 7: Trade and Other Receivables

**CURRENT**

|                          |                  |           |
|--------------------------|------------------|-----------|
| Trade debtors            | 8,559,803        | 4,559,744 |
| Sundry and other debtors | 296              | 16,268    |
|                          | <b>8,560,099</b> | 4,576,012 |

## Note 8: Other Assets

**CURRENT**

|             |                |         |
|-------------|----------------|---------|
| Prepayments | <b>559,214</b> | 608,153 |
|-------------|----------------|---------|

## Note 9: Plant and Equipment

**FURNITURE AND OFFICE EQUIPMENT**

|                          |                |             |
|--------------------------|----------------|-------------|
| At cost                  | 2,044,747      | 1,797,396   |
| Accumulated depreciation | (1,252,264)    | (1,029,931) |
|                          | <b>792,483</b> | 767,465     |

## Note 10: Intangible Assets

**SOFTWARE**

|                          |               |             |
|--------------------------|---------------|-------------|
| At cost                  | 8,287,463     | 8,287,463   |
| Accumulated amortisation | (8,252,194)   | (8,182,235) |
|                          | <b>35,269</b> | 105,228     |

**INTANGIBLE ASSETS UNDER DEVELOPMENT**

|                                |                  |         |
|--------------------------------|------------------|---------|
| Cost                           | 1,525,905        | 100,509 |
| <b>Total Intangible assets</b> | <b>1,561,174</b> | 205,737 |

The Company capitalised software development costs of \$1,525,905 related to the creation of new IT software. These costs have been capitalised in accordance with the accounting policy outlined in Note 2(k).

## Note 11: Leases

|                                                      | Building<br>\$   | Total<br>\$        |
|------------------------------------------------------|------------------|--------------------|
| <b>RIGHT-OF-USE ASSETS (YEAR ENDED 30 JUNE 2025)</b> |                  |                    |
| Balance at beginning of year                         | 4,653,422        | <b>4,653,422</b>   |
| Depreciation charge                                  | (1,138,273)      | <b>(1,138,273)</b> |
| Additions to right-of-use assets                     | 2,007,673        | <b>2,007,673</b>   |
| <b>Balance at end of year</b>                        | <b>5,522,822</b> | <b>5,522,822</b>   |

**Lease liabilities**

The maturity analysis of lease liabilities based on contractual undiscounted cash flows is shown in the table below:

|                   | < 1 year<br>\$   | 1–5 years<br>\$  | > 5 years<br>\$ | Total<br>undiscounted<br>lease liabilities<br>\$ | Lease liabilities<br>included in this<br>Statement Of<br>Financial Position<br>\$ |
|-------------------|------------------|------------------|-----------------|--------------------------------------------------|-----------------------------------------------------------------------------------|
| <b>2025</b>       |                  |                  |                 |                                                  |                                                                                   |
| Lease liabilities | <b>1,535,552</b> | <b>4,938,001</b> | -               | <b>6,473,553</b>                                 | <b>5,945,961</b>                                                                  |
| <b>2024</b>       |                  |                  |                 |                                                  |                                                                                   |
| Lease liabilities | 824,694          | 4,137,984        | -               | 4,962,678                                        | 4,962,678                                                                         |

**Extension options**

The Company has not elected to take up the option to extend the lease at the expiry of the rental period. The Company does not have an option to purchase the leased premises at the expiry of the rental period.

**Statement of Profit or Loss and Other Comprehensive Income**

The amounts recognised in the statement of profit or loss and other comprehensive income relating to interest expense on lease liabilities and short-term leases or leases of low value assets are shown below:

|                                             | 2025<br>\$       | 2024<br>\$ |
|---------------------------------------------|------------------|------------|
| Interest expense on lease liabilities       | 221,787          | 170,516    |
| Depreciation expense on right-of-use assets | 1,138,273        | 791,924    |
|                                             | <b>1,360,060</b> | 962,440    |

**STATEMENT OF CASH FLOWS**

|                               |                    |           |
|-------------------------------|--------------------|-----------|
| Total cash outflow for leases | <b>(1,024,390)</b> | (659,936) |
|-------------------------------|--------------------|-----------|

## Note 12: Trade and Other Payables

|                          | 2025<br>\$       | 2024<br>\$ |
|--------------------------|------------------|------------|
| <b>CURRENT</b>           |                  |            |
| Trade and other payables | 2,960,457        | 2,629,378  |
| Other payables           | 422,269          | 532,856    |
| Accrued expenses         | 1,330,049        | 1,442,247  |
| Credit cards             | 53,992           | 38,286     |
|                          | <b>4,766,767</b> | 4,642,767  |

## Note 13: Employee Benefits

|                    |                  |           |
|--------------------|------------------|-----------|
| <b>CURRENT</b>     |                  |           |
| Long service leave | 537,042          | 468,996   |
| Annual leave       | 1,150,487        | 970,567   |
|                    | <b>1,687,529</b> | 1,439,563 |
| <b>NON-CURRENT</b> |                  |           |
| Long service leave | <b>679,577</b>   | 523,617   |

## Note 14: Members' Guarantee

The Memorandum of Association of the Company provides that the liability of members is limited and that every member of the Company undertakes to contribute to the assets of the Company, in the event of it being wound up while he is a member, or within one year after he ceases to be a member and of the costs, charges and expenses of winding up and of the adjustment of rights of the members among themselves, such amount as may be required, not exceeding ten dollars (\$10) per member.

## Note 15: Directors' Remuneration

No remuneration was paid or payable to directors in respect to or during the financial year (2024: \$Nil).



## Note 16: Auditors' Remuneration

|                                                                    | 2025<br>\$    | 2024<br>\$    |
|--------------------------------------------------------------------|---------------|---------------|
| <b>REMUNERATION OF THE AUDITOR PKF, FOR:</b>                       |               |               |
| Auditing the financial statements                                  | 40,000        | -             |
| Other services                                                     | 4,500         | -             |
| <b>REMUNERATION OF THE PREVIOUS AUDITOR PITCHER PARTNERS, FOR:</b> |               |               |
| Auditing the financial statements                                  | -             | 37,200        |
| Other services                                                     | -             | 4,200         |
|                                                                    | <b>44,500</b> | <b>41,400</b> |

## Note 17: Contingencies

At balance date, bank guarantees were supported by security deposit guarantees, for which no liabilities have been recorded in the financial statements. Total bank guarantees of the Company at 30 June 2025 were \$845,970 (30 June 2024: \$576,905).

## Note 18: Cash Flow Information

## Reconciliation of result for the year to cashflows from operating activities

|                                                    | 2025<br>\$         | 2024<br>\$       |
|----------------------------------------------------|--------------------|------------------|
| (Deficit)/surplus for the year                     | (1,133,433)        | 2,818,571        |
| <b>NON-CASH FLOWS IN PROFIT:</b>                   |                    |                  |
| Depreciation and amortisation                      | 1,435,819          | 1,962,082        |
| <b>CHANGES IN ASSETS AND LIABILITIES:</b>          |                    |                  |
| (Increase)/decrease in trade and other receivables | (3,984,087)        | 3,139,115        |
| Decrease/(increase) in other assets                | 48,939             | (184,539)        |
| Increase in trade and other payables               | 123,999            | 887,406          |
| Decrease in other liabilities                      | -                  | (63,566)         |
| Increase in employee benefits                      | 403,926            | 1,148,666        |
| <b>Cashflows from operations</b>                   | <b>(3,104,837)</b> | <b>9,707,735</b> |

## Note 19: Events Occurring After the Reporting Date

The financial report was authorised for issue on 28 October 2025 by the board of directors.

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Company, the results of those operations, or the state of affairs of the Company in future financial years.

## Note 20: Statutory Information

The registered office and principal place of business of the company is:

**Austroads Limited**  
**Level 9, 570 George Street**  
**Sydney, NSW 2000**

# Consolidated entity disclosure statement

Austroads Limited is not required by Australian Accounting Standards to prepare consolidated financial statements. Accordingly, in accordance with subsection 295(3A) of the Corporation Act 2001, no further information is required to be disclosed in this consolidated entity disclosure statement.

## Directors' declaration

The directors have determined that the Company is not a reporting entity and that these special purpose financial statements should be prepared in accordance with the accounting policies described in Note 2 of the financial statements.

The directors of the Company declare that:

1. The financial statements and notes, as set out on pages 74 to 90, are in accordance with the Corporations Act 2001 and:
  - a. comply with Australian Accounting Standards as stated in Note 1; and
  - b. give a true and fair view of the financial position as at 30 June 2025 and of the performance for the year ended on that date of is in accordance with the accounting policy described in Note 2 of the financial statements.
2. In the directors' opinion, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.
3. The consolidated entity disclosure statement required by subsection 295(3A) of the Corporations Act 2001 is true and correct.

This declaration is made in accordance with a resolution of the Board of Directors.



**Brett Gliddon,**  
Acting Chair  
28 October 2025

# Independent auditor's report



**PKF(NS) Audit & Assurance Limited Partnership**  
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## INDEPENDENT AUDITOR'S REPORT

### TO THE MEMBERS OF AUSTROADS LIMITED

#### Report on the Audit of the Financial Report

#### Opinion

We have audited the special purpose financial report of Austroads Limited (the Company), which comprises the statement of financial position as at 30 June 2025, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information, and the directors' declaration of the Company.

In our opinion, the accompanying financial report of Austroads Limited is in accordance with the Corporations Act 2001, including:

- (a) giving a true and fair view of the Company's financial position as at 30 June 2025 and of its performance for the year then ended; and
- (b) complying with Australian Accounting Standards to the extent described in Note 1 and the Corporations Regulations 2001.

#### Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Emphasis of Matter – Basis of Accounting

We draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling the directors' financial reporting responsibilities under the Corporations Act 2001. As a result, the financial report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

#### Independence

We are independent of the Company in accordance with the auditor independence requirements of the Corporations Act 2001 and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (including Independence Standards) (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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## Other Information

The directors are responsible for the other information. The other information comprises the information included in the Company's annual report for the year ended 30 June 2025 but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

## Responsibilities of the Directors for the Financial Report

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the Corporations Act 2001, and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

## Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.



#### Auditor's Responsibilities for the Audit of the Financial Report (cont'd)

- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the entity to express an opinion on the financial report. We are responsible for the direction, supervision and performance of the audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, action taken to eliminate threats or safeguards applied.

A handwritten signature in blue ink that reads 'PKF'.

PKF

A handwritten signature in blue ink, appearing to be 'Kym Reilly'.

KYM REILLY  
PARTNER

24 OCTOBER 2025  
SYDNEY, NSW

# Transport Certification Australia Ltd directors and financial reports

The Directors of Transport Certification Australia Limited ('the Company'), submit herewith the annual financial report of the Company for the financial year ended 30 June 2025.

The Director's Report has been prepared in accordance with the requirements of the Corporations Act 2001 (Cth).

|                                                 |            |                   |
|-------------------------------------------------|------------|-------------------|
| <b>Directors</b>                                | <b>96</b>  | <a href="#">→</a> |
| <b>Principal activities</b>                     | <b>96</b>  | <a href="#">→</a> |
| <b>Member's guarantee</b>                       | <b>97</b>  | <a href="#">→</a> |
| <b>Review of operations</b>                     | <b>97</b>  | <a href="#">→</a> |
| <b>Meetings of directors</b>                    | <b>97</b>  | <a href="#">→</a> |
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## Directors

The names of the Directors in office at any time during or since the end of the year are:

- Dr Geoff Allan
- Sharon Johnson
- Matthew Brunsdon
- Paddy Goodall

Directors have been in office since the start of the financial year to the date of this report unless otherwise stated.

The names, experience and qualifications of each person who has been a director during the year and to the date of this report are listed on listed on pages 30 to 31 (Austroads Executive Group).

## Principal activities

The Company is a national organisation that provides assurance services relating to transport technologies and data to enable improved public purpose outcomes from road transport. Priority outcome areas enabled by the Company's services include improved road safety, transport efficiency, freight productivity, asset management and sustainability.

The Company provides the following broad categories of service, providing opportunities to realise positive outcomes through the deployment of telematics and related intelligent technologies:

- **Assurance** – provides certification of telematics applications, schemes and associated services and data; develops functional and technical specifications for applications and features of the National Telematics Framework; accredits service providers and technology suppliers; type approves devices and systems; and audits service providers technology suppliers, applications, schemes and associated data.
- **Administration** – administers the National Telematics Framework, including the rules, specifications agreements and digital infrastructure that it comprises.
- **Analysis and reporting** – collects, stores and standardises data for aggregation and analysis to support the compliance, policy planning, investment and operational decision making of key stakeholders. The Company manages the Telematics Analytics Platform to support user access to data and reporting services and provide core analysis and reporting capabilities to meet the needs of our key stakeholders.

- **Advice** – provides authoritative information and trusted advice on transport technologies and data to support policy and regulatory reform, and planning. The company has well developed knowledge of emerging vehicle and transport technologies, including telematics, connected and automated driving systems, and innovative mobility services.

The Company interacts with three distinct stakeholder groups in providing services across assurance, administration, advice and analysis and reporting, to deliver improved public outcomes:

- **Government authorities** – that administer policies, regulations and programs using telematics and related technologies.
- **Transport operators** – that use telematics and related intelligent technologies in response to government or regulatory policies and programs.
- **Service providers and suppliers** – that develop and deliver telematics (and data) products and services to regulated industry sectors and transport operators.

No significant changes in the nature of the Company's activity occurred during the financial year.



## Member's guarantee

The Company is incorporated under the Corporations Act 2001 and is a Company limited by guarantee. If the Company is wound up, the Constitution states that each Member is required to contribute a maximum of \$10 each towards meeting any outstanding liabilities of the Company. At 30 June 2025 the number of Members was one (2024: one member).

## Review of operations

The expenditure program of the Company does not align with its revenue cycle and requires the utilisation of cash reserves in years where a shortfall in revenue exists. The surplus of the Company for the financial year amounted to \$515,197 (2024: \$1,806,486). As at 30 June 2025, the Company has net assets of \$12,446,397 (2024: \$11,931,200) including cash reserves, inclusive of term deposit, of \$9,608,298 (2024: \$11,593,201).

## Meetings of directors

During the financial year, 2 meetings of directors were held. Attendances by each director during the year were as follows:

| DIRECTOR         | ELIGIBLE MEETINGS | MEETINGS ATTENDED |
|------------------|-------------------|-------------------|
| Dr Geoff Allan   | 2                 | 2                 |
| Sharon Johnson   | 2                 | 2                 |
| Matthew Brunsdon | 2                 | 1                 |
| Paddy Goodall    | 2                 | 2                 |

## Auditor's independence declaration

The lead auditor's independence declaration in accordance with section 307C of the Corporations Act 2001, for the year ended 30 June 2025 has been received and can be found on page 98 of the financial report.

Signed in accordance with a resolution of the Board of Directors.

**Dr Geoff Allan,**  
Director  
24 October 2025



**PKF(NS) Audit & Assurance Limited Partnership**  
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### Auditors' Independence Declaration under Section 307C of the Corporations Act 2001 to the Directors of Transport Certification Australia Limited

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2025, there have been:

- (i) no contraventions of the auditor independence requirements as set out in the *Corporations Act 2001* in relation to the audit; and
- (ii) no contraventions of any applicable code of professional conduct in relation to the audit.

A handwritten signature in black ink that reads "PKF".

PKF

A handwritten signature in black ink, appearing to be "Kym Reilly".

KYM REILLY  
PARTNER

24 OCTOBER 2025  
SYDNEY, NSW

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# Financial statements

## Statement of profit or loss and other comprehensive income

|                                                                           | Note | 2025<br>\$         | 2024<br>\$  |
|---------------------------------------------------------------------------|------|--------------------|-------------|
| <b>REVENUE AND OTHER INCOME</b>                                           |      |                    |             |
| Revenue from contracts with customers                                     | 4    | 9,109,215          | 9,498,629   |
| Other income                                                              |      | 299,034            | 300,470     |
|                                                                           |      | <b>9,408,249</b>   | 9,799,099   |
| <b>EXPENSES</b>                                                           |      |                    |             |
| Advertising and promotional expenses                                      |      | -                  | (3,750)     |
| IT and information security expenses                                      |      | (1,517,970)        | -           |
| Service fee Austroads                                                     |      | (4,550,090)        | (3,975,947) |
| Employee benefits expense                                                 |      | (63,013)           | (97,913)    |
| Depreciation and amortisation expense                                     | 5    | (165,376)          | (190,013)   |
| Travel and accommodation expenses                                         |      | (140,779)          | (167,191)   |
| Dues and subscriptions expenses                                           |      | (31,080)           | (30,056)    |
| Consulting expenses                                                       |      | (715,228)          | (1,261,648) |
| Office expenses                                                           |      | (1,507,957)        | (1,616,025) |
| Finance costs                                                             |      | -                  | (14)        |
| Other expenses                                                            |      | (201,559)          | (650,056)   |
| <b>Total expenses</b>                                                     |      | <b>(8,893,052)</b> | (7,992,613) |
| Surplus before income tax expense                                         |      | 515,197            | 1,806,486   |
| Income tax expense                                                        | 2(b) | -                  | -           |
| Surplus for the year                                                      |      | 515,197            | 1,806,486   |
| Other comprehensive income for the year                                   |      | -                  | -           |
| <b>Total comprehensive surplus attributable to member's of the entity</b> |      | <b>515,197</b>     | 1,806,486   |

## Statement of financial position

|                                      | Note | 2025<br>\$        | 2024<br>\$        |
|--------------------------------------|------|-------------------|-------------------|
| <b>ASSETS</b>                        |      |                   |                   |
| <b>CURRENT ASSETS</b>                |      |                   |                   |
| Cash and cash equivalents            | 6    | 9,608,298         | 11,593,201        |
| Trade and other receivables          | 7    | 1,334,196         | 786,963           |
| Other assets                         | 10   | 123,958           | 99,391            |
| <b>Total current assets</b>          |      | <b>11,066,452</b> | <b>12,479,555</b> |
| <b>NON-CURRENT ASSETS</b>            |      |                   |                   |
| Plant and equipment                  | 8    | 253,052           | 962,093           |
| Intangible assets                    | 9    | 2,364,221         | -                 |
| <b>Total non-current assets</b>      |      | <b>2,617,273</b>  | <b>962,093</b>    |
| <b>Total assets</b>                  |      | <b>13,683,725</b> | <b>13,441,648</b> |
| <b>LIABILITIES</b>                   |      |                   |                   |
| <b>CURRENT LIABILITIES</b>           |      |                   |                   |
| Trade and other payables             | 11   | 738,328           | 761,948           |
| Contract liabilities                 | 12   | 499,000           | 748,500           |
| <b>Total current liabilities</b>     |      | <b>1,237,328</b>  | <b>1,510,448</b>  |
| <b>NON-CURRENT LIABILITIES</b>       |      |                   |                   |
| <b>Total non-current liabilities</b> |      | <b>-</b>          | <b>-</b>          |
| <b>Total liabilities</b>             |      | <b>1,237,328</b>  | <b>1,510,448</b>  |
| <b>Net assets</b>                    |      | <b>12,446,397</b> | <b>11,931,200</b> |
| <b>EQUITY</b>                        |      |                   |                   |
| Accumulated surplus                  |      | 12,446,397        | 11,931,200        |
| <b>Total equity</b>                  |      | <b>12,446,397</b> | <b>11,931,200</b> |



## Statement of changes in equity

|                                | Accumulated Surplus<br>\$ | Total<br>\$       |
|--------------------------------|---------------------------|-------------------|
| <b>2024/25</b>                 |                           |                   |
| Balance at 1 July 2024         | 11,931,200                | 11,931,200        |
| Surplus for the year           | 515,197                   | 515,197           |
| <b>Balance at 30 June 2025</b> | <b>12,446,397</b>         | <b>12,446,397</b> |
| <b>2023/24</b>                 |                           |                   |
| Balance at 1 July 2023         | 10,124,714                | 10,124,714        |
| Surplus for the year           | 1,806,486                 | 1,806,486         |
| <b>Balance at 30 June 2024</b> | <b>11,931,200</b>         | <b>11,931,200</b> |

## Statement of cash flows

|                                                                         | Note | 2025<br>\$         | 2024<br>\$        |
|-------------------------------------------------------------------------|------|--------------------|-------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                             |      |                    |                   |
| Receipts from members, participants, service providers and stakeholders |      | 8,312,482          | 10,173,719        |
| Payments to suppliers and employees                                     |      | (8,775,863)        | (7,906,487)       |
| Interest received                                                       |      | 299,034            | 302,256           |
| Interest paid - lease                                                   |      | -                  | (14)              |
| <b>Net cash (used in)/provided by operating activities</b>              | 14   | <b>(164,347)</b>   | <b>2,569,474</b>  |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                             |      |                    |                   |
| Movement in term deposits                                               |      | -                  | 1,917,289         |
| Payments for plant and equipment                                        |      | (39,822)           | (720,313)         |
| Payments for intangible asset                                           |      | (1,780,734)        | -                 |
| <b>Net cash (used in)/provided by investing activities</b>              |      | <b>(1,820,556)</b> | <b>1,196,976</b>  |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                             |      |                    |                   |
| Lease payments                                                          |      | -                  | (70,498)          |
| <b>Net cash used in financing activities</b>                            |      | <b>-</b>           | <b>(70,498)</b>   |
| <b>Net (decrease)/ increase in cash and cash equivalents held</b>       |      | <b>(1,984,903)</b> | <b>3,695,952</b>  |
| <b>Cash and cash equivalents at beginning of year</b>                   |      | <b>11,593,201</b>  | <b>7,897,249</b>  |
| <b>Cash and cash equivalents at end of financial year</b>               | 6    | <b>9,608,298</b>   | <b>11,593,201</b> |

# Notes to the financial statements

The financial report covers Transport Certification Australia Limited ('the Company') as an individual entity. Transport Certification Australia Limited is a company limited by guarantee, incorporated and domiciled in Australia. The Company is a not for profit entity for the purpose of preparing the financial statements.

The functional and presentation currency of Transport Certification Australia Limited is Australian dollars.

The financial report was authorised for issue by the Directors on 24 October 2025.

Comparatives are consistent with prior years, unless otherwise stated.

## Note 1: Basis of Preparation

The directors have prepared the financial statements on the basis that the Company is a non-reporting entity because there are no users who are dependent on general purpose financial statements. These financial statements are therefore special purpose financial statements that have been prepared in order to meet the requirements of the Corporations Act 2001.

These financial statements have been prepared in accordance with the recognition and measurement requirements specified by the Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) and the disclosure requirements of Presentation of Financial Statements (AASB 101), Statement of Cash Flows (AASB 107), Accounting Policies, Changes in Accounting Estimates and Errors (AASB 108), Interpretation of Standards (AASB 1048), and Australian Additional Disclosures (AASB 1054), as appropriate for not-for-profit oriented entities.

### Historical cost convention

The financial report has been prepared under the historical cost convention, as modified by revaluations to fair value for certain classes of assets and liabilities as described in the accounting policies.

## Note 2: Material Accounting Policy Information

The material accounting policies applied in the preparation of the financial statements, which are consistent with the previous period unless otherwise stated, are as follows:

### (a) Revenue recognition

#### *Revenue from contracts with customers*

Revenue is recognised at an amount that reflects the consideration to which the company is expected to be entitled in exchange for transferring goods or services to a customer. For each contract with a customer, the Company identifies the contract with a customer; identifies the performance obligations in the contract; determines the transaction price which takes into account estimates of variable consideration and the time value of money; allocates the transaction price to the separate performance obligations on the basis of the relative stand-alone selling price of each distinct good or service to be delivered; and recognises revenue when or as each performance obligation is satisfied in a manner that depicts the transfer to the customer of the goods or services promised.

Variable consideration within the transaction price, if any, reflects concessions provided to the customer such as discounts, rebates and refunds, any potential bonuses receivable from the customer and any other contingent events. Such estimates are determined using either the 'expected value' or 'most likely amount' method. The measurement of variable consideration is subject to a constraining principle whereby revenue will only be recognised to the extent that

it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur. The measurement constraint continues until the uncertainty associated with the variable consideration is subsequently resolved. Amounts received that are subject to the constraining principle are recognised as a refund liability.

#### ***Fees and charges***

Operational fees and other service fees are recognised over the period to which the provision of services relate. Application fees are recognised at a point in time when certifications are issued.

#### ***Contribution revenue***

Contribution revenue is recognised at a point in time when received or when the right to receive payment is established.

#### ***Grant revenue***

Grant funding that contain specific conditions on the use of those funds are recognised as and when the Company satisfies its performance obligations. A contract liability is recognised for unspent grant funds for which a refund obligation exists in relation to the funding period. General grants that do not impose specific performance obligations on the Company are recognised as income when the Company obtains control of those funds, which is usually on receipt.

#### ***Interest income***

Interest income is recognised on an accruals basis using the effective interest.

#### ***Other revenue***

Other revenue are recognised as income upon receipt of that income.

### **(b) Income tax**

The Company is exempt from income tax under Division 50-5 of the Income Tax Assessment Act 1997.

### **(c) Cash and cash equivalents**

Cash and cash equivalents include cash on hand and at banks, short term deposits with an original maturity of three months or less held at call with financial institutions, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities in the statement of financial position.

### **(d) Trade and other receivables**

Accounts receivable and other debtors will include any outstanding contributions from participants, and outstanding operational fees from Service Providers at the end of the reporting period.

### **(e) Financial instruments**

#### **Financial assets**

Financial assets are initially measured at fair value. Transactions costs are included as part of the initial measurement, except for financial assets at fair value through profit or loss. Such assets are subsequently measured at either amortised cost or fair value depending on their classification. Classification is determined based on both the business model within which such assets are held and the contractual cash flow characteristics of the financial asset unless an accounting mismatch is being avoided.

Financial assets are derecognised when the rights to receive cash flows have expired or have been transferred and the Company has transferred substantially all the risk and rewards of ownership. When there is not reasonable expectation of recovering part or all of a financial asset, its carrying value is written off.

#### **Classification**

On initial recognition, the Company classifies its financial assets into the following categories, those measured at:

- amortised cost

Financial assets are not reclassified subsequent to their initial recognition unless the Company changes its business model for managing financial assets.

#### **Amortised cost**

The Company's financial assets measured at amortised cost comprise trade and other receivables and cash and cash equivalents in the statement of financial position.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, foreign exchange gains or losses and impairment are recognised in profit or loss. Gain or loss on derecognition is recognised in profit or loss.

### *Impairment of financial assets*

The Company recognises a loss allowance for expected credit losses on financial assets which are either measured at amortised cost or fair value through other comprehensive income. The measurement of the loss allowance depends upon the Company's assessment at the end of each reporting period as to whether the financial instrument's credit risk has increased significantly since initial recognition, based on reasonable and supportable information that is available, without undue cost or effort to obtain. Where there has not been a significant increase in exposure to credit risk since initial recognition, a 12-month expected credit loss allowance is estimated. This represents a portion of the asset's lifetime expected credit losses that is attributable to a default event that is possible within the next 12 months. Where a financial asset has become credit impaired or where it is determined that credit risk has increased significantly, the loss allowance is based on the asset's lifetime expected credit losses. The amount of expected credit loss recognised is measured on the basis of the probability weighted present value of anticipated cash shortfalls over the life of the instrument discounted at the original effective interest rate.

### **Financial liabilities**

The Company measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

The financial liabilities of the Company comprise trade payables.

### **(f) Impairment of assets**

At the end of each reporting period, the company reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair amount less costs to sell and value in use, is compared to the asset's carrying amount. Any excess of the asset's carrying amount over its recoverable amount is recognised immediately in profit or loss.

Where the future economic benefits of the asset are not primarily dependent upon on the asset's ability to generate net cash inflows and when the entity would, if deprived of the asset, replace its remaining future economic benefits, value in use is determined as the depreciated replacement cost of an asset.

Where it is not possible to estimate the recoverable amount of a class of asset, the entity estimates the recoverable amount of the cash generating unit to which the asset belongs.

Where an impairment loss on a revalued asset is identified this is debited against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.



**(g) Plant and equipment**

Plant and equipment is carried at cost less, where applicable, any accumulated depreciation and impairment losses. All assets are depreciated over their useful lives to the Company.

The carrying amount of plant and equipment is reviewed annually by directors to ensure it is not in excess of the recoverable amount from these assets. The recoverable amount is assessed on the basis of the expected net cash flows that will be received from the assets employment and subsequent disposal. The expected net cash flows have not been discounted to their present values in determining recoverable amounts.

**Depreciation**

The depreciable amount of all fixed assets is depreciated on a straight line or diminishing value basis over the asset's useful life to the entity commencing from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvements.

The estimated useful lives used for each class of depreciable asset are shown below:

| Fixed asset class      | Useful life  |
|------------------------|--------------|
| Furniture and fixtures | 6–20 years   |
| Plant and equipment    | 2.5–20 years |
| Computers              | 2–10 years   |
| Motor vehicles         | 4–7 years    |

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains or losses are included in the statement of profit or loss and other comprehensive income.

**(h) Goods and services tax (GST)**

Revenue, expenses and purchased assets are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO). In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of expense. Receivables and payable are stated inclusive of GST.

Cash flows are presented in the statement of cash flows on a gross basis and the GST component of cash flows arising from investing and financing activities which is recoverable from, or payable to, the taxation authority is classified as operating cash flows.

**(i) Trade and other payables**

Trade and other payables represent the liability outstanding at the end of the reporting period for goods and services received by the company during the reporting period which remain unpaid. The balance is recognised as a current liability with the amount being normally paid within 30 days of recognition of the liability.

**(j) Provisions**

Provisions are recognised when the Company has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

The amount recognised as a provision is the best estimate of the expenditure required to settle the present obligation at the end of the reporting period.

**(k) Intangible assets**

Intangible assets are accounted for using the cost model. Development costs, primarily relating to computer software, are capitalised when the item meets the definition of an asset and the entity can demonstrate all of the following: the technical feasibility of completing the asset so that it will be available for use or sale; the intention to complete the asset and use it or sell it; the ability to use or sell the asset; how the asset will generate probable future economic benefits; the availability of adequate technical, financial and other resources to complete the development and to use or sell the asset; and the ability to measure reliably the expenditure attributable to the asset during its development. Otherwise, they are recognised in profit or loss as expenses as incurred. Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates.

**Amortisation**

Amortisation is recognised in profit or loss on a straight-line basis over the estimated useful lives of intangible assets, from the date that they are available for use.

Amortisation methods, useful lives and residual values are reviewed at each reporting date and adjusted if appropriate.

The amortisation rates used for each class of amortisable asset are shown below:

| Category of intangible asset | Useful life |
|------------------------------|-------------|
| Computer software            | 5 years     |

**(l) Adoption of new and revised accounting standards**

The Company has adopted all of the new, revised or amended Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ('AASB') that are mandatory for the current reporting period.

Any new or amended Accounting Standards or Interpretations that are not yet mandatory have not been early adopted.

**Note 3: Critical Accounting Estimates and Judgments**

The directors make estimates and judgements during the preparation of these financial statements regarding assumptions about current and future events affecting transactions and balances.

These estimates and judgements are based on the best information available at the time of preparing the financial statements, however as additional information is known then the actual results may differ from the estimates.

The significant estimates and judgements made have been described below.

**Key estimates – estimation of useful lives of assets**

The Company determines the estimated useful lives and related depreciation and amortisation charges for its plant and equipment and finite life intangible assets. The useful lives could change significantly as a result of technical innovations or some other event. The depreciation and amortisation charge will increase where the useful lives are less than previously estimated lives, or technically obsolete or non strategic assets that have been abandoned or sold will be written off for written down.

**Key estimates – Impairment of non financial assets other than goodwill and other indefinite life intangible assets**

The Company assesses impairment of non financial assets other than goodwill and other indefinite life intangible assets at each reporting date by evaluating conditions specific to the Company and to the particular asset that may lead to impairment. If an impairment trigger exists, the recoverable amount of the asset is determined. This involves fair value less costs of disposal or value in use calculations, which incorporate a number of key estimates and assumptions.

**Key judgment – Allowance for expected credit losses**

The allowance for expected credit losses assessment requires a degree of estimation and judgement. It is based on the lifetime expected credit loss, grouped based on days overdue, and makes assumptions to allocate an overall expected credit loss rate for each group. These assumptions include recent sales experience and historical collection rates.

## Note 4: Revenue

|                                                      | 2025<br>\$       | 2024<br>\$       |
|------------------------------------------------------|------------------|------------------|
| <b>Revenue from contracts with customers</b>         |                  |                  |
| Application fees received from applicants            | 172,000          | 271,200          |
| Operational fees                                     | 4,515,256        | 4,611,533        |
| Other service fees                                   | 398,449          | 329,120          |
| Contributions received from members and participants | 2,231,510        | 2,231,510        |
| Contributions received from regulators               | 1,792,000        | 2,055,266        |
| <b>Total revenue</b>                                 | <b>9,109,215</b> | <b>9,498,629</b> |

## Note 5: Expenses

*Surplus before income tax has been determined after:*

### DEPRECIATION AND AMORTISATION:

|                                         |                |                |
|-----------------------------------------|----------------|----------------|
| Plant and equipment                     | 125,304        | 144,525        |
| Leased assets                           | -              | 45,488         |
| Computer software, internally generated | 40,072         | -              |
| <b>Total expenses</b>                   | <b>165,376</b> | <b>190,013</b> |

## Note 6: Cash and Cash Equivalents

|                                          |                  |                   |
|------------------------------------------|------------------|-------------------|
| Cash at bank and in hand                 | 4,665,486        | 6,879,796         |
| Short-term deposits and deposits at call | 4,942,812        | 4,713,405         |
|                                          | <b>9,608,298</b> | <b>11,593,201</b> |

## Note 7: Trade and Other Receivables

### CURRENT

|                   |                  |                |
|-------------------|------------------|----------------|
| Trade receivables | 938,931          | 390,200        |
| Contract assets   | 395,265          | 396,763        |
|                   | <b>1,334,196</b> | <b>786,963</b> |

## Note 8: Plant and Equipment

|                                         | 2025<br>\$     | 2024<br>\$     |
|-----------------------------------------|----------------|----------------|
| <b>CAPITAL WORKS IN PROGRESS</b>        |                |                |
| At cost                                 | -              | 623,559        |
| <b>PLANT AND EQUIPMENT</b>              |                |                |
| At cost                                 | 602,957        | 602,957        |
| Accumulated depreciation                | (581,830)      | (575,452)      |
|                                         | 21,127         | 27,505         |
| <b>FURNITURE, FIXTURES AND FITTINGS</b> |                |                |
| At cost                                 | 69,042         | 46,245         |
| Accumulated depreciation                | (16,613)       | (8,545)        |
|                                         | 52,429         | 37,700         |
| <b>MOTOR VEHICLES</b>                   |                |                |
| At cost                                 | 104,598        | 104,598        |
| Accumulated depreciation                | (65,638)       | (59,160)       |
|                                         | 38,960         | 45,438         |
| <b>COMPUTER EQUIPMENT</b>               |                |                |
| At cost                                 | 928,499        | 921,047        |
| Accumulated depreciation                | (787,963)      | (693,156)      |
|                                         | 140,536        | 227,891        |
| <b>Total plant and equipment</b>        | <b>253,052</b> | <b>962,093</b> |

## Note 9: Intangible Assets

|                                   |                  |          |
|-----------------------------------|------------------|----------|
| <b>SOFTWARE DEVELOPMENT COSTS</b> |                  |          |
| At cost                           | 2,404,293        | -        |
| Accumulated amortisation          | (40,072)         | -        |
| <b>Total Intangible assets</b>    | <b>2,364,221</b> | <b>-</b> |

The Company capitalised software development costs of \$2,404,293 related to the creation of a new data management platform. The development project commenced in FY24 and was completed and ready for use in May 2025.

These costs have been capitalised in accordance with the accounting policy described in Note 2(l).



## Note 10: Other current assets

|                   | 2025<br>\$     | 2024<br>\$ |
|-------------------|----------------|------------|
| <b>CURRENT</b>    |                |            |
| Prepayments       | 122,458        | 97,066     |
| Security deposits | 1,500          | 2,325      |
|                   | <b>123,958</b> | 99,391     |

## Note 11: Trade and Other Payables

|                  |                |         |
|------------------|----------------|---------|
| <b>CURRENT</b>   |                |         |
| Trade payables   | 571,749        | 534,245 |
| GST payable      | 73,237         | 55,840  |
| Accrued expenses | 93,342         | 171,863 |
|                  | <b>738,328</b> | 761,948 |

## Note 12: Contract liabilities

|                                             |                |         |
|---------------------------------------------|----------------|---------|
| Participant payment for services in advance | <b>499,000</b> | 748,500 |
|---------------------------------------------|----------------|---------|

## Note 13: Auditors' Remuneration

**REMUNERATION OF THE AUDITOR PKF, FOR:**

|                                   |        |   |
|-----------------------------------|--------|---|
| Auditing the financial statements | 30,000 | - |
| Other services                    | 4,500  | - |

**REMUNERATION OF THE PREVIOUS AUDITOR PITCHER PARTNERS, FOR:**

|                                   |               |        |
|-----------------------------------|---------------|--------|
| Auditing the financial statements | -             | 28,600 |
| Other services                    | -             | 4,200  |
|                                   | <b>34,500</b> | 32,800 |

## Note 14: Cash Flow Information

### Reconciliation of result for the year to cashflows from operating activities

|                                             | 2025<br>\$       | 2024<br>\$       |
|---------------------------------------------|------------------|------------------|
| Surplus for the year                        | 515,197          | 1,806,486        |
| <b>NON-CASH FLOWS IN PROFIT:</b>            |                  |                  |
| Depreciation and amortisation               | 165,376          | 190,013          |
| Net loss on disposal of plant and equipment | -                | 401,283          |
| <b>CHANGES IN ASSETS AND LIABILITIES:</b>   |                  |                  |
| (Increase)/decrease in receivables          | (547,233)        | 676,877          |
| (Increase)/decrease in other assets         | (24,567)         | 148,670          |
| (Decrease)/increase in payables             | (23,620)         | 335,958          |
| Increase/(decrease) in contract liabilities | (249,500)        | (249,500)        |
| Increase/(decrease) in provisions           | -                | (740,313)        |
| <b>Cashflows from operations</b>            | <b>(164,347)</b> | <b>2,569,474</b> |

### Note 15: Events Occurring After the Reporting Date

The financial report was authorised for issue on 24 October 2025 by the board of directors.

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Company, the results of those operations, or the state of affairs of the Company in future financial years.

### Note 16: Commitments

There are no capital expenditure commitments contracted for as at 30 June 2025 (30 June 2024: nil).

### Note 17: Contingencies

In the opinion of the Directors, the Company did not have any contingencies at 30 June 2025 (30 June 2024: nil).

### Note 18: Economic Dependence

The Company is dependant on its participants, being the Commonwealth, state and territory transport government agencies for the majority of its revenue used to operate the business. In the event of any shortfall in the yearly operational budget, the Member and participants may be required to provide additional funding on an ad hoc basis to support the Company.

### Note 19: Capital management

The board of Directors control the capital of the Company to ensure that the Company can fund its operations and continue as going concern. The Company does not have any debt and its capital includes retained earnings and financial liabilities, supported by financial assets. There are no externally imposed capital requirements. Management effectively control the Company's capital by assessing the Company's financial risks and adjusting its capital structure in response to changes in these risks and in its funding needs. These responses include the management of funding levels from Members and participants and maintaining sufficient levels of working capital.

## Note 20: Operational surplus

The expenditure program of the Company does not align with its revenue cycle and requires the utilisation of carry forward cash reserves in years where a shortfall in revenue exists.

## Note 21: Members' Guarantee

The Company is incorporated under the Corporations Act 2001 and is a Company limited by guarantee. If the Company is wound up, the constitution states that each member is required to contribute a maximum of \$10 each towards meeting any outstanding obligations of the Company. At 30 June 2025 the number of members was 1 (2024: 1).

## Note 22: Statutory Information

The registered office and principal place of business of the company is:

**Melbourne Central Tower, Level 17,  
360 Elizabeth Street,  
Melbourne, Victoria**

# Consolidated entity disclosure statement

Transport Certification Australia Limited is not required by Australian Accounting Standards to prepare consolidated financial statements.

Accordingly, in accordance with subsection 295(A) of the Corporation Act 2001, no further information is required to be disclosed in this consolidated entity disclosure statement.

## Directors' declaration

The directors have determined that the Company is not a reporting entity and that these special purpose financial statements should be prepared in accordance with the accounting policies described in Note 2 of the financial statements.

The directors of the Company declare that:

1. The financial statements and notes, as set out on pages 96 to 111, are in accordance with the Corporations Act 2001 and:
  - a. comply with Australian Accounting Standards as stated in Note 1; and
  - b. give a true and fair view of the financial position as at 30 June 2025 and of the performance for the year ended on that date of is in accordance with the accounting policy described in Note 2 of the financial statements.
2. In the directors' opinion, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors.



**Dr Geoff Allan,**  
Director  
24 October 2025

# Independent auditor's report



**PKF(NS) Audit & Assurance Limited Partnership**

**ABN 91 850 861 839**

755 Hunter Street, Newcastle West NSW 2302

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## INDEPENDENT AUDITOR'S REPORT

### TO THE MEMBERS OF TRANSPORT CERTIFICATION AUSTRALIA LIMITED

#### Report on the Audit of the Financial Report

##### Opinion

We have audited the special purpose financial report of Transport Certification Australia Limited (the Company), which comprises the statement of financial position as at 30 June 2025, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information, and the directors' declaration of the Company.

In our opinion, the accompanying financial report of Transport Certification Australia Limited is in accordance with the Corporations Act 2001, including:

- (a) giving a true and fair view of the Company's financial position as at 30 June 2025 and of its performance for the year then ended; and
- (b) complying with Australian Accounting Standards to the extent described in Note 1 and the Corporations Regulations 2001.

##### Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

##### Emphasis of Matter – Basis of Accounting

We draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling the directors' financial reporting responsibilities under the Corporations Act 2001. As a result, the financial report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

##### Independence

We are independent of the Company in accordance with the auditor independence requirements of the Corporations Act 2001 and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (including Independence Standards) (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

PKF(NS) Audit & Assurance Limited Partnership is a member of PKF Global, the network of member firms of PKF International Limited, each of which is a separately owned legal entity and does not accept any responsibility or liability for the actions or inactions of any individual member or correspondent firm(s). Liability limited by a scheme approved under Professional Standards Legislation.





### Other Information

The directors are responsible for the other information. The other information comprises the information included in the Company's annual report for the year ended 30 June 2025 but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### Responsibilities of the Directors for the Financial Report

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the Corporations Act 2001, and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

### Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.



#### Auditor's Responsibilities for the Audit of the Financial Report (cont'd)

- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the entity to express an opinion on the financial report. We are responsible for the direction, supervision and performance of the audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, action taken to eliminate threats or safeguards applied.

A handwritten signature in black ink that reads 'PKF'.

PKF

A handwritten signature in black ink, appearing to be 'Kym Reilly'.

KYM REILLY  
PARTNER

24 OCTOBER 2025  
SYDNEY, NSW

# Annexes

|                                                                |     |                   |
|----------------------------------------------------------------|-----|-------------------|
| Task force membership 2024–25                                  | 116 | <a href="#">→</a> |
| Implementation task force (project-limited) membership 2024–25 | 119 | <a href="#">→</a> |
| Other expert group membership 2024–25                          | 120 | <a href="#">→</a> |
| Publications and webinars 2024–25                              | 121 | <a href="#">→</a> |

# Task force membership 2024-25

## Transport Infrastructure Program

### Assets Task Force

|                        |                                                                                                   |
|------------------------|---------------------------------------------------------------------------------------------------|
| <b>Gareth Prosser</b>  | Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts |
| <b>John MacDonald</b>  | NZ Transport Agency Waka Kotahi                                                                   |
| <b>Haylee Lawrence</b> | Transport for New South Wales                                                                     |
| <b>Vineta Risteki</b>  | Department of Transport and Planning (Transport Victoria)                                         |
| <b>Andrew Golding</b>  | Queensland Department of Transport and Main Roads                                                 |
| <b>Ammar Mohammed</b>  | Main Roads Western Australia                                                                      |
| <b>Karen Lee-Jones</b> | Department for Infrastructure and Transport South Australia                                       |
| <b>Fiona McLeod</b>    | Department of State Growth Tasmania                                                               |
| <b>Tarique Memon</b>   | Department of Logistics and Infrastructure Northern Territory                                     |
| <b>George Diamand</b>  | City and Environment Directorate, Australian Capital Territory                                    |
| <b>Steve Verity</b>    | Australian Local Government Association / Institute of Public Works Engineering Australasia       |

### Bridges Task Force

|                           |                                                                |
|---------------------------|----------------------------------------------------------------|
| <b>Dr Moustafa Al-Ani</b> | NZ Transport Agency Waka Kotahi                                |
| <b>Parvez Shah</b>        | Transport for New South Wales                                  |
| <b>Diana Zagora</b>       | Transport for New South Wales                                  |
| <b>Andy Ng</b>            | Department of Transport and Planning (Transport Victoria)      |
| <b>Dr Torill Pape</b>     | Queensland Department of Transport and Main Roads              |
| <b>Adam Lim</b>           | Main Roads Western Australia                                   |
| <b>Ben van Zanten</b>     | Department for Infrastructure and Transport South Australia    |
| <b>Aaron Percy</b>        | Department of State Growth Tasmania                            |
| <b>Jason Wilson</b>       | Department of State Growth Tasmania                            |
| <b>Cielo Alvaran</b>      | Department of Logistics and Infrastructure Northern Territory  |
| <b>George Diamand</b>     | City and Environment Directorate, Australian Capital Territory |
| <b>Michael McGrath</b>    | City and Environment Directorate, Australian Capital Territory |

|                        |                                         |
|------------------------|-----------------------------------------|
| <b>Trevor Williams</b> | Australian Local Government Association |
|------------------------|-----------------------------------------|

|                         |                                                                                      |
|-------------------------|--------------------------------------------------------------------------------------|
| <b>Jarrold Hellmuth</b> | Australian Local Government Association / Local Government Association of Queensland |
|-------------------------|--------------------------------------------------------------------------------------|

|                                |                        |
|--------------------------------|------------------------|
| <b>Professor Cam Middleton</b> | UK Bridge Owners Forum |
|--------------------------------|------------------------|

### Pavements Task Force

|                    |                                 |
|--------------------|---------------------------------|
| <b>Adam Leslie</b> | NZ Transport Agency Waka Kotahi |
|--------------------|---------------------------------|

|                       |                               |
|-----------------------|-------------------------------|
| <b>Samuel Henwood</b> | Transport for New South Wales |
|-----------------------|-------------------------------|

|                           |                               |
|---------------------------|-------------------------------|
| <b>Hasan Hasanuzzaman</b> | Transport for New South Wales |
|---------------------------|-------------------------------|

|                          |                                                           |
|--------------------------|-----------------------------------------------------------|
| <b>Andrew Papacostas</b> | Department of Transport and Planning (Transport Victoria) |
|--------------------------|-----------------------------------------------------------|

|                       |                                                   |
|-----------------------|---------------------------------------------------|
| <b>Mike Pickering</b> | Queensland Department of Transport and Main Roads |
|-----------------------|---------------------------------------------------|

|                     |                              |
|---------------------|------------------------------|
| <b>Les Marchant</b> | Main Roads Western Australia |
|---------------------|------------------------------|

|                         |                                                             |
|-------------------------|-------------------------------------------------------------|
| <b>Micah Sluczanski</b> | Department for Infrastructure and Transport South Australia |
|-------------------------|-------------------------------------------------------------|

|                     |                                     |
|---------------------|-------------------------------------|
| <b>Rob Clifford</b> | Department of State Growth Tasmania |
|---------------------|-------------------------------------|

|                     |                                     |
|---------------------|-------------------------------------|
| <b>Barry Walker</b> | Department of State Growth Tasmania |
|---------------------|-------------------------------------|

|                      |                                                               |
|----------------------|---------------------------------------------------------------|
| <b>Philip Stacey</b> | Department of Logistics and Infrastructure Northern Territory |
|----------------------|---------------------------------------------------------------|

|                         |                                                                |
|-------------------------|----------------------------------------------------------------|
| <b>Pawel Potapowicz</b> | City and Environment Directorate, Australian Capital Territory |
|-------------------------|----------------------------------------------------------------|

|                   |                                         |
|-------------------|-----------------------------------------|
| <b>Paul Keech</b> | Australian Local Government Association |
|-------------------|-----------------------------------------|

### Project Delivery Task Force

|                   |                                 |
|-------------------|---------------------------------|
| <b>Sean Walsh</b> | NZ Transport Agency Waka Kotahi |
|-------------------|---------------------------------|

|                            |                               |
|----------------------------|-------------------------------|
| <b>Dr Ryan de Carteret</b> | Transport for New South Wales |
|----------------------------|-------------------------------|

|                     |                              |
|---------------------|------------------------------|
| <b>Ray Paterson</b> | Major Road Projects Victoria |
|---------------------|------------------------------|

|                     |                                                   |
|---------------------|---------------------------------------------------|
| <b>Graham Hobbs</b> | Queensland Department of Transport and Main Roads |
|---------------------|---------------------------------------------------|

|                 |                              |
|-----------------|------------------------------|
| <b>Leo Coci</b> | Main Roads Western Australia |
|-----------------|------------------------------|

|                       |                              |
|-----------------------|------------------------------|
| <b>Belinda Stopic</b> | Main Roads Western Australia |
|-----------------------|------------------------------|

|                     |                                     |
|---------------------|-------------------------------------|
| <b>Adrian Paine</b> | Department of State Growth Tasmania |
|---------------------|-------------------------------------|

|                          |                                                               |
|--------------------------|---------------------------------------------------------------|
| <b>Richard Underhill</b> | Department of Logistics and Infrastructure Northern Territory |
|--------------------------|---------------------------------------------------------------|



### Road Tunnels Task Force

|                          |                                                                     |
|--------------------------|---------------------------------------------------------------------|
| <b>Terry McGavin</b>     | NZ Transport Agency Waka Kotahi                                     |
| <b>Vivek Shrivastava</b> | Transport for New South Wales                                       |
| <b>Dimi Polymenakos</b>  | Department of Transport and Planning (Transport Victoria)           |
| <b>Evan Lo</b>           | Queensland Department of Transport and Main Roads                   |
| <b>Steven Howells</b>    | Main Roads Western Australia                                        |
| <b>Yanyan Xiao</b>       | Department for Infrastructure and Transport South Australia         |
| <b>Andrew Eckersley</b>  | Industry Tunnel Operator                                            |
| <b>Tony Mazzeo</b>       | Industry Tunnel Operator                                            |
| <b>Tony Peglas</b>       | Australian Tunnelling Society                                       |
| <b>Michael Beecroft</b>  | Australasian Fire and Emergency Services Authorities Council (AFAC) |

## Road Safety and Design Program

### Road Safety Task Force

|                            |                                                                                                   |
|----------------------------|---------------------------------------------------------------------------------------------------|
| <b>Susan Cattermole</b>    | Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts |
| <b>Fabian Marsh</b>        | NZ Transport Agency Waka Kotahi                                                                   |
| <b>Bernard Carlon</b>      | Transport for New South Wales                                                                     |
| <b>Marcelo Vidales</b>     | Department of Transport and Planning (Transport Victoria)                                         |
| <b>Nicola Fotheringham</b> | Department of Transport and Planning (Transport Victoria)                                         |
| <b>Nicole Downing</b>      | Queensland Department of Transport and Main Roads                                                 |
| <b>Peter Kolesnik</b>      | Queensland Department of Transport and Main Roads                                                 |
| <b>David Moyses</b>        | Main Roads Western Australia                                                                      |
| <b>Nicole Middleton</b>    | Department for Infrastructure and Transport South Australia                                       |
| <b>Craig Hoey</b>          | Department of State Growth Tasmania                                                               |
| <b>Jo Cruickshank</b>      | Department of Logistics and Infrastructure Northern Territory                                     |
| <b>Beth Niemeier</b>       | Department of Logistics and Infrastructure Northern Territory                                     |
| <b>Adrian Ison</b>         | City and Environment Directorate, Australian Capital Territory                                    |
| <b>Robert Knight</b>       | Australian Local Government Association                                                           |
| <b>Nigel Coates</b>        | City of Launceston                                                                                |

### Road Design Task Force

|                            |                                                                |
|----------------------------|----------------------------------------------------------------|
| <b>Richard Landon-Lane</b> | NZ Transport Agency Waka Kotahi                                |
| <b>Jade Hogan</b>          | Transport for New South Wales                                  |
| <b>Richard Fanning</b>     | Department of Transport and Planning (Transport Victoria)      |
| <b>Phil Rosser</b>         | Department of Transport and Planning (Transport Victoria)      |
| <b>Mark Lenske</b>         | Queensland Department of Transport and Main Roads              |
| <b>Pooya Saba</b>          | Queensland Department of Transport and Main Roads              |
| <b>Albert Wong</b>         | Main Roads Western Australia                                   |
| <b>Colin Boulden</b>       | Department for Infrastructure and Transport South Australia    |
| <b>Chandan Kalase</b>      | Department of Logistics and Infrastructure Northern Territory  |
| <b>Jonathan Dragos</b>     | City and Environment Directorate, Australian Capital Territory |
| <b>Michael Hogan</b>       | The Hills Shire Council                                        |
| <b>Robert Knight</b>       | Australian Local Government Association                        |

### Registration & Licensing Task Force

|                         |                                                                                                   |
|-------------------------|---------------------------------------------------------------------------------------------------|
| <b>Nikki Vajrabukka</b> | Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts |
| <b>Jacinta Galluzzo</b> | Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts |
| <b>Chris Rodley</b>     | NZ Transport Agency Waka Kotahi                                                                   |
| <b>David Jordan</b>     | Transport for New South Wales                                                                     |
| <b>Kate Timbs</b>       | Transport for New South Wales                                                                     |
| <b>Frances Taylor</b>   | Department of Transport and Planning (Transport Victoria)                                         |
| <b>Diana Trgovcic</b>   | Department of Transport and Planning (Transport Victoria)                                         |
| <b>Daniel Kaden</b>     | Queensland Department of Transport and Main Roads                                                 |
| <b>Robert Warburton</b> | Main Roads Western Australia                                                                      |
| <b>Anjana Sasi</b>      | Main Roads Western Australia                                                                      |
| <b>Scott Swain</b>      | Department for Infrastructure and Transport South Australia                                       |
| <b>Dan Curtain</b>      | Department of State Growth Tasmania                                                               |
| <b>Greg Turner</b>      | Department of Logistics and Infrastructure Northern Territory                                     |
| <b>Rod Paule</b>        | City and Environment Directorate, Australian Capital Territory                                    |

## Vehicles & Technology Program

### Vehicles & Technology Task Force

|                             |                                                                                                   |
|-----------------------------|---------------------------------------------------------------------------------------------------|
| <b>Mike Makin</b>           | Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts |
| <b>Nikki Vajrabukka</b>     | Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts |
| <b>Catherine Beaven</b>     | Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts |
| <b>Iain McGlinchy</b>       | NZ Transport Agency Waka Kotahi                                                                   |
| <b>Ihsana Ageel</b>         | NZ Transport Agency Waka Kotahi                                                                   |
| <b>Raj Roychoudhry</b>      | Transport for New South Wales                                                                     |
| <b>Ali Noyes</b>            | Transport for New South Wales                                                                     |
| <b>Niloo Karimi</b>         | Department of Transport and Planning (Transport Victoria)                                         |
| <b>Nick Collins</b>         | Department of Transport and Planning (Transport Victoria)                                         |
| <b>Simon Kowaltzke</b>      | Queensland Department of Transport and Main Roads                                                 |
| <b>Stuart Allen-Keeling</b> | Queensland Department of Transport and Main Roads                                                 |
| <b>Meifang Lai</b>          | Main Roads Western Australia                                                                      |
| <b>Matthew Lohmeyer</b>     | Department for Infrastructure and Transport South Australia                                       |
| <b>Helena Billington</b>    | Department for Infrastructure and Transport South Australia                                       |
| <b>Ramy Gokal</b>           | Department of State Growth Tasmania                                                               |
| <b>Chandan Kalase</b>       | Department of Logistics and Infrastructure Northern Territory                                     |
| <b>Ben Hubbard</b>          | City and Environment Directorate, Australian Capital Territory                                    |
| <b>Robert Knight</b>        | Australian Local Government Organisation                                                          |

## Environment & Sustainability Program

### Environment & Sustainability Task Force

|                            |                                                                                                   |
|----------------------------|---------------------------------------------------------------------------------------------------|
| <b>Casey Scott</b>         | Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts |
| <b>Tallis Martin-Baker</b> | Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts |

|                          |                                                                                                   |
|--------------------------|---------------------------------------------------------------------------------------------------|
| <b>Bede Moses</b>        | Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts |
| <b>Caitlin Sweeney</b>   | Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts |
| <b>Rob Hannaby</b>       | NZ Transport Agency Waka Kotahi                                                                   |
| <b>Sally Durham</b>      | Transport for New South Wales                                                                     |
| <b>Christopher Royal</b> | Transport for New South Wales                                                                     |
| <b>Joanna Nikopoulos</b> | Department of Transport and Planning (Transport Victoria)                                         |
| <b>Ramses Zietek</b>     | Queensland Department of Transport and Main Roads                                                 |
| <b>Martine Scheltema</b> | Main Roads Western Australia                                                                      |
| <b>Jennifer Slocombe</b> | Department for Infrastructure and Transport South Australia                                       |
| <b>Ameek Kaur</b>        | Department of State Growth Tasmania                                                               |
| <b>Anita Madden</b>      | Department of State Growth Tasmania                                                               |
| <b>David Cash</b>        | Department of Logistics and Infrastructure Northern Territory                                     |
| <b>Sunil Matookchund</b> | Department of Logistics and Infrastructure Northern Territory                                     |
| <b>Owen Earl</b>         | City and Environment Directorate, Australian Capital Territory                                    |
| <b>Max Bushell</b>       | Western Australia Local Government Association                                                    |

## Transport Network Operations Program

### Network Task Force

|                        |                                                                                                   |
|------------------------|---------------------------------------------------------------------------------------------------|
| <b>Gareth Prosser</b>  | Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts |
| <b>James Hughes</b>    | NZ Transport Agency Waka Kotahi                                                                   |
| <b>Craig Moran</b>     | Transport for New South Wales                                                                     |
| <b>Emily Lodder</b>    | Department of Transport and Planning (Transport Victoria)                                         |
| <b>John Oppes</b>      | Queensland Department of Transport and Main Roads                                                 |
| <b>Mehdi Langroudi</b> | Main Roads Western Australia                                                                      |
| <b>Mark Shotton</b>    | Department for Infrastructure and Transport South Australia                                       |
| <b>Tony Carbone</b>    | Department for Infrastructure and Transport South Australia                                       |
| <b>Tim Bickerstaff</b> | Department of State Growth Tasmania                                                               |

|                             |                                                                                                   |
|-----------------------------|---------------------------------------------------------------------------------------------------|
| <b>Aftab Abro</b>           | Department of Logistics and Infrastructure Northern Territory                                     |
| <b>Ben Hubbard</b>          | City and Environment Directorate, Australian Capital Territory                                    |
| <b>Robert Knight</b>        | Australian Local Government Association                                                           |
| <b>Daniel Verdouw</b>       | Australian Local Government Association                                                           |
| <b>Aaron de Rozario</b>     | National Transport Commission                                                                     |
| <b>Freight Task Force</b>   |                                                                                                   |
| <b>Lex Vaccarella</b>       | Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts |
| <b>Gareth Prosser</b>       | Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts |
| <b>Chris Watson</b>         | NZ Transport Agency Waka Kotahi                                                                   |
| <b>Scott Greenow</b>        | Transport for New South Wales                                                                     |
| <b>Anna Fletcher</b>        | Transport for New South Wales                                                                     |
| <b>Ian Mond</b>             | Department of Transport and Planning (Transport Victoria)                                         |
| <b>Mark Mitchell</b>        | Queensland Department of Transport and Main Roads                                                 |
| <b>Phoebe Flinn</b>         | Main Roads Western Australia                                                                      |
| <b>Mike Wilde</b>           | Department for Infrastructure and Transport South Australia                                       |
| <b>Alex Duerden</b>         | Department for Infrastructure and Transport South Australia                                       |
| <b>Andrew Poole</b>         | Department of State Growth Tasmania                                                               |
| <b>Jo Cruickshank</b>       | Department of Logistics and Infrastructure Northern Territory                                     |
| <b>Leon Smit</b>            | Department of Logistics and Infrastructure Northern Territory                                     |
| <b>Tim Wyatt</b>            | City and Environment Directorate, Australian Capital Territory                                    |
| <b>Justinieta Balberona</b> | City and Environment Directorate, Australian Capital Territory                                    |
| <b>Joshua Devitt</b>        | Australian Local Government Association                                                           |
| <b>Robert Knight</b>        | Australian Local Government Association                                                           |
| <b>Brayden Soo</b>          | National Heavy Vehicle Regulator                                                                  |
| <b>Jose Arredondo</b>       | National Heavy Vehicle Regulator                                                                  |
| <b>Don Hogben</b>           | National Transport Commission                                                                     |

## Implementation task force (project-limited) membership 2024–25

### Road Safety Audits Implementation Task Force

|                         |                                                                |
|-------------------------|----------------------------------------------------------------|
| <b>Fabian Marsh</b>     | NZ Transport Agency Waka Kotahi                                |
| <b>Tony Nguyen</b>      | Transport for New South Wales                                  |
| <b>Chris Jones</b>      | Department of Transport and Planning (Transport Victoria)      |
| <b>Andy McMahon</b>     | Main Roads Western Australia                                   |
| <b>Natasha Stone</b>    | Department for Infrastructure and Transport South Australia    |
| <b>Colin Boulden</b>    | Department for Infrastructure and Transport South Australia    |
| <b>Craig Hoey</b>       | Department of State Growth Tasmania                            |
| <b>Ben Langdon</b>      | Department of Logistics and Infrastructure Northern Territory  |
| <b>Pawel Potapowicz</b> | City and Environment Directorate, Australian Capital Territory |
| <b>Adam Mularczyk</b>   | Central Coast Council                                          |

### Road Asset Data Standard Task Force

|                         |                                                                                                   |
|-------------------------|---------------------------------------------------------------------------------------------------|
| <b>Gareth Prosser</b>   | Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts |
| <b>Ivan Catabay</b>     | Transport for New South Wales                                                                     |
| <b>Michelle Baran</b>   | Queensland Department of Transport and Main Roads                                                 |
| <b>Meifang Lai</b>      | Main Roads Western Australia                                                                      |
| <b>Matthew Lohmeyer</b> | Department for Infrastructure and Transport South Australia                                       |
| <b>Ammar Mohammed</b>   | Main Roads Western Australia                                                                      |
| <b>Fiona McLeod</b>     | Department of State Growth Tasmania                                                               |
| <b>Robert Knight</b>    | Australian Local Government Association                                                           |

## Other expert group membership 2024-25

### Austroads Technical Advisory Group

|                                   |                                                                                             |
|-----------------------------------|---------------------------------------------------------------------------------------------|
| <b>Dr Sulo Shanmuganathan</b>     | NZ Transport Agency Waka Kotahi                                                             |
| <b>Dr Christian Christodoulou</b> | Transport for New South Wales                                                               |
| <b>Mark Smith</b>                 | Transport for New South Wales                                                               |
| <b>David Barton</b>               | Department of Transport and Planning (Transport Victoria)                                   |
| <b>Noel Dwyer</b>                 | Queensland Department of Transport and Main Roads                                           |
| <b>Douglas Morgan</b>             | Main Roads Western Australia                                                                |
| <b>Andrew Iannos</b>              | Department for Infrastructure and Transport South Australia                                 |
| <b>Richard Underhill</b>          | Department of Logistics and Infrastructure Northern Territory                               |
| <b>Jonathan Dragos</b>            | City and Environment Directorate, Australian Capital Territory                              |
| <b>Joshua Devitt</b>              | Australian Local Government Association / Institute of Public Works Engineering Australasia |

### Austroads Safety Barrier Assessment Panel

|                         |                                                           |
|-------------------------|-----------------------------------------------------------|
| <b>Joe Southey</b>      | NZ Transport Agency Waka Kotahi                           |
| <b>Jade Hogan</b>       | Transport for New South Wales                             |
| <b>Evan Coulson</b>     | Department of Transport and Planning (Transport Victoria) |
| <b>Santosh Tripathi</b> | Queensland Department of Transport and Main Roads         |
| <b>Bruce Snook</b>      | Main Roads Western Australia                              |

### Austroads Innovative Temporary Traffic Management Device and Solution Assessment Panel

|                        |                                                                                                   |
|------------------------|---------------------------------------------------------------------------------------------------|
| <b>James Elton</b>     | Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts |
| <b>Julian Chisnall</b> | NZ Transport Agency Waka Kotahi                                                                   |
| <b>Craig Walker</b>    | Transport for New South Wales                                                                     |
| <b>Frank Costa</b>     | Department of Transport and Planning (Transport Victoria)                                         |
| <b>Kirsty Bilton</b>   | Queensland Department of Transport and Main Roads                                                 |
| <b>Gareth Peers</b>    | Main Roads Western Australia                                                                      |
| <b>Eduard Winkler</b>  | Department for Infrastructure and Transport South Australia                                       |
| <b>Garry Hills</b>     | Department of State Growth Tasmania                                                               |
| <b>Sean Stieber</b>    | Department of Logistics and Infrastructure Northern Territory                                     |
| <b>Jeff Bell</b>       | City and Environment Directorate, Australian Capital Territory                                    |



## Publications and webinars 2024-25

| CODE                       | TITLE                                                                                                                                                             |
|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Corporate Reports</b>   |                                                                                                                                                                   |
| <a href="#">AP-C20-24</a>  | Austroads Annual Report 2023-24                                                                                                                                   |
| <b>Research Reports</b>    |                                                                                                                                                                   |
| <a href="#">AP-R712-24</a> | Guide to Road Safety: Overview of Changes to Part 2 and Part 7                                                                                                    |
| <a href="#">AP-R713-24</a> | Australia and New Zealand Roads Capability Analysis: March 2024 Update                                                                                            |
| <a href="#">AP-R714-24</a> | Opportunities to Increase Freight and Supply Chain Resilience                                                                                                     |
| <a href="#">AP-R715-24</a> | Climate Change and Natural Hazards Risk Assessment and Adaptation Planning Guidelines                                                                             |
| <a href="#">AP-R716-24</a> | Incorporating Climate Change Resilience in Asset Management                                                                                                       |
| <a href="#">AP-R717-24</a> | Addressing Head-on Conflicts Towards Safe System Alignment: A Compendium of Treatments                                                                            |
| <a href="#">AP-R719-24</a> | Passenger Cars and Other Non-Truck Tyres Crumb Rubber in Asphalt: Demonstration Project                                                                           |
| <a href="#">AP-R720-25</a> | Assessing Fitness to Drive Implementation: Phase 3 Activities and Achievements                                                                                    |
| <a href="#">AP-R721-24</a> | Transport Agency Decarbonisation: User Guide for the Decarbonisation Decision-Making Multi-Criteria Analysis Tool                                                 |
| <a href="#">AP-R722-24</a> | Improving the Sustainability of Sprayed Seals                                                                                                                     |
| <a href="#">AP-R723-24</a> | Australia and New Zealand Roads Capability Analysis: October 2024 Update                                                                                          |
| <a href="#">AP-R724-25</a> | Improving Austroads Guidance for Cycling and Micromobility Planning                                                                                               |
| <a href="#">AP-R725-25</a> | Zero Emission Heavy Vehicles and Road Pavements: Comparing Australia and New Zealand to Europe and North America                                                  |
| <a href="#">AP-R726-25</a> | Update to Guide to Road Design: Objectives of Road Design                                                                                                         |
| <a href="#">AP-R727-25</a> | Keeping People Safe When Walking – Stream 1: Pedestrian Safety Problem and Project Methodology                                                                    |
| <a href="#">AP-R728-25</a> | Keeping People Safe When Walking – Stream 1: Literature Review                                                                                                    |
| <a href="#">AP-R729-25</a> | Keeping People Safe When Walking Stream 1: Pedestrian Data Improvement Recommendations                                                                            |
| <a href="#">AP-R730-25</a> | Keeping People Safe When Walking – Stream 1: Recommended Pedestrian Safety Interventions                                                                          |
| <a href="#">AP-R731-25</a> | Review of Specialty Harnesses and Vests Used by Children and Young People with Disabilities and Medical Conditions in Motor Vehicles in Australia and New Zealand |
| <a href="#">AP-R732-25</a> | Adoption of the Road Asset Data Standard                                                                                                                          |
| <a href="#">AP-R735-25</a> | Updating the Standardised Bridge Barrier Design Guidelines                                                                                                        |
| <a href="#">AP-R737-25</a> | eCall: Possible Approaches for Australia and New Zealand                                                                                                          |
| <a href="#">AP-R379-25</a> | Austroads Review of Movement and Place Guidance                                                                                                                   |
| <a href="#">AP-R740-25</a> | Australia And New Zealand Roads Capability Analysis: March 2025 Update                                                                                            |
| <a href="#">AP-R741-25</a> | Transport Management Centre Responses to Intrusive System Change Outages                                                                                          |
| <b>Technical Reports</b>   |                                                                                                                                                                   |
| <a href="#">AP-T377-24</a> | Evaluation of a Prediction Procedure for Pavement Reflective Cracking                                                                                             |
| <a href="#">AP-T379-25</a> | Identifying Segregation in Next Generation Polymer Modified Binders                                                                                               |
| <a href="#">AP-T380-25</a> | LED Lighting in Existing Road Tunnels: Best Practice Approaches                                                                                                   |
| <a href="#">AP-T381-25</a> | Facilitating Speed Management Change: Example Case Studies from Australia and New Zealand                                                                         |

| CODE                        | TITLE                                                                                                                     |
|-----------------------------|---------------------------------------------------------------------------------------------------------------------------|
| <b>Guides</b>               |                                                                                                                           |
| <a href="#">AGRS-SET</a>    | Guide to Road Safety: Set                                                                                                 |
| <a href="#">AGRS02-24</a>   | Guide to Road Safety Part 2: Safe Roads                                                                                   |
| <a href="#">AGRS03-24</a>   | Guide to Road Safety Part 3: Safe Speed                                                                                   |
| <a href="#">AGRS04-24</a>   | Guide to Road Safety Part 4: Safe People                                                                                  |
| <a href="#">AGRS05-24</a>   | Guide to Road Safety Part 5: Safe Vehicles                                                                                |
| <a href="#">AGRS07-24</a>   | Guide to Road Safety Part 7: Road Safety Strategy and Management                                                          |
| <a href="#">AP-G103-24</a>  | Driver Distraction Roadmap: Implementation Guide                                                                          |
| <a href="#">AGRD01-25</a>   | Guide to Road Design Part 1: Objectives of Road Design                                                                    |
| <a href="#">AGRD05A-24</a>  | Guide to Road Design Part 5A: Drainage: Road Surface, Networks, Basins and Subsurface                                     |
| <a href="#">AGRD06-24</a>   | Guide to Road Design Part 6: Roadside Design, Safety and Barriers                                                         |
| <a href="#">AGRT-SET</a>    | Guide to Road Tunnels: Set                                                                                                |
| <a href="#">AGRT01-24</a>   | Guide to Road Tunnels Part 1: Introduction to Road Tunnels                                                                |
| <a href="#">AGRT02-24</a>   | Guide to Road Tunnels Part 2: Planning, Design and Commissioning                                                          |
| <a href="#">AGRT03-24</a>   | Guide to Road Tunnels Part 3: Operations and Maintenance                                                                  |
| <a href="#">AGRT04-24</a>   | Guide to Road Tunnels Part 4: Retrofitting Tunnels                                                                        |
| <a href="#">AGDE-24</a>     | Guide to Digital Engineering                                                                                              |
| <a href="#">AGTTM08-25</a>  | Guide to Temporary Traffic Management Part 8: Temporary Traffic Management Categories and the National Training Framework |
| <a href="#">AP-G108-25</a>  | Standardised Bridge Barrier Design Guidelines                                                                             |
| <b>Test Methods</b>         |                                                                                                                           |
| <a href="#">ATM-000-25</a>  | Austrroads Test Methods and Specifications                                                                                |
| <a href="#">ATM-030-25</a>  | Calculation of the Characteristic Value of a Lot                                                                          |
| <a href="#">ATM-101-25</a>  | Protocol for Sampling of Bituminous Binders and Crumb Rubber                                                              |
| <a href="#">ATM-104-25</a>  | Storage Stability of Binders                                                                                              |
| <a href="#">ATM-240-25</a>  | Emissions Analysis and Characterisation of Neat and Polymer-Modified Bitumen                                              |
| <a href="#">ATM-241-25</a>  | Emissions Analysis and Characterisation of Asphalt Mixes                                                                  |
| <a href="#">ATM-250-25</a>  | Modified Surface Texture Depth (Pestle Method)                                                                            |
| <a href="#">ATM-440-25</a>  | Proof Rolling                                                                                                             |
| <a href="#">ATM-457-25</a>  | Release of Microplastics from Plastic-Modified Bituminous Mixes (Asphalt Abrasion Test)                                   |
| <a href="#">ATM-458-25</a>  | Suitability of Recycled Plastics as Road Construction Materials                                                           |
| <b>Specifications</b>       |                                                                                                                           |
| <a href="#">ATS-1120-24</a> | Quality Management Requirements                                                                                           |
| <a href="#">ATS-1330-25</a> | Management of Utilities on Site                                                                                           |
| <a href="#">ATS-1140-25</a> | Environmental Management Systems                                                                                          |
| <a href="#">ATS-2160-24</a> | Gotextiles (Separation and Filtration)                                                                                    |
| <a href="#">ATS-2235-25</a> | Supply of Box Culverts                                                                                                    |
| <a href="#">ATS-2245-25</a> | Kerb and Channel                                                                                                          |
| <a href="#">ATS-2255-25</a> | Subsoil Drainage                                                                                                          |



| CODE                        | TITLE                                                              |
|-----------------------------|--------------------------------------------------------------------|
| <a href="#">ATS-2260-25</a> | Vertical Wick Drains                                               |
| <a href="#">ATS-3130-25</a> | Supply of Aggregate for Asphalt                                    |
| <a href="#">ATS-3410-25</a> | Asphalt Pavements                                                  |
| <a href="#">ATS-3445-25</a> | Cold Milling of Road Pavement                                      |
| <a href="#">ATS-3465-25</a> | Coloured Surface Treatment                                         |
| <a href="#">ATS-3466-25</a> | High Friction Surface Treatment                                    |
| <a href="#">ATS-3471-25</a> | Supply of Hot Poured Elastomeric Sealants For Pavements            |
| <a href="#">ATS-3472-25</a> | Sealing of Cracks in Flexible Pavements                            |
| <a href="#">ATS-3505-25</a> | Preformed Joint Fillers for Concrete Road Pavements and Structures |
| <a href="#">ATS-3510-25</a> | No-fines Concrete Subbase                                          |
| <a href="#">ATS-3520-25</a> | Lean-mix Concrete Subbase                                          |
| <a href="#">ATS-3530-25</a> | Concrete Pavement Base                                             |
| <a href="#">ATS-3535-25</a> | Supply of Roller Compacted Concrete                                |
| <a href="#">ATS-3540-25</a> | Construction of Roller Compacted Concrete Subbase                  |
| <a href="#">ATS-3550-25</a> | Diamond Grinding of Concrete Pavement                              |
| <a href="#">ATS-4230-25</a> | Construction of Concrete Safety Barriers                           |
| <a href="#">ATS-4610-25</a> | Light Duty Concrete Paving                                         |
| <a href="#">ATS-5130-25</a> | Soil Nails                                                         |
| <a href="#">ATS-5150-25</a> | Construction of Gabions and Rock Mattresses                        |
| <a href="#">ATS-5230-25</a> | Installation of Driven Piles                                       |
| <a href="#">ATS-5240-25</a> | Construction of Cast in Place Piles                                |
| <a href="#">ATS-5260-25</a> | Construction of Continuous Flight Auger Piles                      |
| <a href="#">ATS-5280-25</a> | High Strain Dynamic Pile Testing                                   |
| <a href="#">ATS-5316-24</a> | Cementitious Mortar and Grout                                      |
| <a href="#">ATS-5321-25</a> | Maturity Method                                                    |
| <a href="#">ATS-5326-25</a> | Pretensioned Concrete Members                                      |
| <a href="#">ATS-5328-25</a> | Spayed Concrete                                                    |
| <a href="#">ATS-5336-25</a> | Fibre Reinforced Concrete                                          |
| <a href="#">ATS-5337-25</a> | No-fines Concrete                                                  |
| <a href="#">ATS-5338-25</a> | Supply of Controlled Low Strength Material (Flowable Fill)         |
| <a href="#">ATS-5451-25</a> | Supply of Paint for Steelwork                                      |
| <a href="#">ATS-5570-24</a> | Installation of Bridge Bearings                                    |
| <a href="#">ATS-5630-24</a> | Elastomeric Strip Seal Expansion Joints                            |
| <a href="#">ATS-5640-25</a> | Modular Bridge Expansion Joints                                    |
| <a href="#">ATS-5650-24</a> | Bonded Metal-Elastomer Expansion Joints                            |
| <a href="#">ATS-5820-24</a> | Anti-Graffiti Coatings                                             |
| <a href="#">ATS-5830-24</a> | Incrementally Launched Prestressed Concrete Girders                |
| <a href="#">ATS-5880-25</a> | Fibre Reinforced Polymer Bridge Members                            |

| CODE                             | TITLE                                                                                                            |
|----------------------------------|------------------------------------------------------------------------------------------------------------------|
| <b>Webinars</b>                  |                                                                                                                  |
| <a href="#">WEB-AGDE-24</a>      | Austroads Guide to Digital Engineering                                                                           |
| <a href="#">WEB-AGRD01-25</a>    | Update to Guide to Road Design Part 1: Objectives of Road Design                                                 |
| <a href="#">WEB-AGRS02-07-24</a> | Updating Austroads Guide to Road Safety Parts 2 and 7                                                            |
| <a href="#">WEB-AGTTM08-25</a>   | Update to Guide to Temporary Traffic Management Part 8                                                           |
| <a href="#">WEB-ASB-24</a>       | Standards Australia – Bitumen and Related Materials for Roads (2022–24)                                          |
| <a href="#">WEB-CFWG-24</a>      | How to Design Better Cities for Women and Girls                                                                  |
| <a href="#">WEB-CMCP-24</a>      | Christchurch Major Cycleway Programme: The Natural Disaster That Was a Catalyst for Change                       |
| <a href="#">WEB-DSFT-25</a>      | Driving Safety for Two: Study on Correct Seatbelt Use During Pregnancy                                           |
| <a href="#">WEB-DTS-24</a>       | Demystifying Digital Drivers Licences and the Austroads Digital Trust Service                                    |
| <a href="#">WEB-GSUD-24</a>      | Gender Sensitive Urban Design Guidelines                                                                         |
| <a href="#">WEB-G103-24</a>      | Driver Distraction Implementation Guide                                                                          |
| <a href="#">WEB-PROJECTS-25</a>  | Austroads Project Pipeline 2025-26                                                                               |
| <a href="#">WEB-R711-1-24</a>    | Increasing Active Transport Mode Share                                                                           |
| <a href="#">WEB-R711-2-24</a>    | Infrastructure Interventions to Increase Active Transport – Most Effective Approaches                            |
| <a href="#">WEB-R711-3-24</a>    | Policy and Other Non-Infrastructure Measures to Increase Active Transport Mode Share                             |
| <a href="#">WEB-R714-24</a>      | Opportunities to Increase Freight and Supply Chain Resilience                                                    |
| <a href="#">WEB-R715-24</a>      | Climate Change and Natural Hazards Risk Assessment and Adaptation Planning                                       |
| <a href="#">WEB-R716-24</a>      | Incorporating Climate Change Resilience in Asset Management                                                      |
| <a href="#">WEB-R717-24</a>      | Addressing Head-on Conflicts Towards a Safe System Alignment                                                     |
| <a href="#">WEB-R719-24</a>      | Passenger Cars and other Non-Truck Tyres Crumb Rubber Asphalt: Demonstration Project                             |
| <a href="#">WEB-R721-24</a>      | Transport Agency Emissions Reduction Opportunities                                                               |
| <a href="#">WEB-R722-24</a>      | Improving the Sustainability of Sprayed Seals                                                                    |
| <a href="#">WEB-R724-25</a>      | Guidance for Cycling and Micromobility Planning                                                                  |
| <a href="#">WEB-R725-25</a>      | Zero Emission Heavy Vehicles and Road Pavements: Comparing Australia and New Zealand to Europe and North America |
| <a href="#">WEB-R731-25</a>      | Review of specialty harnesses and vests used by children and young people with disability                        |
| <a href="#">WEB-R730-25</a>      | Keeping People Safe When Walking: Stream 1 – Data Evidence and Interventions                                     |
| <a href="#">WEB-T379-25</a>      | Identifying Segregation in Next Generation Polymer Modified Binders                                              |
| <a href="#">WEG-SAG6509-24</a>   | National Harmonisation of Road Safety Audit Practices                                                            |

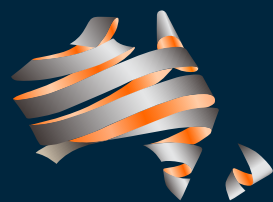




Designed by:

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