

WATERMARK SEARCH INTERNATIONAL CANDIDATE BRIEF

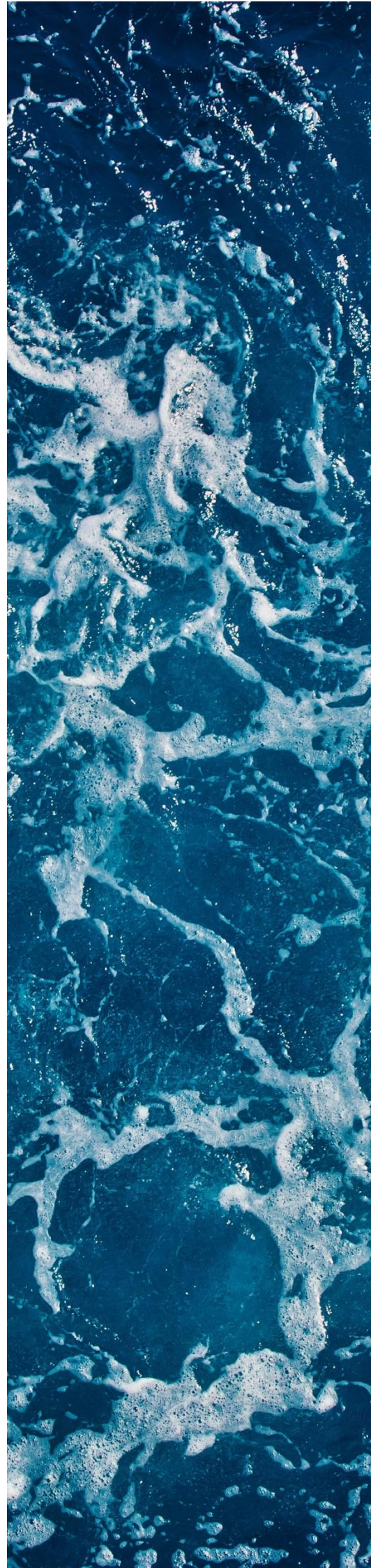
**Chief Executive Officer
Australian Constructors Association**

December 2025



**AUSTRALIAN
CONSTRUCTORS
ASSOCIATION**

Presented by Watermark Search International.
Trusted for over 40 years, focused on the future.



About the ACA

The Australian Constructors Association (ACA) represents leading construction and infrastructure contracting companies. We are dedicated to promoting a sustainable construction industry for Australia.

Established in August 1994, the Australian Constructors Association is a trusted voice for industry. We collaborate extensively across the sector and represent the views of industry leaders to help shape government policies to ensure Australian communities receive high-performing assets and services from the infrastructure, building, resources and energy industries.

Our goal is to create a more sustainable construction industry for the benefit of all. We believe that a sustainable construction industry is built on the three key pillars of equitable and aligned commercial frameworks, a positive industry culture, and sufficient capability, capacity and skills to execute the projects it is called upon to deliver.

Vision

A sustainable construction industry that is a great place to work.

Purpose

To be a trusted partner and voice for the construction industry, bringing stakeholders together to influence and advocate for an enduring, sustainable and progressive industry.

Commitment to the Industry

Recognising that a sustainable industry can only be achieved if all stakeholders play their part, the Australian Constructors Association has identified 10 areas where our members can drive positive change.

1. Improve outcomes for all project stakeholders
2. Maximise the social and economic benefits of construction
3. Improve industry diversity
4. Improve health and wellbeing of the workforce
5. Build capacity, capability and skills
6. Build a social licence to operate
7. Reduce our impact on the environment
8. Strive for improved industrial relations
9. Encourage innovation and improve productivity
10. Collaborate with all stakeholders to ensure risk pricing is open, transparent and appropriate.

Culture Pledge

The ACA has committed to significant actions aimed at transforming the culture of the industry within five years to help address current workforce shortages and position the industry for the future.

All ACA members have pledged to:

- Embed flexibility on all ACA member projects
- Achieve the WGEA Employer of choice for Gender Equality citation across 75 per cent of ACA members by 2028
- Attract a new wave of talent to sustain the industry

Advocacy

The Australian construction industry is integral to the economy. It is the third largest industry in the country, employing 1 in 10 people and contributing almost 8 per cent of GDP. The industry is being called upon to rebuild the Australian economy post COVID with every \$1 spent on construction contributing \$3 to the wider economy.

However, productivity growth in the construction industry has lagged other major industries by 25 per cent over the last 30 years and it is the second worst performing industry for digital innovation. In addition, the Australian construction industry has very low diversity (only 12 per cent of its workforce are female and the figure drops to around 2 per cent for onsite roles), mental unwellness (twice the national average of suicide) and is facing significant pressures due to recent substantial inflation of materials and labour combined with slim profit margins.

Well-researched plans for reform have been developed by government aligned with calls from industry. These reforms can be found in the 2021 Australian Infrastructure Plan. If implemented, the plans would unlock significant productivity gains in the vicinity of \$60 billion every year. Moreover, implementation of reform recommendations will finally address the fundamental issues threatening the sustainability of the entire industry, the industry that accounts for 25 per cent of all insolvencies in Australia and rising.

Our purpose is to be a trusted partner and voice for the construction industry, bringing stakeholders together to influence and advocate for a sustainable and progressive industry. We do this through public and private sector collaboration, submissions and research. Here are some of our advocacy efforts aimed at supporting a more sustainable industry for the benefit of all.

The full Commitment and Charter can be viewed [here](#).

The ACA's Strategic Plan can be viewed [here](#).

ACA's 2025 Year in Review can be viewed [here](#).

ACA CEO Position Description

About the ACA

The Australian Constructors Association represents the nation's leading construction and infrastructure companies and is dedicated to promoting a sustainable construction industry for Australia. Its objectives include influencing government policy and decision-making on relevant construction industry issues and representing the voice of major construction contractors on matters of common interest.

Position Context and Purpose

The CEO will lead the ACA in delivering its 2025–2030 strategy across five pillars: Commercial Frameworks, Productivity, Culture, Capability & Capacity, and Sustainability. This role requires a strategic, self-driven leader who can achieve systemic change while operating with a small team (currently five people). The CEO must balance high-level advocacy with hands-on execution, ensuring ACA delivers measurable outcomes for its members.

The ACA has a large Board and a membership currently comprising 18 major construction, infrastructure and services companies. The CEO must be adept at navigating differing perspectives and building alignment across members to drive collective action. Alongside ensuring measurable outcomes are delivered to members, the CEO will maintain the ACA's position as a respected and influential voice without attempting to represent the entire industry.

Leadership expectations include setting a clear vision, driving reform agendas, and maintaining agility to respond to market challenges such as cost pressures, skills shortages, cultural transformation, and sustainability imperatives.

Key Responsibilities

- Provide strategic leadership to implement ACA's long-term vision and achieve 2028 and 2030 milestones.
- Build alignment across a large Board by facilitating constructive dialogue, resolving competing interests and shaping shared positions.
- Represent ACA publicly, speaking to the media and other stakeholders to communicate the association's positions on procurement reform, productivity and cultural transformation.
- Advocate for procurement reform, productivity improvement, and cultural transformation and represent the voice of Australia's leading construction, infrastructure and services companies.
- Deliver measurable member value through policy wins and benchmarking best practice through driving a data-led advocacy culture.
- Build and maintain strong relationships with government, regulators, unions, and industry bodies.
- Ensure operational excellence, a high-performing team, financial sustainability, and governance compliance.

Qualifications and Experience

- Senior executive with deep understanding of the construction and infrastructure market and strong perspectives on industry challenges and opportunities.
- Leadership experience within construction, infrastructure, or a related sector.
- Proven capability in government relations and/or policy advocacy, and stakeholder engagement, with established relationships across key government and industry stakeholders.
- Strong understanding of procurement models, workforce development, and sustainability challenges.
- Demonstrated track record of driving organisational growth, policy reform, and industry-wide collaboration.

Candidate Profile

- Self-driven and outcome-oriented; able to deliver strategy with a small team and willing to 'roll sleeves up' when required.
- Strategic thinker with flexibility to iterate and adapt in a dynamic environment.
- Brings sophistication and professionalism as ACA's spokesperson, with excellent communication and negotiation skills for both public forums and closed-door discussions.
- Ability to unite diverse stakeholders and gain bipartisan support while driving outcomes for members.
- Comfortable in confrontational conversations and skilled at bridging gaps between vertical and horizontal/civil member needs.
- Values-driven leader who unashamedly represents ACA's members rather than the entire industry.
- Strong leadership skills to engage, motivate, and lead ACA's team and member committees effectively.

Performance Measures

- Widespread adoption of collaborative procurement models by major public clients.
- Reduction in bid and indirect costs aligned with ACA productivity targets.
- A data driven approach is adopted when pursuing ACA change initiatives.
- Culture Standard embedded in public tender requirements.
- Progress toward WGEA Employer of Choice targets and diversity metrics.
- ACA recognised as a leading voice in the industry.

STRATEGIC PLAN 2023–30



AUSTRALIAN
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PURPOSE » To be a trusted partner and voice for the construction industry, bringing stakeholders together to influence and advocate for an enduring, sustainable and progressive industry.



COMMERCIAL FRAMEWORKS

Contractors make a reliable return on the capital they employ that is equivalent to other comparable industries, resulting in increased investment in Research and Development.



CULTURE

Construction is a diverse and inclusive industry where all stakeholders work collaboratively and are committed to improved outcomes for people and projects.

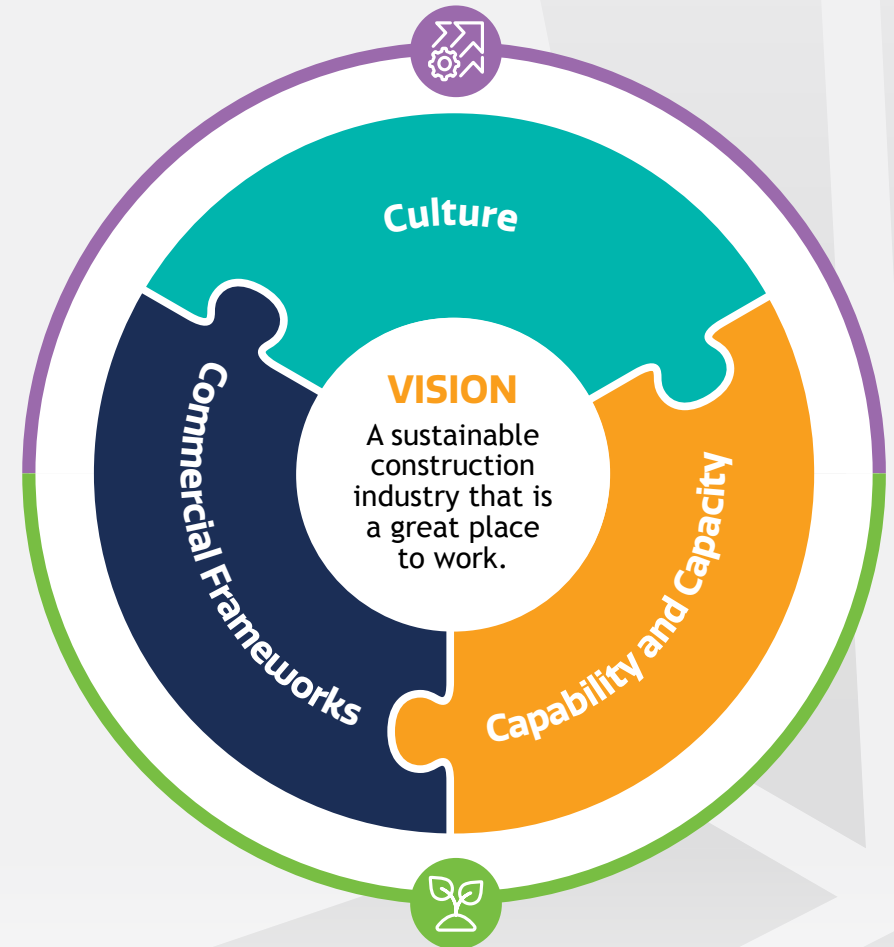


CAPABILITY & CAPACITY

Skills shortages do not exist as the construction industry is more productive and viewed as an industry of choice for workers of all ages, genders and backgrounds.

PRODUCTIVITY

Construction productivity growth exceeds that of other major comparable industries.



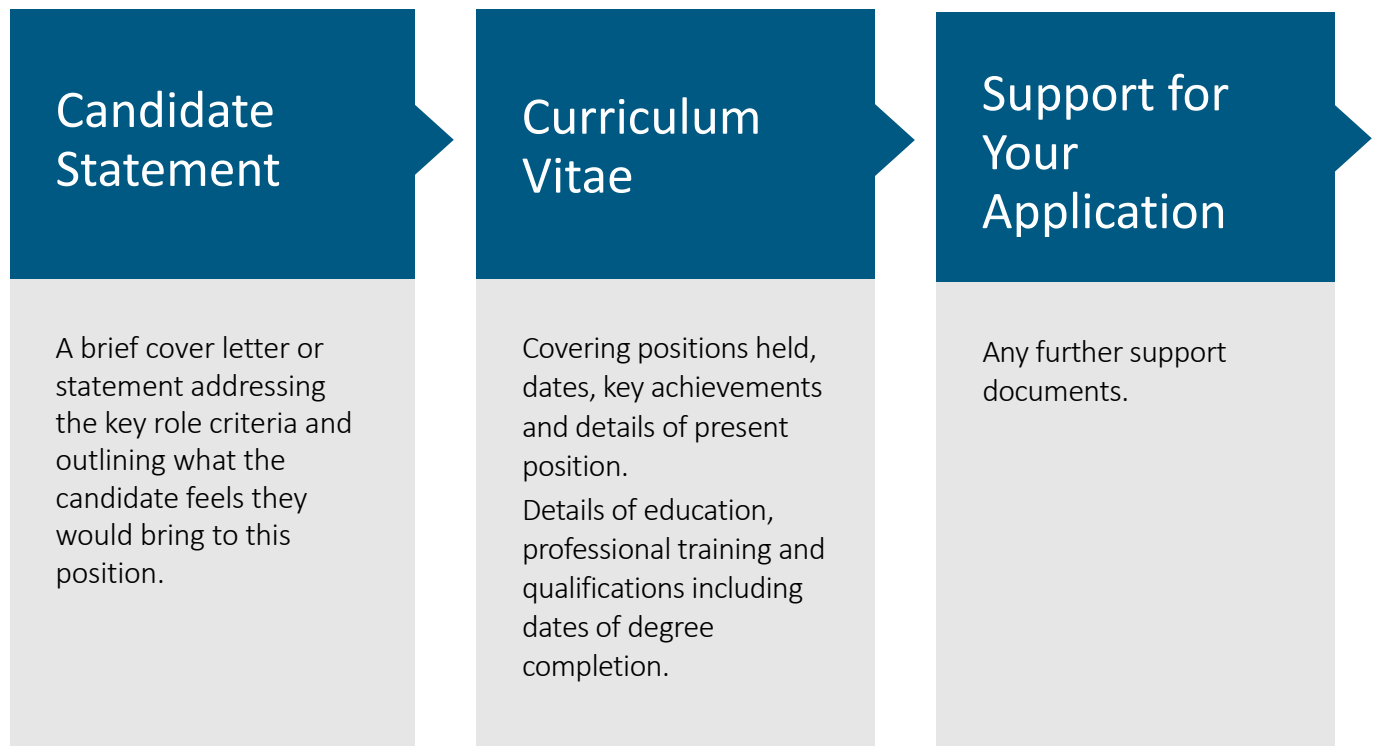
ENVIRONMENTAL SUSTAINABILITY

The construction industry's contribution to the national net zero ambition is being fulfilled.

How to Apply

An executive search is being undertaken by Watermark alongside the public advertisement.

Applications for the position will need to include the following:



For a confidential discussion please call Alison Myatt of Watermark Search International, who are leading the search on behalf of the Australian Constructors Association.

Daniel Nicholls
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02 9233 1200

Claire Crawford
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Head of Research
02 9233 1200

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Project Administrator
02 9239 1223

Please send your application quoting **Ref No A006198** to Watermark Search International [via this form](#). We will reply to the email address used for your application.

Closing date: Wednesday 28 January 2026 at 11.59pm AEDT

Contact Us

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