



#MarchForward For a gender equal future

Roads Australia International Women's Day 2025
Insights Report



Acknowledgement of Country

Roads Australia acknowledges Aboriginal and Torres Strait Islanders as the Traditional Owners and Custodians of this land and waterways.

We acknowledge and pay respect to their ancestors and Elders both past and present.

Roads Australia is committed to reconciliation amongst all Australians.

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Event and report partner

Roads Australia is proud to support National Women in Transport, an Australian Government initiative that aims to showcase, support, and increase the number of Australian women working in transport. Together, we have a strong partnership that began three years ago, when National Women in Transport was launched at the Roads Australia's first International Women's Day event in Melbourne, marking one of Roads Australia's largest lunch events held at the time.

At launch, the National Women in Transport speaker bureau consisted of just 15 speakers, and now it has grown to over 80 speakers. This three-year anniversary is a momentous occasion, and we are proud to note that Madeleine McManus OAM and Clare Gardiner-Barnes, two of the keynote speakers at the RA series of 2025 IWD events, are members of the National Women in Transport Speaker Bureau. The Speaker Bureau consists of senior leaders across a range of transport modes and specialities and demonstrates the contributions women make to transport across Australia. The Bureau has been widely accessed and led to several speaking opportunities.

We are thrilled to partner with National Women in Transport and look forward to growing an ongoing narrative on diversity to support better outcomes for the transport sector.



National
Women in
Transport

Contents

Introduction	7
Insights from our leaders	8
The Hon. Jenny Aitchison	9
Clare Gardiner-Barnes	10
Madeleine McManus OAM	11
Learnings from our experts	12
Dr Torill Pape Leadership Ladder & Wonder Woman	13
Kylie Smart My Time	14
Alexis Davison Towards Gender Equity Roadmap	15
Isolde Piet All-female tunnel boring machine team	16
Kerryn Cocker Co-Charing	17
Stefanie Nutt Flex from the start	18
Stories with everyone	19
Looking back	20
Where we are now	22
Marching forward	24

“Each of us have stories to tell. Our experiences and our influences can enormously improve outcomes... We must continue to share and speak up and take action.”

**- Clare Gardiner-Barnes
Commissioner, Infrastructure Australia**

Introduction

Roads Australia is committed to building a transport sector that attracts, engages and retains women as part of a diverse workforce, while shaping the transport networks of the future.

This year's International Women's Day theme, March Forward, reminds us that progress is not just about reflection but about taking bold steps to turn our commitments into action.

At our International Women's Day event series, we took on the challenge to turn promises into progress. What can we learn from those in our industry who are taking the bold steps? How do we take these lessons and implement them to continue the March Forward to gender equality in our industry?

This report shares the lessons, initiatives, and stories shared by our International Women's Day event series speakers.

The pathway to a more representative industry is a shared one. Our International Women's Day series are inclusive and open for all genders and careers. Collectively, we can make a difference and we hope to see a diverse audience committing to a culture of inclusion.

We took away four key insights from the event, which are detailed throughout this report:

- **Flexibility attracts and retains a diverse, inclusive and productive workforce**
- **A diverse workforce designs and builds infrastructure that meets the diverse needs of the community**
- **Enhancing the industry's reputation, through showcasing the range of opportunities for women, will help challenge perceptions of a masculine industry**
- **Ongoing policy and advocacy efforts are required to achieve gender pay parity in the sector**



Insights
from our
leaders...



The Hon. Jenny Aitchison

Minister for Roads and Regional Transport

The Hon. Jenny Aitchison was appointed Minister for Roads and Minister for Regional Transport in March 2025. She previously served as Minister for Regional Transport and Roads from April 2023-March 2025 in the Minns Labor Government's first Cabinet.

Prior to this, Jenny served in Shadow Cabinet for seven years and was Shadow Minister for Regional Transport and Roads from 2021. As well as the Regional Transport & Roads portfolio, Jenny held a variety of diverse portfolios including Primary Industries, Investment & Tourism, Medical Research, Prevention of Domestic Violence & Sexual Assault, Small Business and Women.

Elected as Chair of the NSW Commonwealth Women Parliamentarians Branch from 2015-2019, Jenny was the elected Deputy Chair of the Commonwealth Women Parliamentarians Australia from 2016-2019. Jenny helped establish and was the Foundation President of the Women's Network Hunter (NSW) in 2005.

“Gender equality will not just happen; we have to make decisions which progress our work to achieve it.”

Transport is a social determinate of health, education, income. It facilitates inclusion and participation. But we need to think about who's included when we design and build transport. A diverse workforce makes better decisions, is more efficient and effective, and will ensure we design and build infrastructure that meets the diverse needs of our community.

“There are still barriers that aren't often talked about but faced by women daily.”

Access to toilets is often overlooked and undervalued. From Parliament House to construction sites, women still find themselves needing to ask and advocate for adequate access to decent toilets. Female bathrooms and changing facilities should be a given.

“We stand on the shoulders of the women who came before us and bare a responsibility to make decisions and take action to make things better for the women who follow us. You can't be what you can't see.”

Transport is still a male dominated industry, particularly in construction. The Women in Construction program led by Infrastructure NSW, with whole-of-government support, is working hard to increase female representation with increased gender diversity targets, the 'Hard Work Knows No Gender' campaign, and piloting school programs to inspire young girls to work in transport or STEM.



Clare Gardiner-Barnes

Commissioner Infrastructure Australia

The Australian Government appointed Clare Gardiner-Barnes as a Commissioner of Infrastructure Australia for a five-year term, commencing October 2024. Ms Gardiner-Barnes has been involved with Infrastructure Australia since 2022, having been previously appointed to the agency's Board before being appointed as Interim Commissioner. Clare also served as a Roads Australia Board Director between 2016-2021.

Clare runs an executive coaching and consulting business, CGB Consulting. Prior to that she worked as Head of Strategy, Planning, and Innovation at Infrastructure NSW and as Deputy Secretary, Freight, Strategy and Planning at Transport for NSW. She has also held senior government roles in Queensland and the Northern Territory, including as the CEO of the Department of Transport and the Department of Children and Families in the NT.

"Flexibility is always going to be a game changer"

Good leaders allow flexible work arrangements for people to balance parenting with work. Being able to work some hours from home, as well as flexible start and finish times, supports parents to participate in the workforce. Flexible working arrangements enable parents to earn income to provide for their family, have time to care for their family, and continue to build their career.

"Laughter is often the best medicine"

When times get tough, it's a wondrous moment to see laughter shine through. In situations of immense pressure and obligation, maintaining a bit of fun and laughter can help to build a sense of connection and community.

"Get the evidence from a diverse range of stakeholders"

The presence of women, and creating a more diverse workforce, is so critical to the transport sector and infrastructure sectors. Everyone should think about how to create opportunities and pathways for the women they work with, so their voice is heard. Women are still living and working in an environment where there is still much support needed. A culture of empowerment requires effort from everyone.



Madeleine McManus OAM

Chair
Yarra Trams

Global Director
Robogals

CEO
Centre for Profession
Engineering
Education

Madeleine McManus OAM, FIEAust, NER, CPEng, EngExec is a distinguished engineer and trailblazing leader with over 25 years of experience across diverse sectors. An innovator, disrupter and multidisciplinary problem solver. She was the first woman to chair Engineers Australia in Victoria, where she led the engineering response to the Black Saturday Fires. She designed and launched an internationally recognised collaboration program that bridges industry and academia, winning three national awards of excellence.

As Project Director, she oversaw the creation of the world's largest LEGO suspension bridge for the 2019 World Engineering Convention in Melbourne. Her leadership has been widely recognised, including the John Shaw Medal from Roads Australia in 2024 for "outstanding and innovative leadership in transport and her continuing contribution". In 2017, she was awarded the Medal of the Order of Australia for her services to engineering and education.

"Get a little bit crazy, follow your curiosity, and be ambitious"

Trying to work out to do things in a different way, even when other people tell you it's not possible, can lead to unintended and exciting success. This ethos led Madeleine to lead the build of the world's largest LEGO suspension bridge at the World Engineering Convention in two and half days, despite being told it would take three weeks.

"Give back"

Leaders that mentor can empower and champion up-and-comers and help to progress their career. Giving back can be as simple as mentoring, connecting and collaborating. These intentional actions can help create a more inclusive workforce and increase female representation in senior leadership roles.

"Actively work to change gender balances in whatever environment"

Everyone should take ownership of creating an environment that celebrates and recognises the value of diversity. This can be challenging but the benefit is an inclusive legacy for those who come next. That's why CPEE are proud to have increased their scholarship program for women this year - creating more opportunities for women to grow their careers through higher education and support their ambitions in engineering and infrastructure. Real actions create real opportunities.

**Learnings
from our
experts...**



Dr Torill Pape

Deputy Chief Engineer Department of Transport and Main Roads Queensland

Dr Pape loves a good bridge. So much so that she has been playing in this space for over 25 years in various guises in consulting, construction, academia and the public sector. She is the Deputy Chief Engineer (Structures) for Engineering and Technology's Structures team in QTMR. She is an active participant in the Austroads Bridge Task Force and PIARC's Technical Committee 4.2 Bridges, amongst other committees.

She has a keen interest in the whole-of-life management and performance of structural assets, challenging the status quo, and translating technical aspects into practical applications and outcomes.

Case study: Leadership Ladder & Wonder Woman, QTMR

Summary

- The Department of Transport and Main Roads Queensland (TMR) runs a number of formal programs designed to support and promote women internally.
- Dr Torill Pape also notes TMR has informal mentoring for women, including the "Structures Sisterhood" in their structures team.
- Of particular note is TMR's 'Leadership Ladder' program and the Wonder Woman recognition program.
- The Leadership Ladder program is dedicated to bolstering the presence of women in leadership roles. It has been specifically designed to prepare participants for progression into executive roles. Over a period of 12 months, participants in the program engage in formal learning sessions, receive coaching, develop career plans, and be paired with executive sponsors.

Background

- In recognition of the barriers women face in the workforce, TMR has launched several programs to deliberately address this challenge.



- Since 2020 TMR has also run the 'Wonder Women' recognition program. Women working in any area of the department, and at any level, can be nominated by their colleagues for doing an exceptional job.
- Each Wonder Woman recipient is paired with an ambassador—a member of TMR's senior leadership team—to receive career mentorship and guidance over the coming year.



Kylie Smart

Human Resources Manager Capability & Systems Seymour Whyte Constructions

Kylie is the HR Manager, Capability & Systems at Seymour Whyte Constructions, where she plays a key role in driving people-related strategies.

With a background in Business and Psychology, she is passionate about fostering inclusivity in the construction industry. Over the past decade, Kylie has contributed to significant progress in diversity, equity, and inclusion, particularly focussed on gender equality, workplace flexibility, performance and development processes and improving the representation of underrepresented groups.

Case study: My Time, Seymour Whyte Constructions

Summary

- Seymour Whyte introduced My Time – a pilot initiative launched at the Mulgoa Road Upgrade Project.
- My Time pioneers flexibility, wellbeing, and inclusivity for a sustainable workforce and industry success.

Background

- In an industry where long hours and physical demands often take precedence, My Time has introduced an innovative approach to flexible work practices.

- The initiative centres on creating My Time Plans, tailored to the individual needs of each team member. These plans promote flexible schedules to accommodate personal priorities.
- The initiative began with a workshop designed to educate employees about the importance of work-life balance and the benefits of flexibility.
- The team collaborated to establish ground rules for how flexible arrangements could be implemented, with each participant developing a personalised plan that is prominently displayed on the worksite.
- This ensures that flexibility is discussed and actively practised daily. Regular reviews allow the team to adjust these plans as needed, ensuring they remain responsive to the changing needs of employees.
- Workers have expressed high satisfaction with management's support for flexible work practices.





Alexis Davison

Executive Program Director Major Roads Projects Victoria

Alexis has held key roles on major projects in the public and private sectors in Australia and the UK. Alexis is an Executive Program Director at Major Road Projects Victoria.

Alexis actively champions the need to address the under-representation of women in the construction industry and is a regular mentor in the Women in Transport mentoring program. She was a key driver in the development of MRPV's internal Gender Equality Action Plan, and in the roadmap Towards Gender Equity developed in collaboration with the Victorian National Association of Women in Construction.

Case study: Towards Gender Equity Roadmap, MRPV

Summary

- Towards Gender Equity Roadmap sets out the roles of both Major Road Projects Victoria (MRPV), and contractors in driving this transformative change.
- It provides industry stakeholders recommendations and guidance on fostering gender equity and offers a pathway to creating a more inclusive and equitable industry.

Background

- Despite efforts to improve gender equity, Australia's civil construction industry remains highly male-dominated.

- Only around 14% of the construction workforce is comprised of women and a mere 2% in onsite roles
- In 2023-24 MRPV, in collaboration with the Victorian National Association of Women in Construction (NAWIC), hosted a series of workshops with senior representatives from 21 Victoria civil construction contractors.
- The aim of these workshops was to increase awareness of the challenges and opportunities for increasing women's participation in the industry and to collectively agree on an industrywide approach to fostering greater gender equity.
- The Towards Gender Equity Roadmap was informed by discussions from those workshops and outlines the goals and priorities to support increased gender equity across the civil construction industry.





Isolde Piet

Construction Manager Tunnels Suburban Connect CPB

Isolde Piet was the first female Tunnel Boring Machine (TBM) pilot in the world and will now be leading the world's first all-women TBM crew as Construction Manager for Tunnels on the Suburban Rail Loop project.

She began her career in the civil construction industry over 20 years ago and has worked around the globe in the Netherlands, Turkey and more recently in Australia. Her interest in construction and engineering came about through her hobby of surfing and learning about the design of surfboards. Isolde is a 2024 Roads Australia Fellow.

Case study: World's first all-female Tunnel Boring Machine Crew, Suburban Connect consortium

Summary

- In a world first, an all-women tunnel boring machine (TBM) crew will help build Melbourne's Suburban Rail Loop (SRL) East twin tunnels between Cheltenham and Glen Waverley, being delivered by CPB Contractors.
- Expressions of Interest for those keen to be part of this ground-breaking crew opened in 2024, and more than 900 applications were received.
- Previous TBM experience was not necessary requirement, with women working in other industries and those at the start of their careers encouraged to apply.
- Successfully applicants will undertake a comprehensive training program to give them the skills they need to work on this major infrastructure project safely.
- At least 10 per cent of total hours on the tunnels will be worked by women – with tunnelling to start in 2026 and trains taking passengers by 2035.
- The all-female TBM crew will be 1 of 8 crews operating the 4 TBMs digging the SRL East twin tunnels between Cheltenham and Glen Waverley.

Background

- Construction Manager Isolde Piet will lead the highly-skilled crew of 25, which will include a TBM operator, gantry and segment crane operators and support roles.





Kerry Coker

**Co-Chair
Arup
Australasia**

Kerry was appointed Co-Chair for Arup Australasia region in April 2021. She is responsible for strategy implementation and business performance delivered by 3,000 engineers, designers and consultants working across the built environment in Region, she also sits on the global management executive.

Kerry serves as the Chair of Consult Australia's Champions of Change Coalition, advocating for progressive leadership in accelerating gender equality.

Case study: Co-Chairing, Arup

Summary

- Kerry Coker and Kate West were appointed Co-Chair for Arup Australasia region, encompassing Australia, New Zealand, Singapore, Indonesia, and Malaysia, in April 2021.

Background

- Nearly 5 years ago, the Chair at the time was retiring and tested their interest in applying for the role. Kerry and Kate each thought "what an amazing opportunity", but both struggled to see how they could take on the scale of role in the context of the business ambition while being in a covid lockdown and with young children.

- What started as a passing comment to each other about 'imaging is we could do the role together' turned into a proposal they put back to the business to apply together as co-Chairs, taking inspiration from the Co-CEOs at Atlassian..
- Kerry described their proposal to Co-Chair Arup as "two engineers coming up with a non-complying bid" – it was not what Arup was looking for at the time, however Kerry & Kate research shared leadership models and designed how they would divide areas of individual responsibility while retaining shared overall accountability.
- The benefit to the business was clear and Arup supported their innovative approach appointing Kerry & Kate as Co-Chairs of Arup Australasia Region in 2021 for a 3 year term, after which they were extended for a further year.
- Kerry and Kate are now strong advocates and champions for alternate models of leadership including sharing big roles.





Stefanie Nutt

People and Culture Director M7M12 Integration Project John Holland

As People and Culture Director at John Holland's M7-M12 Integration project, Stefanie has spearheaded ground-breaking initiatives including the Late-Start program and Flex from the Start, which normalise flexible working conditions in construction and has resulted in industry leading female representation on the project of 30%.

Her focus is on innovating, and reimagining how the construction industry can attract and retain a more diverse workforce.

Case study: Flex from the start, John Holland

Summary

- John Holland's "Flex from the Start" initiative, spearheaded by Stefanie Nutt and funded by the NSW Government's Women in Construction Industry Innovation Program, focuses on trialling flexible working options on projects like the M7-M12 Integration project to break down barriers and promote positive change in the construction industry.

Background

- One of the largest barriers for women joining the construction industry is the hours of work, traditionally 6:45am start time.

- Stephanie has a background in mining, where a 9am-3pm roster was introduced to improve representation of women.
- When she moved into the construction industry, she found not many people were aware that other industries were doing more to improve representation of women.
- With construction having the highest divorce and suicide rates of any industry in Australia, Stephanie knew the status quo had to change.
- John Holland's "Flex from the Start" initiative, funded by the NSW Government's Women in Construction Industry Innovation Program, focuses on trialling flexible working options on projects like the M7-M12 Integration project to break down barriers and promote positive change in the construction industry.
- The "Late Start" program was implemented as part of the initiative, which saw 11 women from diverse backgrounds graduate from a four-week paid training program.



Stories with everyone...

Looking back

Where we are now

Marching forward

Looking back

“In order to look forward and to continue our advance, I think we also need to reflect on the past. We need to think about how far we've come and remind ourselves that progress and change is happening.”

– Clare Gardiner-Barnes

“Twenty seven years ago, I was working in the office to deliver a shaft to launch a Tunnel Boring Machine. But my passion was to actually be in that machine. I saw one bloke after another getting that opportunity. I kept asking, and eventually asked, what's the issue? I was told, oh, well, the machine is designed with only one toilet, so there'll be 40 blokes, and you need to share the toilet... It sort of indicates the state of the industry then, there was also no female PPE (Personal protective equipment) ... But I was happy. I was given the opportunity to go in that machine. Even though it's seen as a first, first female, for me it was really a drive, my passion. I wanted to be a better engineer.”

– Isolde Piet

“Back when I first started in Parliament, I noticed the lack of female bathrooms compared to male, and found out the men's bathrooms were much nicer and bigger than ours... So, I went to the head of parliament, who happened to be a man, and asked for new female toilets. The answer was no, so I kept going. I ended up leading a loo coup in NSW parliament, taking over the men's bathrooms for a day... it just so happened that at the same time there was a strike on a construction site in the Northern Territory, because there were no women's toilets on site... The loo coup was seen as a push for privilege, but it's not. It's for everyone... We did eventually get new toilets.”

– The Hon. Jenny Aitchison



“After having my two children, over 30 years ago, I was required to resign my position as a teacher in the Catholic system unless I was willing to return to full time work after six weeks maternity leave. Those were the conditions at the time.

Of course, I wrote letters and complained to those in power of this injustice, and I resigned to decide to spend most of my time with my kids for a couple of years.

After much searching for far part-time work, I really wanted to work in policy and change the world. I finally landed my first job in the public service for 10 hours a week at the Queensland Education Valley School Support Centre.

My wage at the time was pretty much at the bottom of the payroll for the public service. It was barely enough to cover two days of childcare, but I was very determined.

The director of the centre, after I started, offered me an additional 10 hours, and I just knew that I couldn't do it and make ends meet.

Once I explained the situation, his response, without hesitation, remembering, this is thirty years ago, was, ‘well, you can do the 10 hours whenever you like. I'll give you a computer and a printer, whatever you need to work at home’.

He was an amazing leader. And by this simple response, opened a critical door that shaped my career.”

– Clare Gardiner-Barnes

I was required to resign... unless I was willing to return to full time work after six weeks maternity leave

“I have a feisty mother who loves music and science. And she was really good at it. So much so, she was given a full scholarship to study medicine at university. And unfortunately, though she dearly wanted to accept, her father, my grandfather at the time, did not allow her to do so. As he actively thought she was taking away an opportunity for a man to support his family... And I was very close to my grandfather, who, funnily enough, was extremely supportive of me doing an engineering career. So, you know, sometimes different times, different things have to be reconciled”

– Madeleine McManus OAM

“I've had some interesting advice over the years, you'll never be a leader because of your love of colour and sparkles, and you would progress more if you had less charisma. I'm not kidding, that was actually not that long ago. Needless to say, I do not take that advice.”

– Madeleine McManus OAM



Where we are now

“My husband is the main carer in the week, he looks after the kids mostly during the week and without him I wouldn’t be able to work in this role and in this industry.”

– Stefanie Nutt

“Unlike over a decade ago when I first joined the transport sector, today it is much more likely to see women in the boardroom as a chair, to see women lead major transport organisations and infrastructure project teams, for women to be recognised for their engineering capabilities, to be CEOs of major companies, although we've got a really long way to go there...”

There are ministers for infrastructure and transport that are women, secretaries and director generals and very senior leaders in the public service and in transport organisations. Change is definitely happening, and we all recognise the benefits of continuing to change.”

– Clare Gardiner-Barnes

“We've got five out of eight women who sit on our executive leadership team... As a leader, what I take away is this: I want to be the hand that brings up the next generation, to pave the way. I think that's a really important thing.”

– Dr Torill Pape

“I've also mentioned recently being appointed Chair of the world's largest tram network, Yarra Trams – a joint venture between Transdev and John Holland. The board is 70 percent women. It is the first time I've been associated with a board of that gender mix, with more women as opposed to more men.”

– Madeleine McManus OAM



"I drop off my grandchild at prep this year. Half of the parents picking their kids up are male. That did not happen in my generation. It's wonderful to see, but it is a shift in cultural expectation, and we need to adopt that in our workforce. And the community expect it, we need to respond to that."

– Clare Gardiner-Barnes

"If I go down to a tunnel site now, it's still very limited females that are there... I think there is a perception that underground might be physical, might be dirty... It's also perceived to be a very blokey industry, very masculine driven, but that's not what I experience. So, it's really that perception that maybe holds other women back. Hopefully with this initiative, of bringing an all-female Tunnel Boring Machine crew, we can break that perception."

– Isolde Piet

"We've just recently released our roadmap with our minimum requirements, and we're putting things like toilet and changing facilities in the minimum requirements, because we don't want people to be putting facilities for women in their gender equity action plans as innovation, which happens. A couple of weeks ago, a young woman who works for one of the contractors, not on one of my projects thankfully, was told that there were no bathrooms for women, but there was a Macca's a kilometre down the road. That happened in 2024. So, yes, we've made progress, but it's disappointing to still be talking about toilets."

-- Alexis Davison

"I've heard really high-ranking Transport officials say, I would never encourage my child to go into the transport sector. I don't want to hear that anymore. You know, it's just terrible that they think this environment is unsafe for their own daughters to work in. The only people that can change that is us."

– Clare Gardiner-Barnes

"I think the publication of the gender pay gap within our industry, with each individual employer, and taking that information into the public sphere over the last 12 to 18 months has really taken us in a new direction. People can look and see now how disparate the data is."

– Kylie Smart

"We still have a gender gap pay of 31.8%. There continues to be significant barriers to our equal inclusion across the sector and as part of our Australian way of life. Women earned 11.9% less than men last year. The latest Household Income and Labour Dynamics survey in Australia showed that in 2022, men did an average of 12.8 percent per week on household housework. This is the exact same amount that they did 20 years ago. While women are doing 50 percent more. So, we have a little bit more of a work to do."

– Clare Gardiner-Barnes



Marching forward

“We gather to celebrate International Women's Day. It's not just a day about recognition, it's a call to action... It calls on all of us, men, women, non-binary, to move forward beyond conversations and to step into really impactful and meaningful change.”

– Madeleine McManus

“I think if flexibility works both ways, it's a win win. I think you need to be respectful of the people in your team and the things that are going on in their life. But, every now and again you do need to expect some flexibility back if there's something critical. And I think if you afford your people in your team the flexibility to do what works for their life, then they're more likely to be flexible back to you. So I think it's a give and take.”

– Alexis Davison

“There is potential economic growth, can you believe, of \$128 billion if there was equal participation of men and women in all parts of the Australian economy. So, our march forward is not without its hurdles and obstacles but has huge benefits... Walking together in a shared way. In a collaborative way. In a compassionate way. In a way that we're opening new pathways for other leaders to come with us. You have the capacity to do that. We're living in an environment, we're working in an environment, where there is still much support needed.”

– Clare Gardiner-Barnes

**Flexibility works
both ways - it's
a win-win**



“Our commitment to diversity, equity and inclusion remains and is as steadfast as ever.

Firstly, EDI is aligned to our organisation purpose – to shape a better world for all – and core to our culture.

Secondly, it’s good for business – having an inclusive culture is critical to attract talent and then retain them in an environment where they can thrive and be there best. An inclusive workplace enables people to be their most productive and supports generating new ideas.

Thirdly, we design cities for the full diversity of society - so having diverse designers and engineers doing the designs is essential.

Finally, Australia has very strong laws in place that set the minimum standard where discrimination is illegal.

While the push back we’re seeing against EDI feels confronting and concerning, I’ve also reflected that when you’re driving big change there is going to be push-back and speed-bumps.

It is also important for us to pause and actually listen to the concerns being raised. If anyone feels excluded by this agenda [DEI] we need to listen and understand why.

It’s essential we take everyone on this journey to deliver sustained change. Maybe we need to adjust how we engage and how we communicate to make sure everyone is on board and included.”

– Kerry Cocker


**We design cities
for the full
diversity of
society -
so having diverse
designers and
engineers is
essential.**



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