



Blueprint for the **future**

A building and construction industry that works for everyone

National Construction Industry Forum **2025**



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Acknowledgement of Country

The National Construction Industry Forum acknowledges the traditional owners and custodians of country throughout Australia and their continuing connection to land, waters and community. We pay our respects to them and their cultures, and Elders past, present and emerging.



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NCIF foreword

In October 2024, the National Construction Industry Forum (NCIF) recognised an unprecedented opportunity to collaboratively address the key challenges facing the construction industry. The NCIF unanimously agreed that a **Blueprint for Change** (the Blueprint) was needed to create lasting and tangible change in the industry. This decision was driven by a shared recognition of the urgent need to address significant immediate and long-term challenges across a range of areas, including industry culture.

About the National Construction Industry Forum

The NCIF's work is critical to ensuring the construction industry works for everyone.

It was created to advise the Australian Government on a broad range of matters relating to work in the industry, including but not limited to:

- Workplace relations
- Skills and training
- Safety
- Productivity
- Diversity and gender equity
- Industry culture.

To this end, the NCIF draws on its collective experiences and unique perspectives to drive change and materially improve the industry.

The NCIF's membership comprises a range of stakeholders within the industry representing workers, employers (including members with experience in representing contractors and small to medium-sized enterprises in the residential building sector), and government. Central to the NCIF's work is tripartism – a principle of equal and shared collaboration between unions, industry and governments on matters that affect workers and businesses.

The NCIF works respectfully and collaboratively with a focus on evidence and finding common ground. It complements the important work of state, territory and Commonwealth bodies and other institutions as an enduring forum for strategic advice and industry leadership.

What is the purpose of the Blueprint?

This Blueprint represents government and the industry's commitment to a better way of doing things. There are structural and cultural problems in the industry. We all accept it can be better.

The NCIF proposes a fundamental shift towards a better industry – a stable industry where procurement practices drive innovation and value, where fair payment practices strengthen the profitability and financial security of all businesses and workers, where adversarial relationships give way to a culture of collaboration and shared interests, where workplaces are inclusive and responsive to the needs of different employees, and where a skilled and diverse workforce is fairly remunerated and safe from all workplace harms, both physical and psychological.

This vision includes a firm commitment that criminality, serious and wilful misconduct and violence will not be tolerated by, or in, the industry.

The Blueprint sets a path to address challenges and build a stronger construction industry. Its purpose is to:

- **Inform and guide:** Provide an overview of the industry's challenges and opportunities, as well as the factors underpinning a thriving building and construction industry, guiding the NCIF in its critical role of advising the Australian Government.
- **Identify opportunities:** Identify opportunities for the NCIF to work together and improve the industry, complementing and leveraging existing initiatives.
- **Promote good practice and collaboration:** Demonstrate good practice, defined by tripartite collaboration between the industry's stakeholders to promote leadership, innovation, professionalism, and respect.

The Blueprint aims to provide a guide to 'what good looks like'. Taking a holistic view, the NCIF identified and agreed to **four threads** that represent the key elements of a thriving construction industry. The threads are interrelated, with the recognition that they rely and depend on each other. These threads provided a framework to identify and agree to the challenges and opportunities in this Blueprint.

The NCIF envisions this Blueprint as a living document that the NCIF will regularly review so it remains aligned with the construction industry's evolving needs. While the Blueprint provides a framework for action, it is the collective efforts of all stakeholders within the industry, including all levels of government, that will ultimately determine the Blueprint's success. The NCIF invites all stakeholders to support the Blueprint, contribute to its ongoing development, and work together to create a construction industry that serves all Australians.



How did we get here?

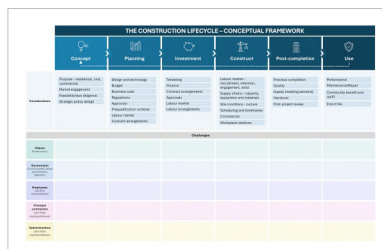
NCIF members agree that urgent action is required to address the industry's pressing challenges. Driven by this shared commitment, members came together through 4 workshops and out-of-session engagement over 5 months to develop this Blueprint.

The Australian Government engaged Dr Rod Harrison to facilitate the Blueprint's development. A highly experienced industrial relations practitioner, Dr Harrison is a former Deputy President of the Australian Industrial Relations Commission (now Fair Work Commission) and former Deputy President of the New South Wales Industrial Relations Commission. Drawing on his experiences, Dr Harrison brought members together in productive and focused discussions.

The NCIF embraced tripartite collaboration, respecting members' unique contributions, acknowledging the work of the organisations members represent, and leveraging experiences of the industry at large. This collaborative approach is an ongoing imperative for the Blueprint's long-term success.

In Workshops 1 and 2, members identified and prioritised challenges using a conceptual framework based on the stages of the construction lifecycle, from project conception to building use and maintenance. This

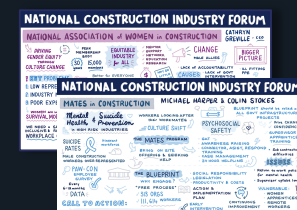
framework allowed members to consider and appreciate the interconnectedness of issues, the shifting roles and responsibilities of industry participants, and the ripple effects of decisions made in the early stages of construction work. The conversation template can be viewed [here](#).



The identified challenges formed the backbone of the Blueprint's workplan, which members developed in Workshops 3 and 4. The final Blueprint will be presented to the NCIF for endorsement.

Discussions were enriched by guest speakers from BuildSkills Australia, the National Association of Women in Construction, MATES in Construction, Infrastructure Australia and the Productivity Commission. Dr Iain Ross AO, who led the Strategic Review of the Australian Apprenticeship Incentive System, also met with the group. These guest speakers set the scene for discussions, broadening the group's understanding of industry challenges.

- Workshop 1**
DEC 2024
 Considered challenges and developed the construction lifecycle
- Workshop 2**
JAN 2025
 Agreed and prioritised challenges
- Workshop 3**
FEB 2025
 Identified matters for staged workplan
- Workshop 4**
MAR 2025
 Settled draft Blueprint



Industry snapshot

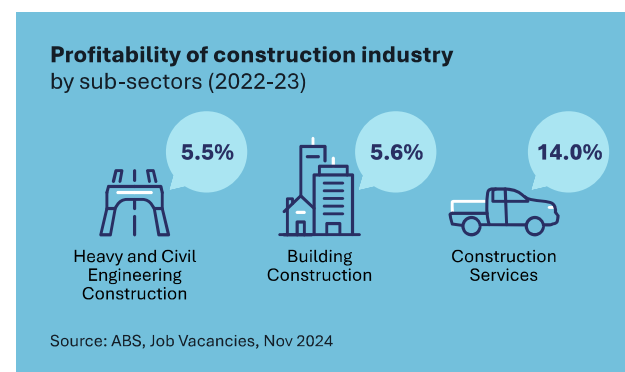
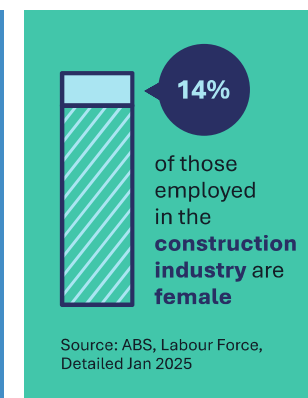
The Australian construction industry is a cornerstone of our country's economy and prosperity. The construction industry accounts for the highest share of employees employed in small businesses across any industry. It provides jobs for millions of Australians across the country, from skilled tradespeople to architects, engineers, and project managers. The industry delivers the homes we live in, the schools our children attend, the hospitals that care for us, and the roads and railways that connect us. Australians around the country aspire to own quality and affordable housing, and they need trust and confidence that the industry will help achieve those aspirations.

The industry too often operates in survival mode, and the industry's project-based nature provides an environment where some businesses take on unsustainable contracts, leading to financial instability and insolvency. Insurance requirements under construction contracts are becoming more onerous and difficult to place at a reasonable price. Evolving geopolitical factors and rapid technological advancements create uncertainties that require adaptability. The industry needs resilient supply chains in the face of unexpected vulnerabilities. To support the needs of consumers and financiers, the industry often works with highly constrained output pricing while remaining subject to variable input prices for labour and materials across the duration of projects. Resilient, stable supply chains are essential to help minimise the risk of input shocks to price and availability that can have significant implications on delivery timeliness, project viability, and business viability.

The industry stands at the dawn of a new era. A more inclusive and diverse workforce requires active efforts to address gender inequities and foster a welcoming, supportive and lawful workplace culture. Critical skills shortages further demand new approaches to attract, retain and support talent.

The following data snapshot summarises the state of the industry, categorised by the four threads of **safety**, **culture**, **productivity** and **sustainability**, and reflects the evidence base underpinning the NCIF's decision-making.

NOTE: Industry Snapshot data used the latest data available as of 26 March 2025.





118,147 Apprentices and trainees in training in the **Construction Industry** including **33,400** electricians as at 30 September 2024

Source: NCVER 2025



In November 2024, **17.9% of construction workers reported working 50 hours or more per week** compared to **9.7% across all industries**

Source: ABS, Labour Force Detailed, November 2024



22,200 Construction sector vacancies and **4,500** for **electricity**, gas, water and waste services

Source: ABS, Job Vacancies, Nov 2024

Over the last two decades to June 2024, average annualised multifactor productivity in the **Construction industry fell by 0.5%** compared to an **increase of 0.3%** across the market sector. This was the **fourth worst** performance compared to other market sector industries.

Source: ABS Estimates of Industry Multifactor Productivity 2023-24 financial year



114,400 houses and 62,035 units or apartments built per year

Source: ABS, September 2024



x8

Construction workers are **8 times more likely to die** from suicide than a workplace incident

Source: MATES 2025



Gender Pay Gap Data for the Construction industry was **25.3%** compared to **12.1%** across all private sector employers with 100 or more employees (not nationally representative)

Source: WGEA, 2023-24

7.1% of GDP



Construction output represented **7.1% of GDP** in the December 2024 quarter

Source: ABS National Accounts, December 2024



Highest **qualifications** of workers across the sector:

- 30.9%** Secondary school (inc Certificate I/II)
- 42.2%** Certificate III/IV or Diploma/Adv Diploma
- 22.3%** Bachelor degree or higher

Source: Jobs and Skills Australia

4.76% of apprentices in-training in the Construction industry are women, as at 30 September 2024

Source: NCVER September quarter 2024 release

Data from the **Construction Industry Culture Taskforce**

Source: Construction Industry Culture Taskforce

59%

of workers are **unsatisfied** with their **work life balance**

63%

of the workforce is **considering leaving** the industry

In June 2024, there were **452,820 construction businesses** (17% of all businesses in Australia)

17%

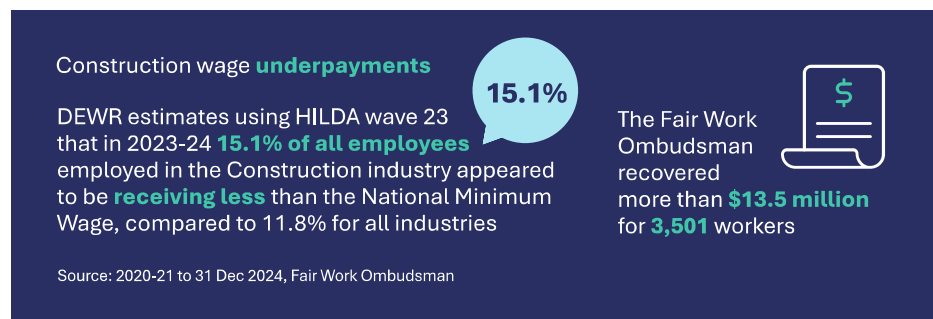
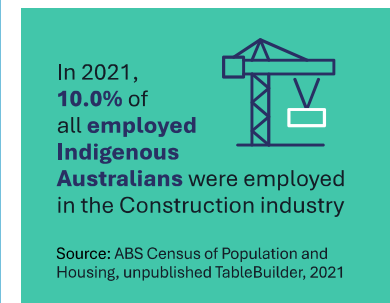
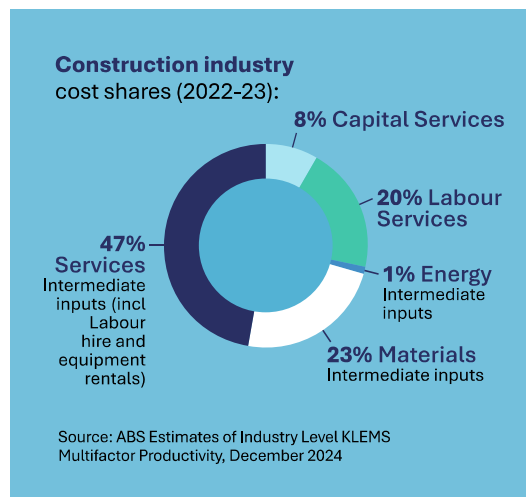
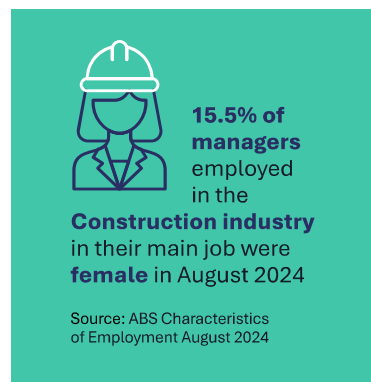
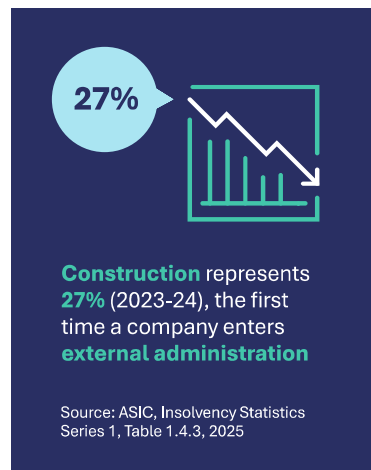
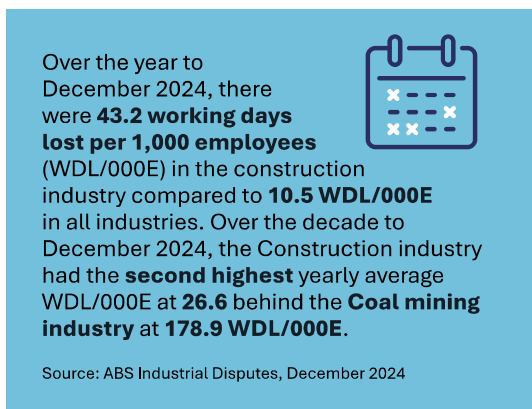
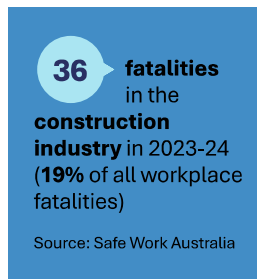


Source: ABS, August 2024



The Apprenticeship completion rate is **53.9%** for **construction trades** workers and **61.8%** for **electrotechnology and telecommunications trades** workers, compared with 54.8% for all occupations.

Source: NCVER, 2024



Challenges **by theme**

Eight key themes emerged from the NCIF's discussion of challenges facing the industry. The 8 themes link to the underlying threads of safety, culture, productivity and sustainability. The priority challenges identified and the subsequent actions in the workplan correspond to these 8 overarching themes.



Collaboration and alignment

The industry should move away from conflict-based relationships towards collaborative and cooperative models that take into account shared and divergent interests



Governance, lawfulness and compliance

The industry must create a culture of lawfulness, which actively combats non-compliance across all areas of the industry, including gender-based violence, intimidation corruption and criminality



Regulation and procurement

Governments can do more to ensure their levers are influencing change and driving mutually beneficial and lawful behaviour



Skills, workforce and participation

The industry must be able to meet current and future needs through a more diverse, stable and inclusive workforce



Financial viability

The industry must be able to meet ongoing financial obligations for all industry participants



Fragmented and project-based nature of industry (Industry projectification)

The industry must recognise the benefits of taking a longer-term, strategic view rather than moving from one project to the next



Risk allocation

The industry needs to identify, understand and manage risks and obligations fairly



Reporting and transparency

The industry can demonstrate accountability through robust reporting and auditing requirements

Priority challenges

This section outlines specific industry challenges identified by members in relation to the 8 overarching themes.

During workshops and using the construction project lifecycle framework, members identified a range of challenges facing the industry. By no means exhaustive, the following list represents the NCIF's perspective on the most significant industry challenges. While issues may manifest differently across the residential, commercial and civil sectors, these challenges affect the entire industry.



Collaboration and alignment

- Contracts are not fair, equitable and transparent down the supply chain, and fail to align the interests of all parties
- Industrial arrangements can be a point of conflict
- Adversarial relationships between stakeholders including a lack of trust and communication between parties



Governance, lawfulness and compliance

- Health and safety issues including poor mental health outcomes, substance abuse, gender-based violence (including assault, sexual harassment and domestic and family violence) and high levels of suicide
- Allegations of bullying, intimidation and criminal conduct
- Commercial coercion and intimidation



Regulation and procurement

- Procurement practices have a greater focus on lowest price, rather than overall value for money, best practice, and mutually beneficial and lawful behaviour
- Procurement practices that are costly and risk intellectual property
- Long planning processes increase costs down the line
- Planning and approval red tape stifles innovation and creates delays
- Barriers to innovation e.g. investment and procurement models do not incentivise or support innovation or sovereign capabilities
- Lack of supply chain resilience and local industry development



Skills, workforce and participation

- Skills and workforce gaps and shortages
- Insufficient workforce to sustain multiple projects
- Limited workforce mobility across jurisdictions e.g. licensing arrangements and accreditation/qualification recognition schemes
- Lagging workforce productivity
- Insecure careers without long-term pathways
- Workplace inequality, gender inequities and discrimination, including systemic underrepresentation, inflexible work arrangements and inadequate amenities
- Workforce diversity e.g. gender, age, people with a disability, First Nations people etc



Financial viability

- Phoenixing, tax avoidance, insolvencies and unpaid entitlements
- Standards of commercial contracting and trading practices including security of payment
- Inflexible and unfair contract and payment terms
- Limited investment in innovation e.g. modern methods of construction, digitisation



Industry projectification

- Project bundling may limit equitable market access for all contractors
- Precarious forms of employment including overreliance on labour hire



Risk allocation

- Clients lack risk appetite, and risk is passed onto contractors e.g. uncapped liability
- Tendering practices that negatively impact parties particularly throughout the supply chain e.g. 'race to the bottom'
- Increased risk of climate disruption means adverse weather events increase pressure on parties, e.g. project timelines



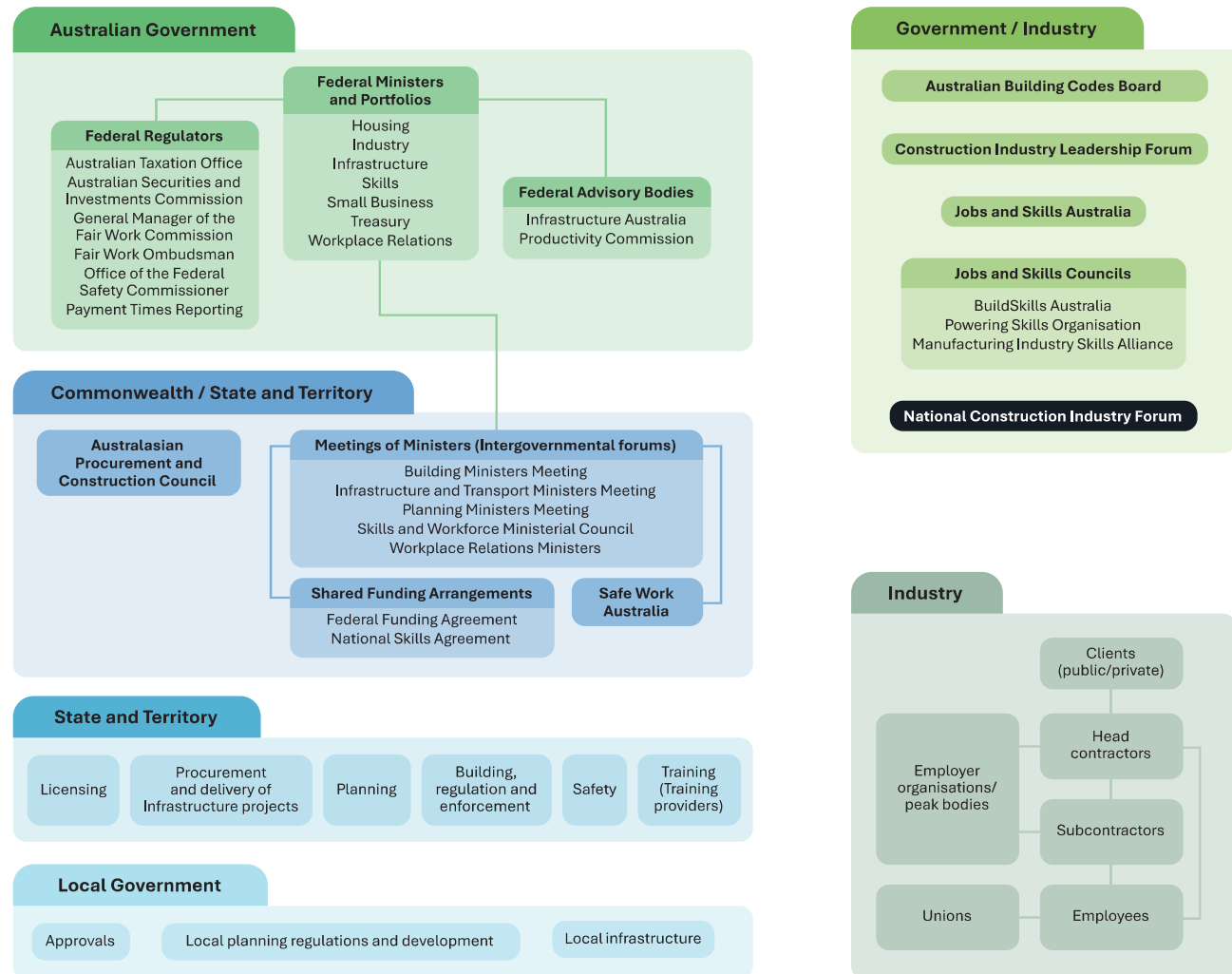
Reporting and transparency

- Limited benchmarking of performance

System architecture

In October 2024, the NCIF strongly agreed that the Blueprint should clearly articulate the roles and responsibilities of, and interactions between, other relevant bodies, including the States and Territories, other Australian Government building and construction forums and groups, and relevant regulators.

This diagram outlines the architecture of the building and construction industry, focusing on the roles and responsibilities most related to the Blueprint and the NCIF's work more broadly.



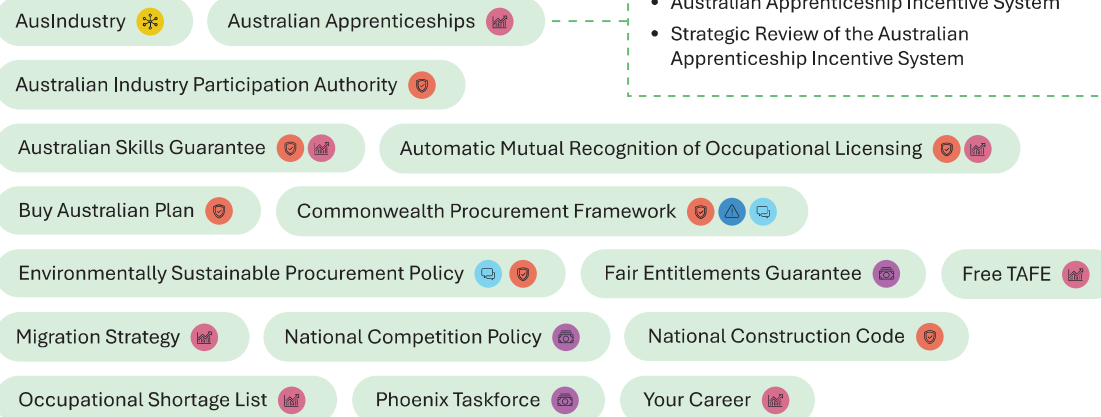
Key initiatives

Across the industry and all levels of government, valuable work is underway to address the challenges facing the industry. In October 2024, the NCIF emphasised that this Blueprint should complement the existing bodies and initiatives.

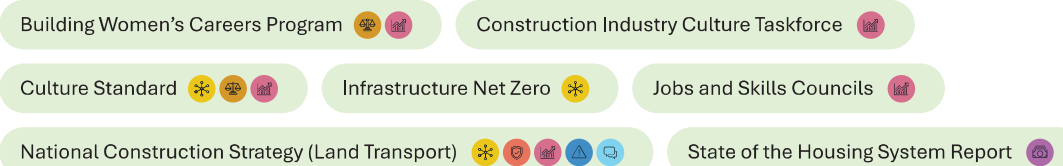
This diagram outlines the key initiatives specific to the building and construction industry. This is not an exhaustive list, focusing on the measures most related to the Blueprint and the NCIF's work more broadly.

- ✱ Collaboration and alignment
- ⚖️ Governance, lawfulness and compliance
- 🛡️ Regulation and procurement
- 👥 Skills, workforce and participation
- 💰 Financial viability
- 📊 Industry projectification
- ⚠️ Risk allocation
- 🗣️ Reporting and transparency

Australian Government



Government / Industry



Industry



Opportunities – **forward workplan**



To address these challenges in a constructive manner, the NCIF developed a staged workplan. The workplan seeks to complement work underway by the industry, Australian Government, and state and territory governments.

The opportunities identified in the workplan are informed by the NCIF's work, which focuses on:



Building a better understanding of the challenges facing the construction industry



Connecting with stakeholders, drawing on the relationships, expertise and work of other bodies and supporting key industry and government initiatives



Delivering evidence-based advice to government.

To ensure the workplan adapts to emerging challenges and the evolving needs of the industry, the workplan will be subject to ongoing review and update by the NCIF.

Opportunities

Collaboration and alignment

RECOMMENDATIONS FOR IMMEDIATE ACTION

- 1.1 Recommend that the NCIF's role as a collaborative tripartite body is enhanced to support ongoing implementation and review of the Blueprint, including ensuring adequate and ongoing resourcing to support the NCIF.
- 1.2 Continue to strengthen and develop the role of the NCIF as an authoritative industry voice, including providing advice on the Strategic Review of the Australian Apprenticeships Incentive System, the Occupational Shortage List (formerly the Skills Priority List), the National Energy Workforce Strategy, the Secure Australian Jobs Code, the National Construction Strategy (for Land Transport), and relevant Productivity Commission Reports. (*Ongoing*)
- 1.3 Recommend that Government consult with NCIF to investigate ways of better, and more timely dispute resolution procedures, including
 - consideration of state and territory-based industry disputes panel models
 - the creation of an expert industry panel within the FWC
 - opportunities for greater use of the FWC's suite of collaborative workplace initiatives, including interest-based, cooperative approaches, and good practice to bargaining, consultation and disputes
 - consideration of adoption of the 'Hunter model' or alternative models that could be contained within enterprise agreements.
- 1.4 NCIF to identify what best practice looks like at each stage of the construction project lifecycle, e.g. value stream mapping of key processes.
- 1.5 Recognising the important role of states and territories, NCIF to explore opportunities to engage on relevant challenges and opportunities.

AREAS FOR FUTURE ACTION

- 1.6 NCIF to consider public information campaigns on positive relationships and workplace practices.
- 1.7 NCIF to explore the development of a modern suite of collaborative forms of contract and subcontract.
- 1.8 NCIF to maintain oversight of existing reforms/initiatives to identify what works, what doesn't and opportunities to fill gaps as required. (*Ongoing*)
- 1.9 NCIF to consider further ways to minimise adversarial disruption, including timely resolution of disputes.

Opportunities

Governance, lawfulness and compliance

RECOMMENDATIONS FOR IMMEDIATE ACTION

- 2.1 NCIF to develop a Joint Construction Industry Charter, setting out clear shared goals and expectations for a safe, sustainable and productive building and construction industry, including behavioural expectations, rules of engagement and dispute resolution processes amongst all industry participants.
- 2.2 Recommend regulators to take a more proactive and visible approach to enforcement.
- 2.3 Recommend Government, supported by the NCIF, ask the Fair Work Ombudsman (FWO) to consider commencing a national investigation, alongside its current investigations into specific allegations, into sex discrimination and sexual harassment more broadly in the construction industry.
- 2.4 Recommend Government, supported by the NCIF, ask the FWO to commence a national investigation into treatment of apprentices, trainees, young workers, and other vulnerable cohorts in the construction industry.

AREAS FOR FUTURE ACTION

- 2.5 Recommend Government consider options to ensure the enforcement of statutory declarations for enterprise agreement approvals, including a role for the FWO.
- 2.6 Recommend identifying opportunities for greater information sharing and cooperation between regulators and agencies including project funding/data.

Regulation and procurement

RECOMMENDATIONS FOR IMMEDIATE ACTION

- 3.1 NCIF to identify best practice and provide advice on procurement frameworks and settings with a view to develop a nationally consistent set of procurement principles, by
 - reviewing current guidance and arrangements on value for money and how current practices are working (e.g. how to assess, how to report, what consequences for not delivering) to identify opportunities for potential improvements
 - reviewing procurement frameworks (for example NSW Government guidelines limiting tenders) to determine what elements are effective or best practice
 - considering opportunities for greater transparency in tendering of goods and services
 - considering standardised clauses for government construction contracts
 - considering alignment of existing tendering prequalification schemes and support sovereign safe companies to obtain prequalification
 - considering how procurement frameworks can operate to drive mutually beneficial and lawful behaviour in the construction industry, including addressing the overreliance of labour hire, eliminating gender inequities and obligations to report unlawful behaviour, as part of the Secure Australian Jobs Code consultation process.
- 3.2 NCIF to advise on risks inherent in the announcement of unrealistic timeframes for projects.

AREAS FOR FUTURE ACTION

- 3.3 NCIF to assess the impact of workplace laws and identify opportunities for the industry.
- 3.4 NCIF to provide advice on barriers to small and medium enterprise market entry, innovation, and unnecessary red tape.

Opportunities

Skills, workforce and participation

RECOMMENDATIONS FOR IMMEDIATE ACTION

- 4.1 NCIF to demonstrate early action on the Strategic Review of the Australian Apprenticeships Incentive System's findings, where reviewers have identified a role for industry leaders to improve apprentice safety, specific to the construction industry.
- 4.2 NCIF to provide advice to government about the pathways to the construction industry, to identify targeted strategies to address structural barriers to entry.
- 4.3 NCIF to consider opportunities to implement the Culture Standard, which aims to transform the industry by focusing on diversity and inclusion, wellbeing and time for life.
- 4.4 Recommend Commonwealth and State and Territory Ministers consider a nationally coordinated skills accreditation system with consistent regulation and licensing.
- 4.5 Recommend Commonwealth and State and Territory WHS Ministers consider what more could be done to address risks of sex discrimination, harassment and assault in the workplace, including
 - ensuring equitable and safe workplaces including mandatory access to amenities and personal protective equipment on all construction sites
 - strong compliance and enforcement action within their jurisdiction.
- 4.6 Recommend industry mandates safe and respectful workplace training for workers with support for new and existing employees, supervisors and managers to undertake training.
- 4.7 Recommend Jobs and Skills Councils work with industry to develop training resources to support the take-up of high-quality safe and respectful workplace training.

AREAS FOR FUTURE ACTION

- 4.8 NCIF to identify opportunities to increase training infrastructure, and the capacity of the VET system to support apprentices and trainees on Australia's national priorities including energy, housing and Infrastructure.
- 4.9 NCIF to explore structural barriers to women's participation in the industry, e.g. support for care, access to childcare for shift workers, Paid Parental Leave entitlements, flexible work arrangements, adequate facilities, etc.
- 4.10 NCIF to consider opportunities to promote mentoring networks for female workers.
- 4.11 Recommend BuildSkills Australia, as the relevant Jobs and Skills Council for construction
 - build on its existing Housing Workforce Capacity Study to undertake analysis into public and civil construction workforces
 - undertake a study as to the application of trade licensing in the building trades.
- 4.12 Recommend Powering Skills Organisation, as the Jobs and Skills Council for the energy sector, map occupational licensing for electrical trades.
- 4.13 Recommend the relevant Jobs and Skills Councils (BuildSkills Australia and Powering Skills Organisation)
 - work with industry to review building and construction-related qualifications for apprenticeships and traineeships to include skills and knowledge required to support safe and respectful workplaces and to address gendered violence in the workplace, which aligns with WHS obligations in relation to eliminating or minimising both physical and psychological risks in the workplace
 - consider the construction component of net zero transformation
 - analyse where and how training currently happens (i.e. head contractor, trade contractor or smaller contractor), the implication of training delivery in different settings and ways to support quality learning and assessment outcomes.

Opportunities

Financial viability

RECOMMENDATIONS FOR IMMEDIATE ACTION

- 5.1 NCIF to explore modern/collaborative standard forms of industry contracts and options for greater use.
- 5.2 Noting the government response to the 2017 Review of Security of Payment Laws, the NCIF to investigate and develop advice on effective arrangements to protect the security of payments for contractors down the supply chain.

AREAS FOR FUTURE ACTION

- 5.3 NCIF to engage with the Phoenix Taskforce in the Australian Taxation Office (ATO) to provide advice on changing behaviours in the industry that lead to phoenixing.
- 5.4 NCIF to engage with ATO to advise on procedures and actions available to limit insolvencies.

Industry projectification

RECOMMENDATIONS FOR IMMEDIATE ACTION

- 6.1 NCIF to consider:
 - opportunities created under the Buy Australian Plan to strengthen our domestic industry, manufacturing capability and local supply chains to participate in the infrastructure pipeline by breaking up larger contracts to level the playing field for local companies
 - reporting on steps taken to meet requirements of the Buy Australian Plan, including local industry participation plans.
- 6.2 NCIF to develop a scope of work to undertake analysis of where, why and how labour hire is currently used, to inform industry and government on how procurement frameworks and practices might best address issues.

AREAS FOR FUTURE ACTION

- 6.3 NCIF to develop guidelines on project packaging, to ensure project bundling doesn't limit equitable market access for all contractors.

Risk allocation

RECOMMENDATIONS FOR IMMEDIATE ACTION

- 7.1 NCIF to invite the Australian Banking Association, key developers and other like financial institutions in the industry to discuss and consider issues facing the industry, and collaborate with the finance sector, to influence good behaviour.
- 7.2 NCIF to provide advice on surety and professional indemnity requirements for projects.

AREAS FOR FUTURE ACTION

- 7.3 NCIF to develop guidelines on appropriate risk management/risk allocation.
- 7.4 NCIF to develop a risk profile for head contractors.

Opportunities

Reporting and transparency

RECOMMENDATIONS FOR IMMEDIATE ACTION

- 8.1 NCIF to develop performance indicators across the four Blueprint threads of safety, culture, productivity and sustainability to support ongoing monitoring and benchmarking of the industry.

AREAS FOR FUTURE ACTION

- 8.2 NCIF to develop advice on improvements to data collection to inform policy.

National Construction Industry **Forum**

This Blueprint is a collective declaration that we, as government and an industry, acknowledge the urgent need for change. It is the product of industry-wide collaboration, reflecting our shared determination to build a safe, positive, lawful, sustainable and productive industry. By incorporating the perspectives of workers, business and government in a genuine tripartite setting, the NCIF has produced recommendations that are practical, sustainable and owned by the industry into the future.

While the Blueprint offers a strategic direction for the future, all stakeholders must hold themselves accountable for addressing the industry's challenges and drive the implementation of shared solutions.

Tony Callinan	Australian Workers' Union
Brent Crockford	Australian Owned Contractors
Jon Davies	Australian Constructors Association
Paul Farrow	Australian Workers' Union
Robyn Fortescue	Australian Manufacturing Workers' Union
Oliver Judd	National Electrical and Communications Association
Jocelyn Martin	Housing Industry Association
Alison Mirams	Independent
Steve Murphy	Australian Manufacturing Workers' Union
Nicholas Proud	Civil Contractors Federation Australia
Kristen Reid	Plumbing and Pipe Trades Employees Union
Zach Smith	Construction, Forestry and Maritime Employees Union
Denita Wawn	Master Builders Australia
Lucy Weber	Construction, Forestry and Maritime Employees Union
Michael Wright	Electrical Trades Union
Mike Zorbas	Property Council of Australia
Senator the Hon Murray Watt	Minister for Employment and Workplace Relations
The Hon Ed Husic MP	Minister for Industry and Science
The Hon Catherine King MP	Minister for Infrastructure, Transport, Regional Development and Local Government