



25

Annual  
Report





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## ABOUT OUR REPORT

This report informs the Parliament of Western Australia, the Deputy Premier and Minister for Transport, Western Australians and other stakeholders about who we are, what we do and the services we have delivered for the financial year ended 30 June 2025.

It describes our performance and key achievements to 30 June 2025 structured around the key focus areas from Keeping WA Moving, our strategic plan. We have adopted an integrated reporting approach bringing together financial performance, business activities and sustainability initiatives aligned with the IFRS Foundation. This approach demonstrates how we create value over time and benefits for stakeholders. We have also used the 2021 Global Reporting Initiative Standards core option.

Previous Main Roads Annual Reports are available on our website. Comments, thoughts and feedback on our approach or on any aspect of our annual report are welcome.

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ACKNOWLEDGEMENT OF COUNTRY

The Government of Western Australia acknowledges traditional custodians throughout Western Australia and their continuing connection to the land, waters and community. We pay our respects to all members of Aboriginal communities and their cultures, and to Elders both past and present.

TO THE HONOURABLE RITA SAFFIOTI, MLA

Deputy Premier; Treasurer; Minister for Transport; Sport and Recreation

In accordance with section 63 of the *Financial Management Act 2006* (WA), I hereby submit for your information and presentation to the Parliament of Western Australia, the Annual Report of Main Roads Western Australia for the financial year ended 30 June 2025.

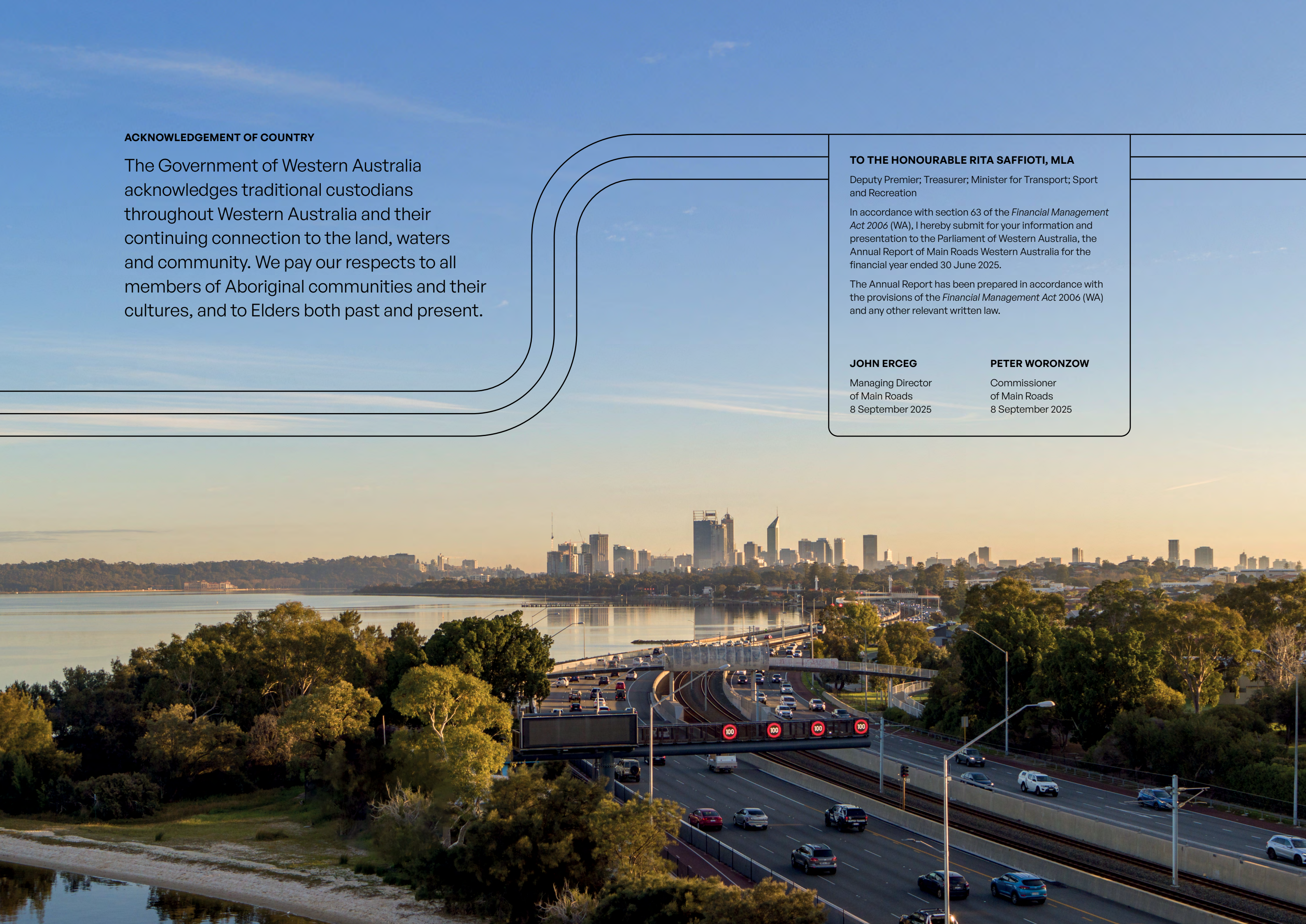
The Annual Report has been prepared in accordance with the provisions of the *Financial Management Act 2006* (WA) and any other relevant written law.

JOHN ERCEG

Managing Director  
of Main Roads  
8 September 2025

PETER WORONZOW

Commissioner  
of Main Roads  
8 September 2025





# About us

Our strategic direction, Keeping WA Moving, underpins everything we do. It states our aspiration, strategic areas of focus and our values.

## ASPIRATION

We aspire to provide world class outcomes for the customer through a safe, reliable and sustainable road transport system.

## STRATEGIC AREAS OF FOCUS

**Movement, Safety, Sustainability, Customers** and **Capability** are our key focus areas – guiding us over the long term and defining what we deliver, how we will deliver it and who we deliver it to.

## OUR VALUES

Our values – **roads matter, embracing challenge, excellence in customer service, working together, professionalism** and **family** – are the foundation upon which our organisation is built. They are enduring and represent our culture, guide our behaviours and influence decision-making and relationships with each other, our customers and partners.

**Our role is planning, building, maintaining and operating WA's road network – one of the largest geographically spread road networks in the world.**

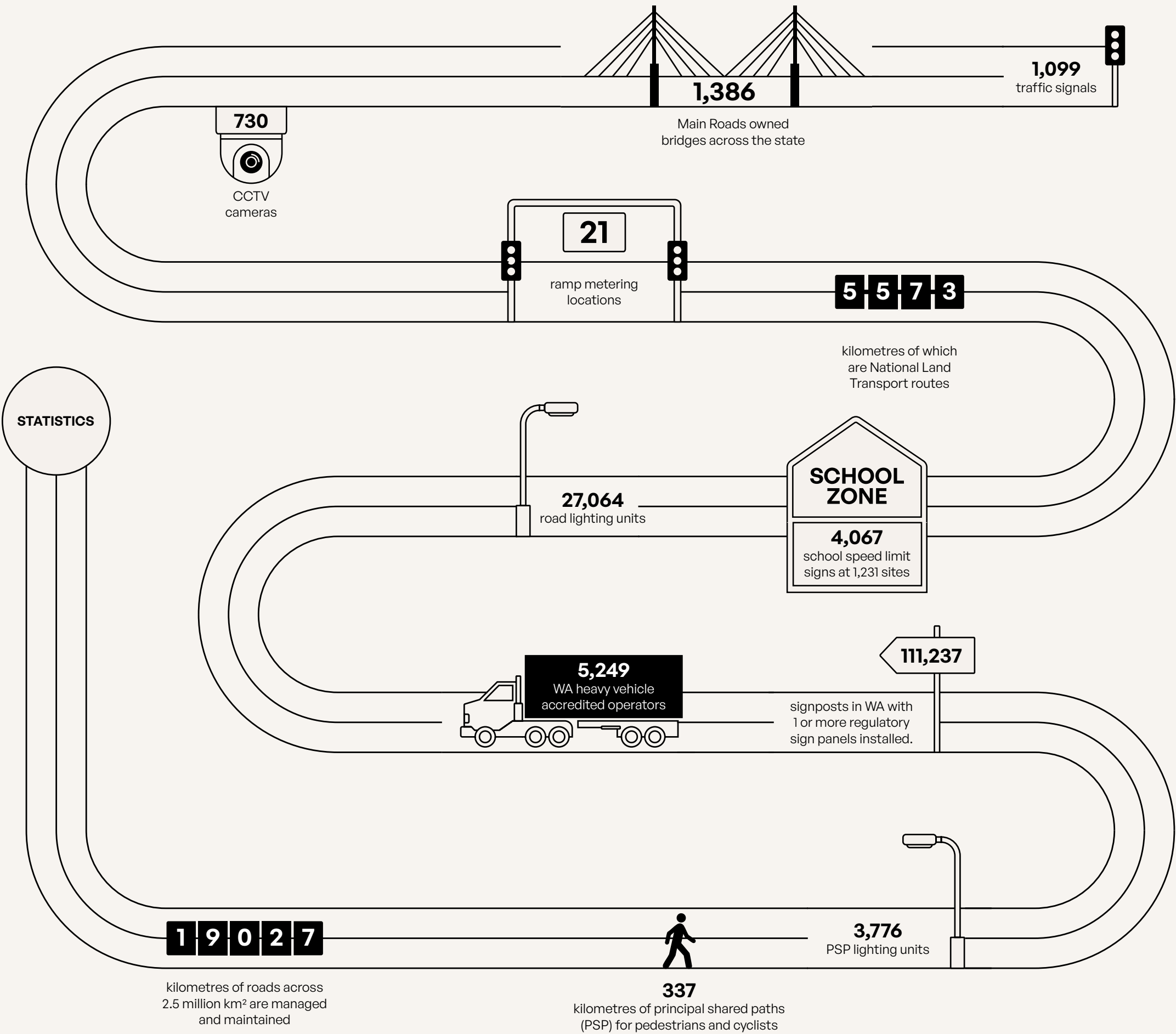
We deliver a range of services, projects and network improvements to connect people, communities and businesses – getting people and goods where they need to be. We work closely with our Transport Portfolio partners, local government, businesses and the community to provide a well-connected, safe and sustainable integrated transport network.

## ENABLING LEGISLATION

The *Main Roads Act 1930* (WA), as amended, establishes the Commissioner of Main Roads as a corporate body and sets out the powers and duties of the office.

## RESPONSIBLE MINISTER

Honourable Rita Saffioti BBus MLA  
Deputy Premier; Treasurer;  
Minister for Transport; Sport and Recreation





# Performance highlights

ROLL OVER THE ICONS TO VIEW OUR STATISTICS





## From the Commissioner

This year has been particularly rewarding as we delivered several high profile and transformative infrastructure projects, sustainable transport solutions and legislative reforms, to benefit the whole community.

In our regions, we created history with the opening of the Wilman Wadandi Highway, the largest-ever road infrastructure project in the South West. This project has transformed traffic flow and improved safety, while pumping hundreds of millions of dollars into local businesses and creating thousands of jobs during construction.

In the metropolitan area, we delivered another landmark project in the spectacular Boorloo Bridge, which has improved community connectivity, safety and amenity. Importantly through its design and consultation we have been able to recognise the strong cultural significance of the site to Aboriginal peoples. Thousands of walkers, runners and cyclists flocked to the bridge when it opened in December and it remains incredibly popular. This already iconic infrastructure was another job-creating project, with the entire structure manufactured locally.

In November we completed the return of road maintenance works to Main Roads creating more than 550 permanent positions across our regions and engaging a further 65 Aboriginal businesses supporting the delivery of services. In addition, nearly \$4.5 million has been invested in new or improved facilities and maintenance depots across the State.

I'm especially proud to share that we have exceeded the WA Government's 2026 Aboriginal participation and engagement targets. To date, Aboriginal businesses have already undertaken \$923.5 million of work against a target of \$700 million and reached 3.7 million work hours for Aboriginal people against a target of 3.5 million hours.

In other parts of the Transport Portfolio we continue to make significant improvements in our public transport as well as making several important legislative reforms. We introduced our first locally made electric CAT (Central Area Transit) buses with plans for more than 130 to be delivered in the next financial year, creating a cleaner, lower-emission public transport network and generating jobs. The METRONET project celebrated the opening of the Morley–Ellenbrook line, Yanchep Rail Extension and Thornlie–Cockburn Link, along with

completion of the Victoria Park – Canning Level Crossing Removal Project. These new services will improve the lives of thousands of people in Perth's suburbs, making it easier, quicker and safer to travel for work, study or leisure. In addition, a new Public Transport Operations Control Centre has opened – futureproofing rail operations and providing around-the-clock monitoring to improve services and safety.

While we have the great privilege and responsibility of large-scale capital works, we have also introduced legislative reforms, including new passenger restrictions for novice drivers, changes to the crash-towing industry, new safety equipment requirements for watercraft, stronger on-water drug and alcohol laws, and updates to WA's rail safety laws. All of these are aimed at ensuring the community has safe and enjoyable journeys on our waterways and transport system.

The complexity and scale of some of the major initiatives we have delivered over the past year required vision, resilience and collaboration by our staff and stakeholders. As such, it gives me great pride to see how well-received they have been by the community and the lasting positive legacy they will deliver for WA.

In March, the Premier announced reform of Western Australian Government departments to drive job creation. This will see the WA Government's major project planning and delivery expertise brought together under the Office of Major Infrastructure Delivery (OMID), which will join our Transport Portfolio from the start of the new financial year. This presents a wonderful opportunity to champion collaboration and become a true centre of excellence for the planning and delivery of major infrastructure projects in Western Australia.

I firmly believe our Portfolio is at its most effective when we achieve collectively, and I look forward to welcoming OMID staff to the fold and working together to deliver a better way to build for our State's future.





## Managing Director's review

Our roads are more than physical infrastructure – they connect people, support industries and strengthen communities across Western Australia.

This year we deepened our commitment to delivering long term value through strategic investment, inclusive growth and sustainable outcomes.

Over the past year we delivered a record program of works. These reflect not only the scale of our investment in the WA transport network, but also our strong focus on social impact, job creation and strengthening our commitment in regional areas. From completing landmark infrastructure projects to successfully transitioning maintenance and some minor capital works functions back in-house, we have made significant progress in building capability, improving service delivery and supporting local economies. As we look to our 100th year in 2026, we do so with pride in what we've achieved and confidence in the direction we are heading.

### INVESTING IN THE ROAD NETWORK AND LOCAL COMMUNITIES

During the year we invested \$4.3 billion across Western Australia, including a record capital spend of \$1.9 billion, continuing our commitment to planning, building, maintaining, and operating the State's road network.

I am pleased to report we have successfully completed the transition of maintenance and some minor capital works functions back in-house. This has been a mammoth effort since the WA Government's announcement in 2022, and I want to recognise the many areas across the organisation that have supported and worked on this historic and important initiative. The final transition of this significant reform was delivered in November 2024, with 18 new Kimberley Region staff joining us. The move to in-house delivery has resulted in more than 550 new permanent positions in regional areas improving the cost, efficiency, capability and responsiveness of our road maintenance and minor works services.

We celebrated several major project milestones that reflect significant progress made across the state. The Commissioner has outlined the Wilman Wadandi Highway as a transformation for safety and traffic in the South West, diverting 15,000 vehicles from local roads each day. In addition, Perth's skyline has transformed with the opening of Boorloo Bridge.

We opened the next section of smart freeway, on Mitchell Freeway southbound between Hester Avenue and Vincent Street, and the Bussell Highway duplication. We have made good progress on the duplication of the Mandurah Estuary Bridge, reaching the halfway point across the estuary in May 2025. We are also making strong progress on the Swan River Crossing Project, with piling now complete and concrete caps installed on top of the piles on the southern side of the bridge.

The Regional Road Safety Program is a key initiative delivering strong outcomes, with an additional \$20 million committed to its expansion following the road safety roundtable held in September 2024. This response comes amid a concerning and tragic increase in fatalities on Western Australian roads; we are continuing to work with other agencies to address this alarming trend.

### ABORIGINAL ENGAGEMENT AND PARTICIPATION

We are committed to making a positive impact in the lives of Aboriginal peoples and remain focused on strengthening Aboriginal participation, engagement and cultural awareness across our projects. There have been excellent results from across the Transport Portfolio towards achieving this. I am proud to share that we spent more than \$190 million through direct and indirect engagement of Aboriginal businesses, with Aboriginal peoples working more than 390,000 hours on projects. Manuwarra Red Dog Highway is just one example of a positive step forward for our project teams and Aboriginal peoples. The project has recently engaged a joint venture comprised of Garli Pty Ltd and Yurra Pty Ltd, an organisation that is majority owned by the traditional owners in Yindibarndi.





IMPROVING SUSTAINABILITY  
AND SOCIAL OUTCOMES

It was very pleasing to see continuing positive results from our community perception survey. There were satisfaction rates of almost 90% for: road safety; cycleways and pedestrian facilities; environment; sustainability; and overall satisfaction with our services. We continue to improve how we communicate and engage, and we look to maintaining and hopefully improving these scores over the next year.

We are committed to enhancing sustainability and delivering positive social outcomes by embedding sustainable practices into our operations. With the implementation of our Net Zero 2050 Transition Roadmap, we are working to deliver key programs such as the proposed LED street lighting replacement program, while our draft circular economy plan is focussed on strengthening efforts to increase recycled and reused materials and promote broader circular practices, material efficiency and waste reduction across road infrastructure. The coming years represent a significant period of action and opportunity for us as we continue to take these initiatives forward.

As part of our ongoing commitment to delivering sustainable outcomes, projects valued at more than \$100 million utilise the Infrastructure Sustainability (IS) Rating Scheme. This year Tonkin Highway Corridor Project received a Bronze Planning Rating, Tonkin Highway Extension Project achieved a Bronze Planning Rating and the EastLink WA Project earned a Silver Planning Rating. These achievements recognise the significant efforts we have made to integrate sustainable initiatives into our major developments.

We continue to work towards a culture that values diverse skills, experiences and perspectives; I was proud to see our efforts recognised when we were named as an inclusive employer by the Diversity Council of Australia. We also achieved Bronze Employer status under Pride in Diversity’s Australian Workplace Equality Index, becoming the first WA Government agency, excluding Government Trading Enterprises, to receive this recognition – an outstanding result reflecting the dedication of our people.

There has been a significant change in our safety, health and wellbeing risk profile with the insourcing of maintenance. Over the past 12 months our lost-time injury rate continued to climb. We are doing a huge amount of work with our new and existing employees to seek out the root causes and implement change aimed at ensuring safety for our employees, contractors and the public.

LOOKING AHEAD

We are embarking on another busy year with a total program valued at more than \$4.5 billion. Major works will continue across key projects including Mandurah Estuary Bridge Duplication, Swan River Crossing, the Regional Road Safety Program, Tonkin Highway Extension and Thomas Road Upgrade. In addition, we’re continuing our annual improvement program on Gibb River Road, and commencing work on Marble Bar Road. It was great to have Prime Minister Anthony Albanese visit our Road Network Operations Centre in June 2025, meeting the team and announcing plans for future expansion of Kwinana Freeway.

As we continue to invest in the state road network, we thank the community for their patience and understanding and acknowledge that sometimes our work programs cause some inconvenience. The Swan River Crossing Project in Fremantle, to replace the existing traffic bridge and improve journeys for both road and river users, will have a significant impact on the road network with commuters likely to experience delays. We have been working with local businesses and the community to reduce impacts, and some network modifications are being made to help keep traffic moving during the closure. We encourage everyone to be aware of the changes and work with us as we progress construction. I sincerely thank the community for their continuing support and understanding as we deliver this vital project making every attempt to reduce impacts where we can.

We are undertaking preliminary work to assess our readiness for the *Privacy and Responsible Information Sharing Act 2024 (WA)*, ensuring we are protecting the personal information of Western Australians and facilitating responsible sharing of government information. This is supported by actively engaging in and committing to strengthening our position against risk from integrity breaches and cybercrime.

As part of our commitment to achieving positive social outcomes in everything we do, we are working on developing a circular economy framework. Through internal programs such as the Development Employee Program, the Management Skills Development Program and the Regional Leadership Development Program we continue to equip emerging and established leaders with the skills and knowledge to be an integral part of a high-performing team. We will continue to prioritise building the capacity and capability of all our employees, including identifying and providing employment pathways on projects across the state for local and Aboriginal peoples.

As we approach our 100th year, it is clearer than ever that the strength, dedication and capability of our people are at the heart of our ongoing success. Our close collaboration with our Transport Portfolio partners and our contractors continues to position us strongly to support WA, now and into the future. I look forward to celebrating this important milestone together and working with everyone as we shape the next chapter in our proud history.

**John Erceg**  
Managing Director Main Roads

As we approach our 100th year, it is clearer than ever that the strength, dedication and capability of our people are at the heart of our ongoing success.



# The year that was

JULY  
2024

Boomerang pylon installed on Boorloo Bridge

Destination WA in Kimberley and Pilbara regions

Automated cone truck – a first for WA



AUGUST  
2024

Kwinana Freeway principal shared path officially opened

Recognised as a Top Graduate Employer for 2024

Recognised with 2 wins at the Master Builders Awards



SEPTEMBER  
2024

Delivered Stage 1 of improvements for fatigue and facilities for the freight industry

Recognised with 2 wins at Civil Contractors Federation WA Earth Awards

Completion of the 70 km/h speed reduction at Traffic Signals Initiative



OCTOBER  
2024

Heavy Vehicle Services supported the second annual Camp Quality Convoy for Kids

Works on first 21 km section of Tanami Road completed

Naming of the Bunbury Outer Ring Road as Wilman Wadandi Highway



NOVEMBER  
2024

New Brooking Channel Bridge officially opened to traffic

Final in-house transition in the Kimberley Region

Diversity Council Australia recognition as inclusive employer for 2024-25

Tonkin Gap Project and associated works honoured for Excellence in Civil Construction at Civil Contractors Federation National Earth Awards

DECEMBER  
2024

Wilman Wadandi Highway officially opened to traffic

Smart Freeway Mitchell Southbound Project complete

Boorloo Bridge officially opened to the public





# The year that was

## JANUARY 2025

Welcomed 40 new graduates, 26 apprentices and 15 trainees

Achieved Bronze Employer status under the Pride in Diversity Australian Workplace Equality Index

Graduation for 20 Development Employees



## FEBRUARY 2025

Recognised as a ‘Rising Star’ in the 2024 iRAP Gary Liddle Memorial Trophy

First Transport Portfolio Multicultural Plan 2025–28 released

Smart freeway on Mitchell Freeway southbound honoured with Excellence in R&D award at 15th Intelligent Transport Systems (ITS) Australia Awards

## MARCH 2025

New Ministry sworn in by Governor of Western Australia

Wheatbelt Region and Heavy Vehicle Services attend Wagin Woolorama

Annual Report 2024 received bronze at 40th Annual WS Lonnie Awards



## APRIL 2025

25th anniversary of Graham Farmer Freeway

In-house maintenance marks 3 years

Bussell Highway Duplication Project officially opened to traffic



## MAY 2025

First WA Multicultural Policy Framework interagency meeting for 2025

First anniversary of Albany Ring Road

Piling completed for Fremantle Traffic Bridge

Annual Report 2024 recognised for excellence at Australasian Reporting Awards

Two wins at the Civil Construction Industry and Training Awards

## JUNE 2025

Transport Portfolio’s new sustainability knowledge hub, CircleZero, officially launched

Prime Minister Anthony Albanese visited our Road Network Operations Centre







ROLL OVER THE + SYMBOL TO VIEW CAPTIONS

For full leadership profiles



# Leadership team

Corporate Executive is our peak decision-making body with an objective to set clear strategic direction for delivering government priorities and our aspiration. Further information about our Corporate Executive can be found in the ‘How we are structured’ section.

## LEADERSHIP TEAM CHANGES

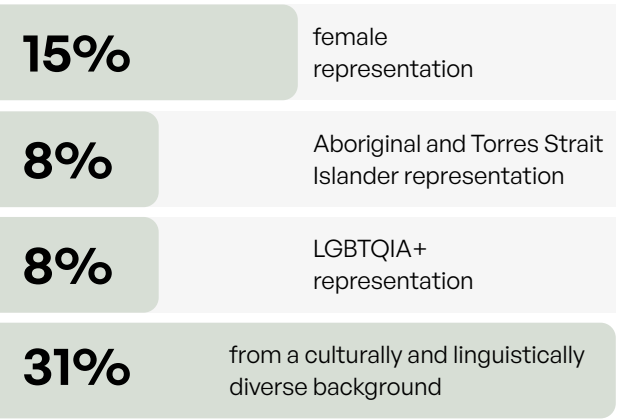
In the past 12 months we welcomed Mike Andrews as General Manager Network Management and Delivery, while Belinda Stopic transitioned from Acting Executive Director Infrastructure Delivery to her new role as General Manager Regional Operations. These newly established roles report directly to Des Snook, our Chief Operating Officer. Additionally, we acknowledge and congratulate Mehdi Langroudi on his appointment as Executive Director Network Operations.

## EXECUTIVE SKILLS AND EXPERIENCE

This year, we share again an assessment of skills and diversity within our Corporate Executive. Whilst it is acknowledged that Corporate Executive does not function in the same way a board might in a publicly listed entity, it is the peak decision-making body within our organisation.

## EXECUTIVE DIVERSITY

As of 30 June 2025, the following represents diversity within the executive team, aligned to our priority diversity groups:



## EXECUTIVE TENURE

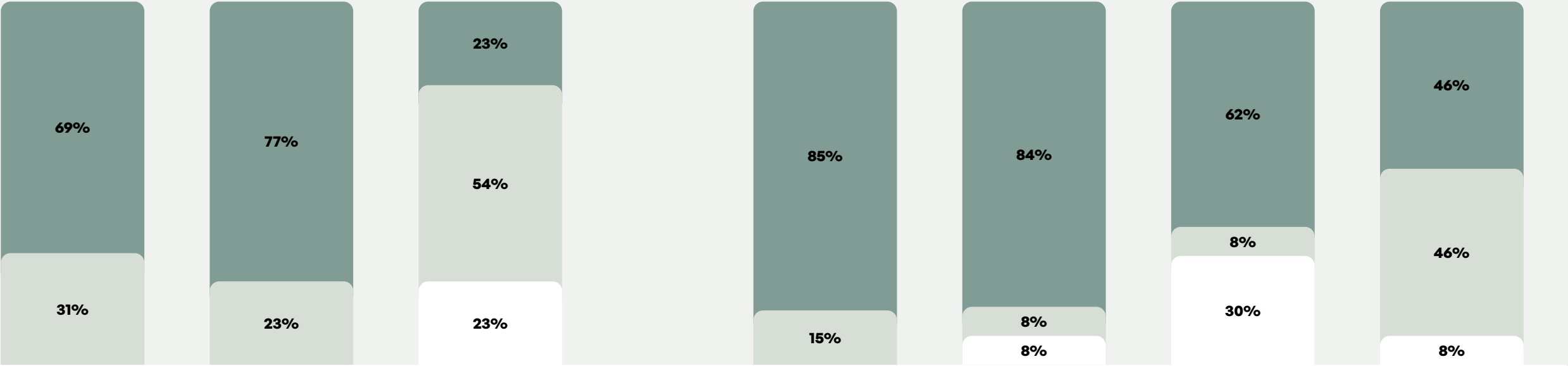
The following graph shows distribution of length of tenure for members of the executive team.



## SKILLS AND EXPERIENCE

The attributes of our leadership team are described through a skill, experience and attributes matrix. The first 5 attributes are recognised as amongst the most common for boards in Australian Securities Exchange (ASX) Top 50 companies, with the remaining 2 attributes reflecting key aspects of the deliverables of our organisation. The assessment is completed using a grading scale of awareness, practised or direct experience, or deep experience and knowledge.

## Skills and Experience %



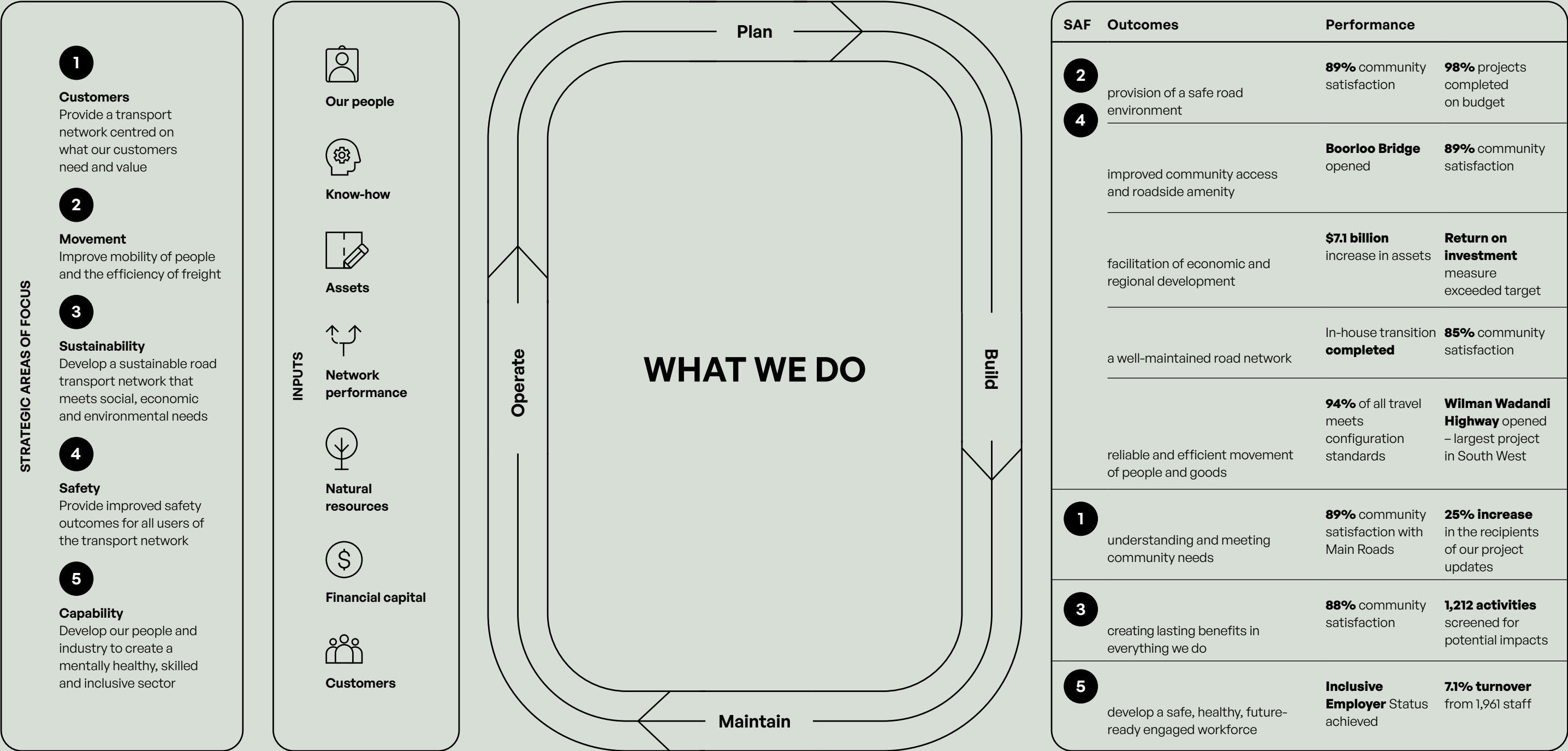
Attribute	Leadership	Governance and risk management	Finance	Strategy	People and culture	Engineering and infrastructure (Main Roads)	Sustainability and community engagement (Main Roads)
Description	Experience in senior management positions in large government infrastructure entities.	Experience in and commitment to ethical conduct and accountability, as well as experience in understanding material enterprise risk management and controls.	Sound understanding of accounting standards, key financial concepts, corporate finances, and internal financial controls.	Experience in guiding strategic vision setting, analysing strategic opportunities and threats, planning in the corporate context, and monitoring performance against agreed objectives.	Experience influencing organisation culture, people management and talent development, and in promoting diversity and inclusion.	Experience in planning, building and operating road-based transport infrastructure and associated facilities.	Experience in sustainability and best practices for road-based transport, as well as understanding and expertise in community and stakeholder relations and customer experience.
Awareness and deep understanding							
Practice and direct experience							
Deep experience and knowledge							



# How we create value

## ASPIRATION

To provide world class outcomes for the customer through a safe, reliable and sustainable road transport system





SIGNIFICANT ISSUES  
FOR THE YEAR AHEAD

COST ESCALATION

Ongoing cost escalation pressures continue to impact construction and maintenance costs as well as emerging areas relating to information and communications technology. While cost escalation rates are forecast to return to more normal historical levels, there are still residual impacts from earlier higher rates to be managed such as budget constraints. Difficulties arising from the ongoing shortage of skilled labour, and capacity constraints within the materials sector across the building industry remain challenging. We continue to use a consultative framework with industry to manage the supply chain and cost pressure impacts, so that a sustainable pipeline of infrastructure investments is maintained. We are working closely with other jurisdictions and continuing to work nationally and locally with industry to develop employment, training and new capabilities to encourage growth and create permanent jobs.

ROAD SAFETY

The increase in fatalities on the road network is of great concern for us and the entire community. Delivery of the Regional Road Safety Program is a significant network-wide response to reducing the number of fatalities and serious injuries on regional highways and roads. Investment in other targeted programs are also contributing to make the State’s road network safer. Examples include: improvements at signalised intersections, speed-zoning changes, and the expansion of the school zone program to reduce speed limits at Children’s Crossings across the state. As part of the Safe Systems approach, we remain committed to providing improved safety for all road users by delivering improvements to the road network across the state.

CONGESTION

Congestion has a significant impact on WA’s productivity, safety, health and environment; it affects road users, including those in private vehicles and buses, pedestrians and cyclists, and it affects movement of freight. Congestion impacts are being mitigated through delivery of major projects, targeted actions including medium to small-sized projects, and investments in operational technologies. These combined approaches assist to sustainably address the growing congestion challenge as our population grows and support future mobility demand and deliver transformative benefits for the WA.

INSOURCING ROAD MAINTENANCE

We have completed the transition of road maintenance delivery, some minor capital works and incident response services to operate inhouse. This has resulted in more than 550 new positions being created across the state. This change has enabled us to offer more regional capability building and support regional economies by creating sustainable local jobs and support WA’s road network by improving response times when issues arise, including during emergencies.





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# Movement and Safety

## Government goal – Safe, strong and fair communities

Supporting our local and regional communities to thrive

### ROAD SAFETY

Our aim is to reduce the State’s road fatalities to the lowest in Australia by minimising road factors contributing to road trauma and by reducing the serious crash injury rate.

This program comprises initiatives including state and national Black Spot projects; intersection improvements; construction of or improvements for overtaking lanes, rail crossings, bridge safety, audible edge lines; and shoulder sealing works.

### LOOKING AHEAD

Works planned for next financial year include:

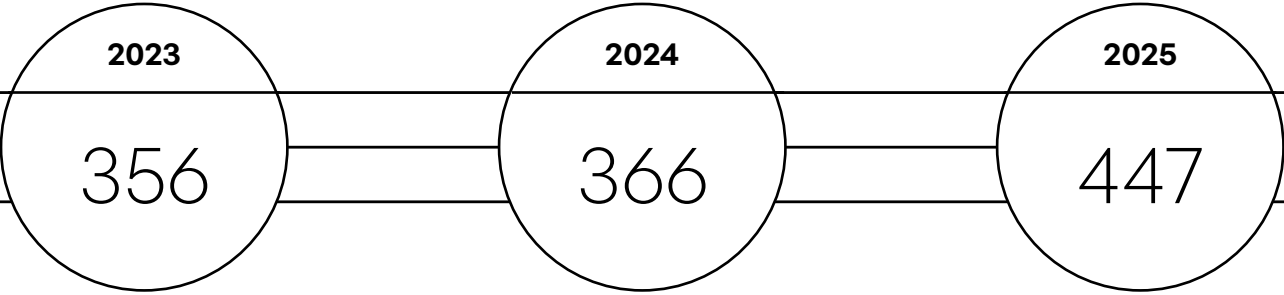
- deliver the Regional Road Safety Program
- deliver the Heavy Vehicle Safety and Productivity Program through the Safer Local Roads and Infrastructure Program
- deliver state and federal Black Spot programs
- deliver ongoing improvements and upgrades to rail level crossing sites
- deliver Low-Cost Urban Road Safety Program
- development of the Road Safety Management Plan template to assist Local Government to develop and operate their own Road Safety Management Plans.

Some of these are already underway; visit the Projects and Initiatives section of our website to find out more.

### PERFORMANCE

Road Safety	2022	2023	2024	2025 Target	2025 Actual	Status
% community satisfaction of road safety	91	89	90	90	89	✓
Black Spot location indicator	7.28	7.09	6.64	6.64	6.50	✓
% of contracts completed on time	72	77	79	90	85	✓
% of contracts completed on budget	97	86	97	90	98	✓

### Program expenditure \$ million





## Driving success in global safety excellence

- Tonkin Highway Extension Project recognised as a ‘Rising Star’ in a coveted iRAP memorial award
- The international award recognises best-performing road authorities eliminating high risk roads

Within a strong field of nominees for the International Road Assessment Program (iRAP) Gary Liddle Memorial Trophy, our Tonkin Highway Extension and Thomas Road Upgrade Project was recognised as a ‘Rising Star’.

The memorial trophy was presented at the Ten Steps to 2030 for Safer Road Infrastructure during the fourth Global Ministerial Conference on Road Safety in Marrakesh Morocco, in February 2025. The memorial award honours the legacy of former iRAP board chairman and lifelong advocate for road safety, Gary Liddle AO.

To validate the improved safety of the proposed design of the Tonkin Highway Extension and Thomas Road Upgrade Project, 2 iRAP assessments were conducted for both the existing network and proposed design.

Peter Jamieson accepting the award on behalf of Arup and Main Roads with the Chair of iRAP, Miguel Nadal (left) and the A/CEO of iRAP Geoff Smith

Delivered in partnership with Arup, the proposed design achieved iRAP certification with outstanding road safety rating results:

- 5-star for pedestrians and cyclists
- 4-star for vehicle occupants
- 3-star for motorcyclists.

These ratings align with the UN Target 3 goal, which calls for all new roads to meet a minimum iRAP 3-star rating for all road users by 2030. An innovative use of the iRAP system, the design also took into consideration safe horse and rider movements, an important inclusion for the project area.

iRAP Global Program Director and acting CEO Greg Smith described the project as “an inspiration for other major projects in Australia and around the world”.

Our Managing Director John Erceg said, “This recognition validates our commitment to safe system principles ensuring safety is embedded in our project planning and development before construction begins.”

A major investment for Perth’s south-east corridor, our \$1 billion Tonkin Highway Extension and Thomas Road Upgrade Project is jointly funded by the Australian and Western Australian Governments. The project aims to improve safety, connectivity and access for all road users and is a key example of our commitment to designing safer and more efficient roads for the future.



### KEY ROAD SAFETY PROJECTS

Project	Total Project Cost (\$ million)	2024–25 Cost (\$ million)	Completion Date	Description
Great Southern Region				
Low-Cost Safety Program	31.5	27.3	June 2025	Install audible edge lines and shoulder sealing.
Other road safety works	4.1	2.0	June 2025	Deliver safety works.
Metropolitan Region				
State Black Spot Program	1.0	0.3	June 2025	Blackspots on state roads.
Electronic School Zones	4.3	4.0	June 2025	Upgrade school signs.
Other road safety works	98.9	58.8	June 2025	Deliver safety works.
Mid West – Gascoyne Region				
Low-Cost Safety Program	50.3	43.7	June 2025	Install audible edge lines and shoulder sealing.
State Black Spot Program	1.0	0.3	June 2025	Blackspots on state roads.
Other road safety works	44.7	34.0	June 2025	Deliver safety works.
Pilbara Region				
Low-Cost Safety Program	48.1	46.8	June 2025	Install audible edge lines and shoulder sealing.
Other road safety works	20.0	11.2	June 2025	Deliver safety works.
South West Region				
Low-Cost Safety Program	0.9	0.9	June 2025	Install audible edge lines and shoulder sealing.
Other road safety works	31.4	27.0	June 2025	Deliver safety works.
Wheatbelt Region				
Low-Cost Safety Program	59.9	60.6	June 2025	Install audible edge lines and shoulder sealing.
State Black Spot Program	0.8	0.8	June 2025	Blackspots on state roads.
Other road safety works	49.9	41.2	June 2025	Deliver safety works.
Goldfields–Esperance Region				
Low-Cost Safety Program	19.2	19.4	June 2025	Install audible edge lines and shoulder sealing.
State Black Spot Program	1.3	0.3	June 2025	Blackspots on state roads.
Other road safety works	16.3	10.1	June 2025	Deliver safety works.
Kimberley Region				
Low-Cost Safety Program	10.5	9.6	June 2025	Install audible edge lines and shoulder sealing.
State Black Spot Program	0.4	0.4	June 2025	Blackspots on state roads.
Other road safety works	6.0	3.6	June 2025	Deliver safety works.



COMMUNITY ACCESS

Our aim is to improve personal mobility and access needs on the road network.

This program provides infrastructure including remote access roads; access for walking and cycling; improved access and mobility for people with a disability; integrated public transport; and improved amenities such as information bays, noise attenuation and landscaping.

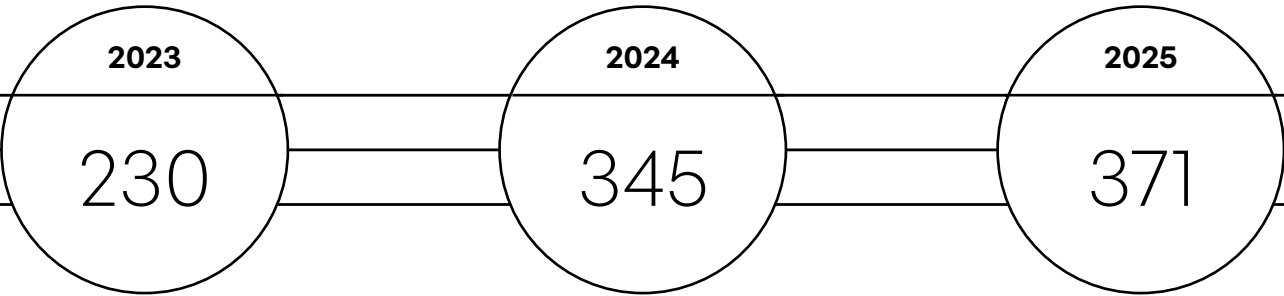
LOOKING AHEAD

- Works planned for next financial year include:
- continue upgrade works on remote access roads
  - improve pedestrian and cycling facilities
  - Gibb River Road – improve formation and drainage
  - support active travel initiatives across metropolitan area.
- Some of these are already underway. Visit the Projects and Initiatives section of our website to find out more.

PERFORMANCE

Community access	2022	2023	2024	2025 Target	2025 Actual	Status
% of the year that 100% of the Main Roads' State road network is available	87	75	83	95	83	⊗
% Community satisfaction with cycleways and pedestrian facilities	88	86	88	90	89	⊙
% of contracts completed on time	46	58	50	90	100	⊙
% of contracts completed on budget	85	83	88	90	100	⊙

Program expenditure \$ million



CASE STUDY

Perth’s skyline shines with stunning new landmark

- Architectural design celebrates Noongar culture
- Sophisticated and innovative lighting creates a stunning digital canvas to inform, educate and entertain
- A safe and scenic new crossing over the Derbarl Yerrigan

In December 2024, Perth’s skyline was transformed with the opening of Boorloo Bridge, an iconic new link between Victoria Park, Heirisson Island (Matagarup) and Point Fraser.

Project planning commenced in 2019 with the contract awarded in 2022, and construction starting in early 2023. Construction was by the Causeway Link Alliance bringing together Civmec, WSP, Seymour Whyte and Main Roads.

On opening day, Sunday 22 December 2024, hundreds of runners, cyclists, e-riders, roller bladers, families and 4-legged friends braved the hot conditions to explore the new Boorloo Bridge, before joining the celebrations at a free twilight community event.

The event culminated in a spectacular fireworks display before the bridge’s feature lighting entertained the crowds with a special opening sequence created for the event. More than 80,000 people crossed the bridge in its opening week.

The bridge, constructed 90 metres downstream from the Causeway Traffic Bridge, comprises 2 cable-stayed structures and a 1.1-kilometre, 6-metre wide segregated path. Key features are the 52-metre high boomerang-shaped pylon and two 46-metre high digging stick pylons. In recognising the strong cultural significance of the area to Aboriginal peoples, the Alliance delivered a culturally-sensitive legacy project that incorporates and highlights Noongar culture and heritage. Weathering steel was used for the construction, reflecting Western Australia’s mining heritage and the earthy tones of our outback.

Implementing the architectural and integrated lighting system on the bridge was technically challenging, requiring the project team to use wind tunnel testing and develop a large scale model. This was to evaluate the feasibility of maintenance of more than 17,000 LED lights which display static and dynamic lighting, images and messaging.

Boorloo Bridge and its thousands of users will benefit from further developments in the area including a major upgrade to McCallum Park, and the new Perth Entertainment and Sporting Precinct located nearby in Burswood Park.





# Government Goal – WA jobs plan

Diversifying the economy creating local jobs for the future

## KEY COMMUNITY ACCESS PROJECTS

Project	Total Project Cost (\$ million)	2024–25 Cost (\$ million)	Completion Date	Description
Goldfields–Esperance Region				
Outback Way – Seal Priority Sections	46.5	1.94	Mid 2026	Progressive sealing of approximately 46 kilometres.
Metropolitan Region				
Canning Bridge Bus Interchange	200.3	7.0	Late 2029	Upgrade of the Interchange east of the Canning River.
Causeway Cyclist and Pedestrian Bridge	105.9	5.9	Dec 2024	Construct a new pedestrian bridge alongside the Causeway.
Causeway Enabling Works and Activation	92.1	32.4	Dec 2024	Enabling activities and activation works.
Wheatbelt Region				
Moorine Rock to Mt Holland – Construct and Seal	60.0	27.5	Apr 2025	Upgrade roads for transport of lithium.

## STATE DEVELOPMENT

Our aim is to expand the road network in accordance with state and Commonwealth governments’ transport and land use strategies to support the state’s economic and regional development.

This program includes road network expansion, major infrastructure and bypass projects, predominantly making up the most complex works we deliver.

## LOOKING AHEAD

Works planned for next financial year include:

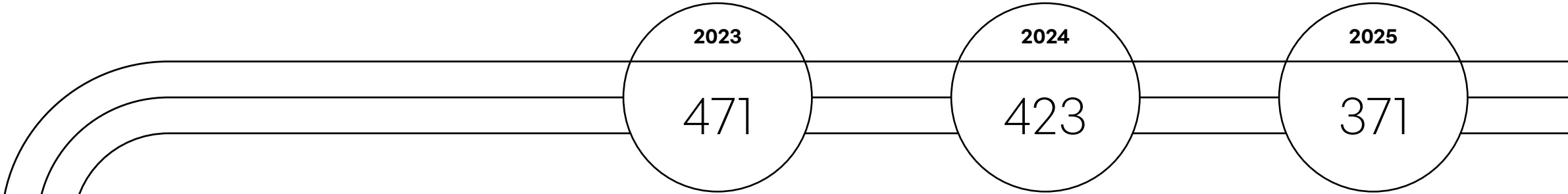
- Gibb River Road Upgrades
- Manuwarra Red Dog Highway
- Menang Drive and Chester Pass Road Grade Separation
- Nicholson Road, Garden Street and Yale Road Grade Separation
- Reid Highway, Altone Road and Daviot Road/ Drumpellier Drive Grade Separations
- Tonkin Highway Extension Thomas Road to South Western Highway

Some of these are already underway; visit the Projects and Initiatives section of our website to find out more.

## PERFORMANCE

State development	2022	2023	2024	2025 Target	2025 Actual	Status
Average return on construction expenditure	2.91	2.31	1.73	1.64	1.60	✓
% of contracts completed on time	100	100	75	90	100	✓
% of contracts completed on budget	100	100	100	90	100	✓

## Program expenditure \$ million





# Menang Drive and the changing face of Albany

- Largest road infrastructure project undertaken in our Great Southern Region
- Approximately \$50 million invested in local businesses
- Congestion eased with 2,000 vehicles a day taken off key arterial routes

Albany Ring Road (Menang Drive) marked its one-year anniversary on 18 May 2025. In its first 12 months of operation, the new 11-kilometre connection between Albany Highway and Princess Royal Drive has reduced congestion and improved road safety. It continues to support ongoing economic development and growth in the region.

Menang Drive takes more than 2,000 vehicles per day, including 800 trucks, off key arterial routes including Chester Pass Road and Albany Highway. These roads contain a combination of residential driveways and local accesses, schools, busy shopping centres and bulk retail outlets. They are also the principal routes into Albany for commuters and visitors.

The route is free-flowing with 3 uninterrupted interchanges at Albany Highway, South Coast Highway and Frenchman Bay Road.

Earlier this year, Albany was named the fastest growing local government area in the state. As the population continues to rise and residential and commercial

development expands the city beyond its current geographical boundaries, Menang Drive will continue to provide a safe, secure and uninhibited corridor for heavy vehicles looking to access the port.

These upgrades, in turn, help ensure long term viability for the Port of Albany which handles 3 to 4 million tonnes of import and export material each year and supports industries and jobs in the Great Southern Region.

Menang Drive was viewed as a game changer for contractors and suppliers. As the biggest road infrastructure project ever undertaken in the Great Southern Region, it brought investment of approximately \$50 million in local businesses – supporting jobs and investment over a 4-year construction period. Approximately \$6 million was spent engaging Aboriginal businesses and suppliers, while 10.5% of construction workforce hours were completed by local Aboriginal people.

Benefits of the project will be further enhanced following construction of a new flyover at the intersection of Menang Drive and Chester Pass Road, which will provide free-flowing access from Chester Pass Road all the way to the port. Substantive site works are expected to begin in late 2025.



## KEY STATE DEVELOPMENT PROJECTS

Project	Total Project Cost (\$ million)	2024–25 Cost (\$ million)	Completion Date	Description
Great Southern Region				
Menang Drive Chester Pass Road Grade Separation	60.0	4.0	Mid 2027	Construction of a single span, partial grade-separated interchange.
Metropolitan Region				
Nicholson Road, Garden Street and Yale Road Grade Separation	145.0	11.6	Mid 2027	Construction of a traffic bridge connecting Garden Street and Nicholson Road over the existing roundabout.
Reid Highway, Altone Road & Daviot Road and Drumpellier Drive Grade Separations	225.0	0.8	Late 2027	Construction of grade separations.
Tonkin Highway Extension Thomas Road to South Western Highway	755.0	25.8	Dec 2027	Extensions including grade separations at Thomas, Orton, and Mundijong Roads and SWH at Bishop Road.
Tonkin Highway Corridor Upgrades	100.0	1.5	Late 2027	Construction of a new interchange with Tonkin Hwy at North Ellenbrook.
Pilbara Region				
Manuwarra Red Dog Highway	380.0	6.8	2029	Construction of route linking Karratha and Tom Price.
Kimberley Region				
Gibb River Road Upgrade	160.0	7.7	Ongoing Program	Upgrade various, targeted high priority sections of the 647km long Gibb River Road.



ROAD MAINTENANCE

Our aim is to maintain the existing road and bridge network in a safe and serviceable condition while maximising asset life and minimising whole-of-life costs.

This program covers the maintenance of all road, bridge and ancillary assets, road verges and reserves. Works include routine and periodic maintenance and reconstruction when the primary reason for maintenance is pavement failure.

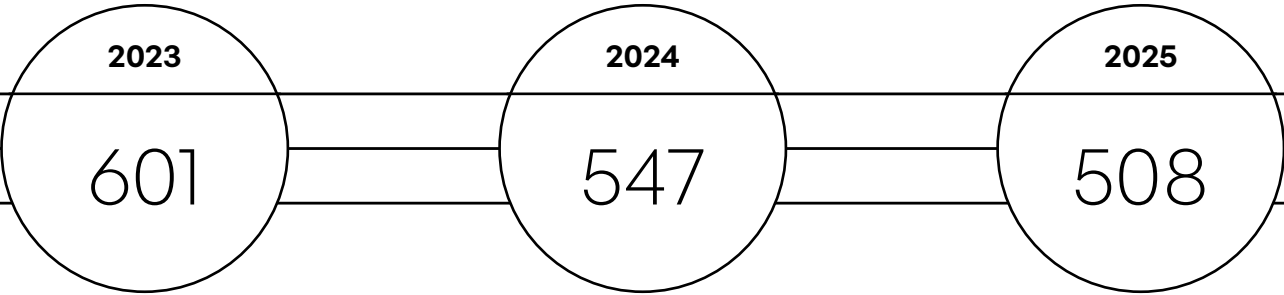
LOOKING AHEAD

- Works planned for next financial year include:
- rehabilitate switchboards or wiring for lighting circuits
  - progress resurfacing and rehabilitation works
  - progress shoulder reconditioning and sealing works
  - continue to plan and deliver in the regions’ 10-year Network Development Plans
  - continue to prepare Metropolitan Route Development and Asset Management Plans.

PERFORMANCE

Road maintenance	2022	2023	2024	2025 Target	2025 Actual	Status
% smooth travel exposure	n/a	98	n/a	98	n/a	n/a
% community satisfaction road maintenance	85	82	85	90	85	✓
% preventative maintenance indicator	86	89	90	85	90	✓
Average \$ cost of network maintenance per lane kilometre of road network	8,373	10,232	9,892	9,879	9,089	✗

Program expenditure \$ million



Final transition to in-house maintenance

- Final transition to in-house maintenance complete
- More than 550 permanent positions filled across the regions
- Almost \$4.5 million invested in new or improved offices and maintenance depots
- 119 Aboriginal contractors are now part of the regional panel contracts for in-house maintenance

The final phase of the initiative to return road maintenance works in-house was completed in November, with the Kimberley Region the final to transition over.

Announced in April 2022, the initiative was designed to shift from contracting out road maintenance to a new model involving in-house delivery of road maintenance and some minor capital works. The business model relied on us being able to transition skilled workers with road maintenance contractors to becoming our employees.

More than 550 permanent positions are now filled, with the transition complete across our regions and the Incident Response Service. More than 420 of these jobs

have been filled by employees previously working for contractors. Many of these workers now receive better pay, conditions and, most importantly, have permanent jobs with us.

More than 200 vehicles have been leased across the state since the transition commenced, along with 31 new staff houses purchased or leased in Broome, Port Hedland, Karratha, Newman, Onslow, Geraldton, Northam, Narrogin and Kalgoorlie.

Additionally, almost \$4.5 million has been invested in new or improved offices and maintenance depots in Manjimup, Onslow, Jurien Bay, Broome, Karratha, Esperance, Northam, Katanning, Wedgefield, Newman and Hazelmere.

Since the transition to in-house maintenance commenced, the number of our employees who identify as Aboriginal or Torres Strait Islander has increased from 30 people in June 2022 to 115 people as of 30 June 2025. A total of 119 Aboriginal contractors form part of the regional panel contracts. This represents 25% of the total number of contractors on the regional panel contracts.





KEY ROAD MAINTENANCE PROJECTS

Project	Total Cost (\$ million)	2024-25 Cost (\$ million)	Completion Date	Description
Great Southern Region				
Maintenance Delivery – Roads	22.7	23.0	June 2025	Delivery of road maintenance.
Reseal Program	5.8	6.1	June 2025	Resurfacing program.
Metropolitan Region				
Maintenance Delivery – Roads	41.2	43.3	June 2025	Delivery of road maintenance.
Rehabilitation	0.8	0.7	June 2025	Maintenance of the network.
Reseal Program	24.5	16.8	June 2025	Resurfacing program.
Mid West – Gascoyne Region				
Maintenance Delivery – Roads	29.0	30.5	June 2025	Delivery of road maintenance.
Reseal Program	8.9	9.1	June 2025	Resurfacing program.
Pilbara Region				
Maintenance Delivery – Roads	21.2	24.2	June 2025	Delivery of road maintenance.
Reseal Program	3.1	3.4	June 2025	Resurfacing program.
South West Region				
Maintenance Delivery – Roads	26.3	27.9	June 2025	Delivery of road maintenance.
Reseal Program	12.0	11.2	June 2025	Resurfacing program.
Wheatbelt Region				
Maintenance Delivery – Roads	26.0	26.4	June 2025	Delivery of road maintenance.
Rehabilitation	4.9	9.7	June 2025	Maintenance of the network
Reseal Program	9.7	9.7	June 2025	Resurfacing program.
Goldfields–Esperance Region				
Maintenance Delivery – Roads	25.5	23.8	June 2025	Delivery of road maintenance.
Rehabilitation	5.2	4.8	June 2025	Maintenance of the network.
Reseal Program	8.4	10.7	June 2025	Resurfacing program.
Kimberley Region				
Maintenance Delivery – Roads	17.8	20.5	June 2025	Delivery of road maintenance.
Reseal Program	3.0	3.1	June 2025	Resurfacing program.





# Government Goal – Investing in WA’s future

Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities

## ROAD EFFICIENCY

Our aim is to improve the efficiency, capacity, and utilisation of the existing road network as part of a total transport network.

This program includes projects delivering geometric improvements, road widening, bridge strengthening and retrofitting to incorporate intelligent transport capabilities.

## LOOKING AHEAD

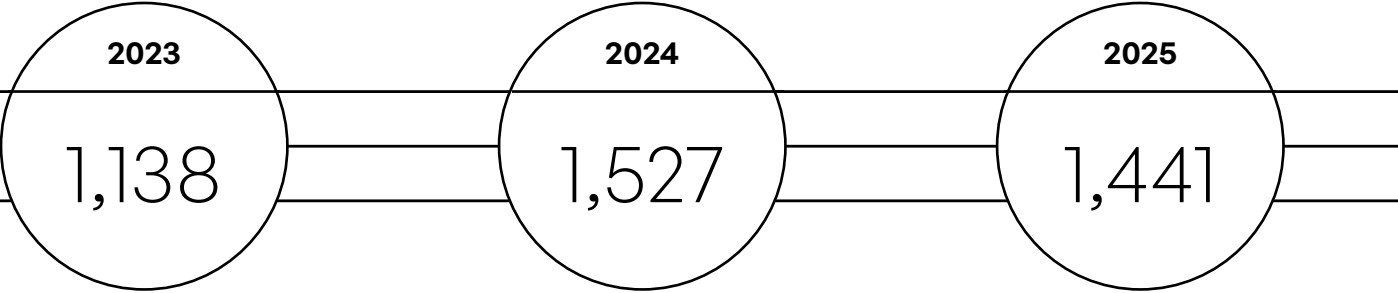
- Works planned for next financial year include:
- Queen Victoria Street – Fremantle Traffic Bridge (Swan River Crossing) Construct New Bridge
  - Thomas Road – South Western Highway to Tonkin Highway Dual Carriageway
  - Tanami Road Upgrade
  - Toodyay Road Upgrade
  - Tonkin Highway Grade Separations at Hale and Welshpool
  - Great Eastern Highway Upgrades
  - Marble Bar Road Upgrade
  - Great Northern Highway – Newman to Katherine Corridor – Broome Upgrade Stage 1
  - Great Northern Highway Bindoon Bypass – Construct New Alignment
  - Forrest Highway Glen Iris– New Intersection and Road Connection.
- Some of these are already underway. Visit the Projects and Initiatives section of our website to find out more.

## PERFORMANCE

Road efficiency and road system management			2022	2023	2024	2025 Target	2025 Actual	Status
% network configuration	Roads		94	94	94	94	94	✓
	Bridges	Strength	94	94	94	94	94	✓
		Width	96	96	96	96	97	✓
% of contracts completed on time			68	59	50	90	68	✗
% of contracts completed on budget			91	85	90	90	86	✓



Program expenditure \$ million





## Major milestone for the South West

- Wilman Wadandi Highway is South West Region’s largest road infrastructure project
  - Opened December 2024, the 27-kilometre, 4-lane highway connects Forrest Highway and Bussell Highway
  - Construction supported local communities throughout the project
- Wilman Wadandi Highway, a \$1.46 billion project, is named in honour of the Wilman and Wadandi peoples, Traditional Custodians of the lands at either end of the highway.

Up to 20,000 vehicles daily use the new highway, significantly cutting traffic volumes around Bunbury. Road users are enjoying travel time reductions of up to 18 minutes, avoiding 13 sets of traffic lights on their journey to key tourism hubs in WA’s south-west.

Wilman Wadandi Highway consists of 11 bridges, 4 grade-separated interchanges, 19 fauna crossings and 17 kilometres of shared path and infrastructure providing a safe, accessible route for cyclists and pedestrians.

- Throughout the project, the South West benefited from economic and social gains, due to an innovative approach to local business engagement, skills development and inclusive employment.
- Key achievements include:
- overall investment of more than \$611 million in 387 local businesses
  - investment directed to 33 Aboriginal businesses – \$66 million
  - Yaka Dandjoo future skills program supported local people of all ages into the construction industry through a variety of pathways. There were 13 cohorts that resulted in 191 graduates of which 54% female, 43% youth, 60% Aboriginal peoples and 24% mature age people. The program saw 125 people employed, 114 on the project.
  - graduates from the above program secured, in many cases, long term employment or apprenticeships
  - job creation totalled more than 4,500 positions during the construction phase.
- Beyond improving travel efficiency and safety for all road users, Wilman Wadandi Highway construction supported local communities throughout the project – setting a new benchmark for infrastructure projects in Western Australia.

### KEY ROAD EFFICIENCY PROJECTS

Project	Total project cost (\$ million)	2024–25 Cost (\$ million)	Completion Date	Description
Metropolitan Region				
Stephenson Avenue Extension	287.7	120.8	Late 2025	Extend Stephenson Avenue from Howe Street to Mitchell Freeway and Cedric Street Interchange.
Swan River Crossing	430.0	167.0	Late 2026	Replacement of the existing Fremantle Traffic Bridge.
Mitchell Freeway – Hodges to Hepburn	276.0	61.4	Dec 2024	Construct an additional Lane southbound from Hodges Drive to Hepburn Avenue.
Smart Freeways Mitchell Freeway Corridor	219.0	33.9	Dec 2024	Widening and implementation of an Intelligent Transport System
Thomas Road – South Western Highway to Tonkin Highway #	290.0	5.9	Dec 2028	Grade separated interchange at the intersection of Tonkin Highway and Thomas Road. Construction of new PSP along the southern verge of Thomas Road.
Pilbara Region				
Marble Bar Road	60.0	1.3	Apr 2026	Upgrade between Roy Hill Mine and McPhee Mine to a 2-lane sealed road.
Great Northern Highway Newman to Port Hedland	65.0	31.3	Mid 2026	Construct overtaking lanes between Newman and Port Hedland.
South West Region				
Bussell Highway Duplication	170.0	51.2	Apr 2025	Construction of a dual carriageway between Capel and Busselton.
Wilman Wadandi Highway (BORR)	1,464.7	310.3	Dec 2024	Construction of high standard rural highway.
Forrest Highway – Glen Iris #	20	6.7	Mid 2027	Connect Vittoria Road with Forrest Highway with turn pockets and wide swept path.
Mandurah Estuary Bridge	148.8	78.3	Late 2025	Duplication of the existing Mandurah Estuary Bridge.
Wheatbelt Region				
Bindoon Bypass	275.0	6.8	Mid 2029	Construct a new 64-kilometre link between Chittering Roadhouse and New Norcia.
Toodyay Road Upgrade	80	4.6	Jul 2027	Realignments of sub-standard curves, intersection improvements, provision of passing lanes and seal widening from Dryandra to Toodyay.



Project	Total project cost (\$ million)	2024–25 Cost (\$ million)	Completion Date	Description
Goldfields–Esperance Region				
Great Eastern Highway Upgrades	250.0	19.2	Jun 2029	Upgrade works involving realignment, widening, bridge works, passing lanes, intersection improvements, rest areas and improvements to drainage.
Goldfields Highway Wiluna to Meekatharra	20.0	3.0	Jul 2024	Construct and seal 17 kilometres at two priority locations.
Kimberley Region				
Great Northern Highway – Ord River North Section – Stage 2 #	58.5	2.5	Nov 2024	Widen and overlay 11.65 kilometres and construct a new bridge over Tickalara Creek.
Great Northern Highway – Ord River North Section – Stage 3	44.0	18.1	Late 2025	Widening, overlay, reconstruction, and realignment on GNH and design and construction of a new bridge over Frog Hollow Creek.
Duncan Road and Gordon Downs Road #	51.0	1.7	Dec 2025	Road and drainage improvements, sealing flood ways and gravel sheeting.
Great Northern Highway – Newman to Katherine Corridor	35.8	5.5	Late 2026	Seal widening, bridge improvements and rehabilitation – Broome Upgrade Stage 1.
Brooking Channel Bridge Replacement	107.1	65.3	Nov 2024	Design and construction of a new two-lane bridge over Brooking Channel.
Tanami Road Upgrade	542.8	62.1	Mid 2033	Upgrade and sealing of the WA section.
Mid-West – Gascoyne Region				
Indian Ocean Drive – Jurien Bay to Brand Highway	82.0	64.5	Apr 2025	Realign, improve, widen and construct overtaking lanes.

ROAD MANAGEMENT

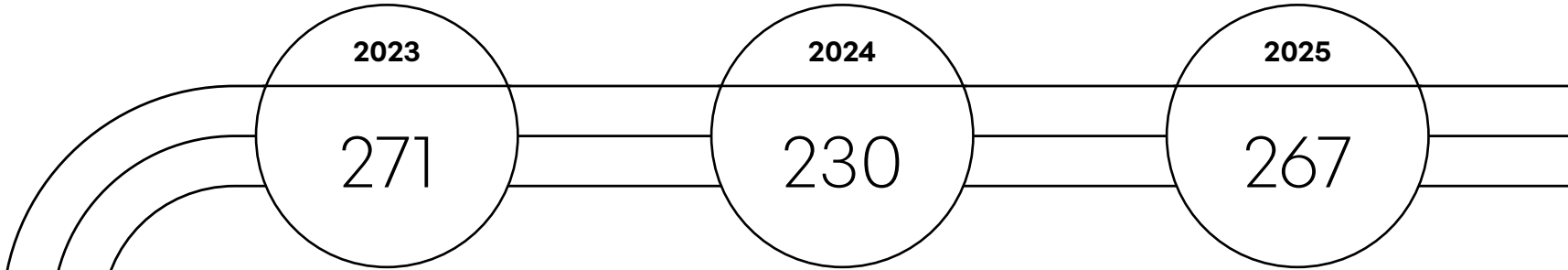
Our aim is to optimise real-time traffic management of the network, provide traveller information, improve asset management planning, and support service delivery.

This program of activities manages and operates the road network, the Road Network Operations Centre, road safety support, Heavy Vehicle Services, Network Operations and Planning and Technical Services.

PERFORMANCE

Road Efficiency And Road System Management				2022	2023	2024	2025 Target	2025 Actual	Status
% community satisfaction overall performance				89	88	89	90	89	✓
% road network permitted for use by heavy vehicles	B Double – 27.5m			98	98	98	97	98	✓
	Double road trains – 27.5m			98	98	98	97	98	✓
	Double road trains – 36.5m			82	82	82	80	83	✓
	Triple road trains – 53.5m			44	45	44	45	44	✓
Average \$ cost of network management per million vehicle km travelled				6,701	7,128	8,115	6,900	9,531	✗

Program expenditure \$ million



LOOKING AHEAD

- Projects and activities planned for next financial year, include the following:
- Nicholson Road, Garden Street and Yale Road Grade Separation
  - Tonkin Highway Corridor Upgrades – North Ellenbrook Interchange
  - Replacement of Fremantle Traffic Bridge – minimise traffic impact

- Progressing of our Roadmap for Cooperative ITS
  - Delivery of reduced speed limits at all Children’s Crossings across WA
  - Continue working with Austroads to undertake the national launch of AusRAP
- Some of these are already underway. Visit our website to find out more.



# Smart freeways transforming Perth’s daily commute

- Smart freeway technologies make best use of existing assets
- Morning peak travel-times reduced by 6 minutes on Kwinana Freeway northbound and 7 minutes on Mitchell Freeway southbound to date
- More than 2,200 pieces of technology deployed across these 2 smart freeways

Smart freeway technologies are transforming our freeway network in Perth by getting more from existing roads – improving safety, delivering enhanced driver information, managing congestion and cutting travel times during peak periods.

The first smart freeway began on Kwinana Freeway northbound in August 2020, with more than 800 pieces of technology deployed. More than 4 years on, motorists continue to experience safer, more efficient journeys. On Kwinana Freeway northbound, an average 6 minutes of travel time is saved from Farrington Road to Narrows Bridge during morning peak, 6 am to 9 am, despite a 36% increase in vehicle volumes near Narrows Bridge. There has been a 52% reduction in fatal and serious injury crashes, reinforcing smart technology’s role in enhancing road safety.

Meanwhile, the new smart freeway on Mitchell Freeway southbound has delivered more than 1,400 pieces of technology, including road sensors, coordinated ramp signals, CCTV cameras, incident detection sensors, digital signs and overhead gantries. To date, the project has achieved a 7-minute time saving for travel from Hester Avenue to Vincent Street during morning peak traffic period against a backdrop of fast-growing northern suburbs in the Perth metropolitan area.

Smart technology allows our Road Network Operations Centre to actively manage the freeway in real time by controlling the flow of traffic, providing better driver information to the public, opening and closing traffic lanes and adjusting speed limits in response to incidents and congestion. By using technology, we are optimising the use of our existing roads and making journeys safer, smoother and more reliable for all road network users.

These projects have paved the way for the future of the smart freeway network in Western Australia – getting the most out of existing infrastructure through the use of technology and smarter operations to provide safe and sustainable benefits for all commuters.

To learn more about smart freeways or upcoming projects visit our website.



## NETWORK OPERATIONS

### PRIME MINISTER VISITS ROAD NETWORK OPERATION CENTRE

Prime Minister Hon Anthony Albanese MP paid a visit to our Road Network Operations Centre in June 2025 along with WA Premier Hon Roger Cook MLA, Deputy Premier Hon Rita Saffioti MLA Minister for Transport and federal Minister for Infrastructure, Transport, Regional Development and Local Government Hon Catherine King MP. A Budget announcement for further investment in Kwinana Freeway was outlined. The \$700 million investment is jointly funded by the Australian and Western Australian governments. It adds around 50% capacity to the upgraded section of Kwinana Freeway in both directions, easing congestion and improving safety and reliability for motorists travelling to and from the city every day.

### TRAFFIC WARDEN CONTROLLED CHILDREN’S CROSSINGS SPEED LIMIT REDUCTION

A \$10 million expansion of the School Zones and Children’s Crossing Program is allowing for the expansion of the 40 km/h speed limit to all Children’s Crossings that fall outside of existing designated school zones. The program, now well underway, is installing electronic speed limit signage at sites where current speed limits are 60 km/h or above and static signage where speed limits are 50 km/h. The changes will mean all Children’s Crossings across Western Australia will be located within 40 km/h speed zones during school pick-up and drop-off.

## PERFORMANCE-LED INNOVATIONS AT TRAFFIC SIGNALS

Performance-led innovations at traffic signals (PLIaTS) is a small annual program used to investigate and trial new technologies and innovations at traffic signals that seek to improve safety and efficiency for road users. This year, we have partnered with the Armadale Line Upgrade Alliance to implement LED tactile ground surface indicators at a signalised pedestrian crossing within the new Cannington Station. The addition of the new technology will provide brightly lit visible LED tactiles at the crossing to primarily assist pedestrians as a visual aid, whilst also improving visibility of the crossing for bus drivers. These devices have been installed within the new station and will be trialled next year to assess their impact on improving safety outcomes, with an evaluation report to follow for further consideration.

## ITS AUSTRALIA AWARDS

We had a standout presence at the 15th ITS (Intelligent Transport System) Australia Awards, held for the first time in Perth in February this year. The national event brought together leaders from across Australia and the globe in the ITS industry, celebrating innovation and collaboration and shaping the future of mobility – particularly here in Western Australia. We were proud to be a finalist in 5 categories and celebrated a milestone by winning the Excellence in Research and Development Award for the Real-Time Decision Support Tool. This tool was developed with Aimsun and iMove for the Smart Freeway Mitchell Southbound Project. The 2025 ITS Australia Awards not only celebrated national excellence but also cemented Western Australia’s leadership in smart transport innovation, with us at the forefront.

## TRAFFIC MANAGEMENT SERVICES

This year, the team worked relentlessly on a number of important traffic management tasks, including more than 1,200 design reviews, assessment of over 150 advertising applications, review of approximately 140 development applications and more than 110 Children’s Crossings. The team also undertook over 900 speed zoning reviews and progressed proposals for more than 150 new and modified traffic signals.

All Children’s Crossings across Western Australia will be located within 40 km/h speed zones during school pick-up and drop-off



## HEAVY VEHICLE SERVICES

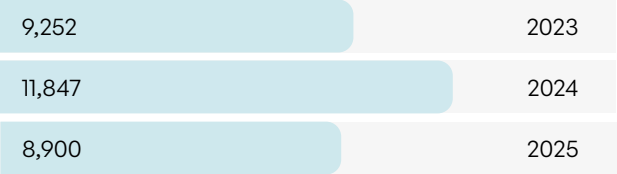
We are the heavy vehicle regulator for Western Australia and are responsible for:

- facilitating and regulating movement of restricted access vehicles across WA
- ensuring heavy vehicle compliance and enforcement activity in WA
- providing a one-stop shop for permits and traffic escort services for oversize, overmass movements
- administering the Heavy Vehicle Pilot Licensing Scheme, WA Heavy Vehicle Accreditation (WAHVA) Scheme and the training and certification of WAHVA Scheme auditors. We have 5,249 transport operators enrolled in the WAHVA Scheme
- working with industry groups and other government agencies at a state and national level to improve heavy vehicle safety, productivity and equity of services across the freight transport industry.

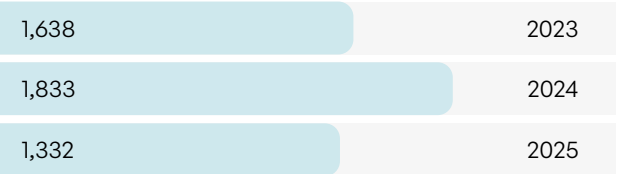
By working with the National Heavy Vehicle Regulator, we enable the movement of restricted access vehicles between Western Australia and other states. Last year, Heavy Vehicle Services issued a total of 35,761 permits.

### NUMBER OF PERMITS ISSUED

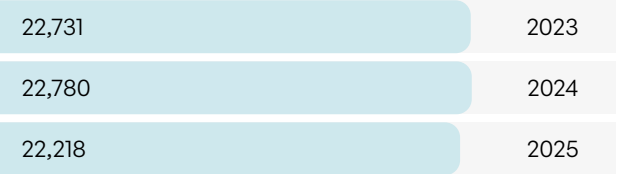
#### Single trip permits



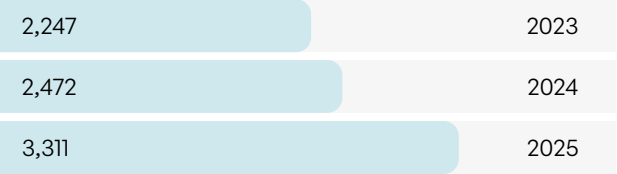
#### Traffic escort bookings



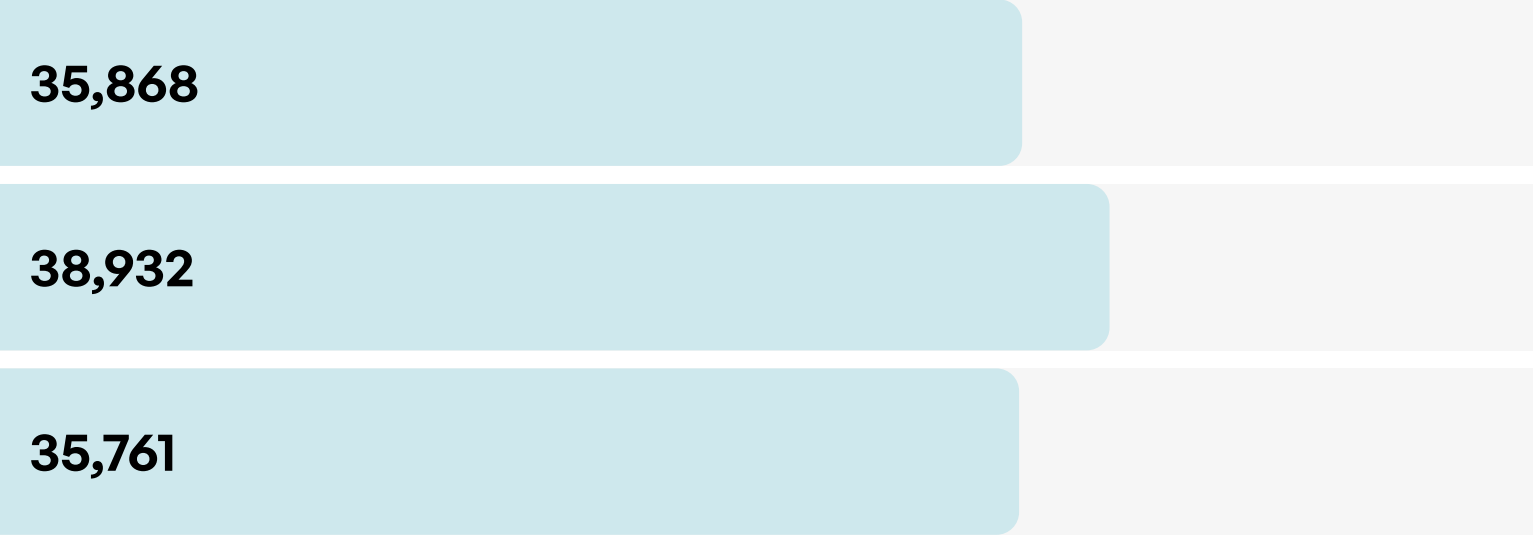
#### Period permits



#### Special purpose vehicle permits



#### Total



### HEAVY VEHICLE SAFETY AND INNOVATION

In partnership with the WA transport industry, we continue to lead the way nationally through innovation that improves safety, productivity and efficiency. We support innovation that leads to safer and higher productivity vehicles through the WA Performance Based Standards (PBS) scheme. Since 2015, we have approved 173 PBS vehicle designs, with 657 combinations now operating. Operators report up to 25% efficiency gains, reducing congestion and emissions. An Austroads report on the benefits of PBS vehicles found there would be a 66% reduction in heavy vehicle crashes if the entire national road freight task was undertaken by PBS vehicles.

We have also promoted heavy vehicle safety technologies, which are mandatory for certain heavy vehicle combinations or on predetermined routes, such as fatigue and distraction monitoring, onboard mass management systems and improved electronic braking systems and stability controls. Powered trailer systems have also been approved, in principle and may be trialled soon.

We have also supported a WA heavy vehicle recovery company in re-engineering an underlift tow truck. By adapting the mechanism for use on a semi-trailer, it has resolved safety and loading issues found in rigid models, resulting in a safer, more road-friendly recovery vehicle now operational in WA. We will continue to partner with the transport industry in safety and innovation initiatives and look forward to trialling new heavy vehicle technology in the future.

### ROADSIDE COMPLIANCE MANAGEMENT SYSTEM

This year we successfully implemented the Roadside Compliance Management System (RCMS) to enhance heavy vehicle compliance and improve national data sharing capabilities. The system enables transport inspectors to access real-time compliance information across our regions directly at the roadside. It replaces outdated manual processes with a mobile digital platform, allowing for the immediate recording and printing of inspection outcomes such as infringements and defect notices. This has significantly improved operational efficiency, reduced processing time and enhanced customer engagement. The RCMS also strengthens our ability to conduct intelligence-led operations by integrating with national compliance databases and contributing to safer roads and more effective protection of transport infrastructure.

### FREIGHT VEHICLE PRODUCTIVITY IMPROVEMENT

We have completed the delivery of \$26 million of improvements for the freight industry, funded through the Freight Vehicle Productivity Improvement Program (FVPIP)-Stage 1. The focus of this stage was providing better fatigue management and improved, modern facilities at sites throughout the state. The works delivered were in the Pilbara, Mid West – Gascoyne, Goldfields and South West regions. Stage 2 of the program is valued at \$24 million and is underway with final delivery of these projects expected by the end of 2027.

### CROSS-BORDER SUCCESS IN HEAVY VEHICLE COMPLIANCE

Operation Twilight brought together teams from Western Australia and South Australia for a 10-day road transport compliance initiative. The operation was a joint effort bringing together our teams working with WA Police and the National Heavy Vehicle Regulator with a strong focus on safety, compliance and industry engagement. Phase 1 involved marked patrol vehicles on key freight routes between Perth, Kalgoorlie, Esperance and Eucla while phase 2 was a 24/7 operation at the WA and SA border ensuring every heavy vehicle crossing was inspected. The operation involved the interception of 241 heavy vehicle combinations (754 vehicle units), 105 weight assessments and resulted in 123 compliance-related offences. Our transport inspectors used tools like portable ‘Weigh-in-Motion’ systems and mobile vehicle inspection trailers to ensure vehicles met all safety and accreditation standards. Meanwhile, WA Police enforced speed limits and conducted alcohol and drug testing to keep our roads safe.



PLANNING AND  
TECHNICAL SERVICES

NETWORK LIDAR PROJECT

Our network LiDAR (light detection and ranging) project involves the largest AiRAP data collection to date in the world. Our partnership with Anditi has revolutionised road safety assessments using the AiRAP approach – an accelerated and intelligent road assessment program. This approach automatically detects road infrastructure data applied across almost 20,000 kilometres of our roads. It is part of our goal of star-rating 80% of WA’s most travelled network. Our network LiDAR project ‘Enhancing Road Safety through AiRAP and LiDAR’ was one of the finalists for the prestigious International Road Federation (IRF) Technology and Innovation Award at the 2024 IRF World Congress in Istanbul. Being recognised as a finalist for this award reflects the commitment of this partnership and celebrates our dedication and ingenuity in shaping the future of road transport and road safety on a global scale.

COMPASS IOT

We have procured and manage the whole of government licence of road intelligence company Compass IoT. It is the only provider in Australia for cloud-connected, in-vehicle data and was made accessible to the whole of government in April, thanks to funding by the Road Safety Council. It is estimated there are more than 1 million connected vehicles in Australia producing data providing insights about our road networks and their use. With this number expected to grow 10 times by 2030, access to this data is a must. This information will enable a proactive approach to road safety, planning and design, allowing for comprehensive risk assessments as well as facilitating driver behaviour analyses.

ENTERPRISE ASSET MANAGEMENT

As part of our commitment to operational excellence and future readiness, we have initiated a major program to replace our legacy enterprise asset management (EAM) system, which has reached the end of its life. This strategic investment will enable more effective asset planning, enhance maintenance performance and support data-driven decision-making throughout the organisation. Our goal is to select a modern, cloud-based EAM platform aligning with the industry’s best digital engineering practices while incorporating emerging technologies. These include AI and IoT (Internet of Things – technology networks with capacity to exchange or connect data with other networks, via the internet). Our program includes business process transformation, data migration and change management to ensure a smooth transition. This initiative lays the foundation for a more connected, resilient and efficient asset management capability – optimising reliability, availability and efficiency for WA’s road network.

As part as our commitment to operational excellence we are replacing our asset management system to give us a more connected, resilient and efficient asset management capability

STRATEGIC RESEARCH,  
INNOVATION AND  
COLLABORATION

Our long term planning and responses to evolving challenges are supported by undertaking leading-edge road and transport research through partnerships and collaborations including those with:

- Austroads
- National Transport Research Organisation
- Western Australian Road Research and Innovation Program
- Planning and Transport Research Centre
- Sustainable Built Environment National Research Centre
- iMove
- Western Australian Centre for Road Safety Research.

Our internal Innovation and Research (I&R) program encourages our people to collaborate, learn, solve problems and explore new and innovative opportunities, working together with the organisations listed above as well as universities, Cooperative Research Centres and the private sector. Over the year, 9 new I&R projects were approved ranging from adapting linear infrastructure to extreme heat, assessing stopping sight distance using network LiDAR, establishing testing specifications for self-consolidating concrete and creating a Power App to collect flood data.

We also support university students participating in the Cooperative Education for Enterprise Development (CEED) program. The program offers real life research projects for students sponsored by business, government and not-for-profit enterprises. During the year, we sponsored 3 CEED projects and worked with students to undertake cutting-edge research.





3

Customers

## Provide a transport network centred on what our customers need and value

Our aim is to better understand customers, their needs and expectations, aiming for relationships built on open communication, transparency and trust and to take responsibility for delivering services which meet their requirements.

This program of activities keeps our customers informed of progress and seeks their feedback to ensure their needs are met. It includes providing transport infrastructure and services that meet their needs and delivering consistent, accurate and timely communications.

### LOOKING AHEAD

Projects and activities planned for next financial year include:

- reviewing usage of our Travel Map website and investigating potential improvements
- preparing a report on options for public art information at our public art locations around Western Australia
- developing a plan to implement actions from our digital framework review
- respond to findings from our website audit to improve communications and engagement
- completing an audit of all tourist destination signage across WA
- implementing and meeting the requirements of Privacy Responsible Information Sharing legislation.

### PERFORMANCE

Community satisfaction with	2022 %	2023 %	2024 %	2025 Target %	2025 Actual %	Status
Main Roads overall	89	88	89	90	89	✓
Road safety	91	89	90	90	89	✓
Provision of cycleways and pedestrian facilities	88	86	88	90	89	✓
Road maintenance	85	82	85	90	85	✓
Sustainability	88	86	87	90	88	✓
Environmental management	88	87	88	90	89	✓
Increase in the number of recipients of our project updates	-33	14	17	20	25.7	✓
Enquiries resolved at first point of contact with our Customer Information Centre	98	98.5	98	80	98	✓



## Resilience in the face of Zelia

- Tropical Cyclone Zelia made landfall mid-February 2025
- New flood-monitoring cameras played a critical role in decision making
- About \$2 million was spent repairing damage from the event

As Tropical Cyclone Zelia approached landfall in mid-February 2025, the Pilbara Region began implementing its action plan to ensure road users and the local community were kept safe.

Office equipment, depots and project sites were secured while selected maintenance staff were mobilised to critical parts of the network, and remaining staff moved to work from home arrangements.

A dedicated incident management team was deployed to work alongside the Department of Fire and Emergency Services (DFES), the principal hazard management agency for this incident, meeting multiple times each day to share information and make decisions related to the road network.

Our maintenance and construction manager joined the DFES aerial surveillance team to assess initial damage to sections of Great Northern Highway, Marble Bar Road and Ripon Hills Road to gain a better understanding of the extensive flooding and damage to the network, and the clean-up required.

Pilbara Region’s new intelligent transport system (ITS) flood-monitoring cameras played a critical role in the decision-making process to close roads, with advice on closures provided to the community through advance weather warnings on social media and through online news stories.

The ITS camera at the remote Oakover River identified a truck driver washed from the floodway and stranded on top of his truck. This enabled us to respond immediately resulting in a helicopter being deployed for rescue: An example of where new technology is providing responders with information in a more timely manner, resulting in better outcomes for the community.

Although Zelia weakened as it approached land, it brought destructive wind gusts and heavy rainfall causing flooding and significant damage, particularly to Great Northern Highway which was flooded between Marble Bar Road and De Grey River Bridge for an extended period. The flooding isolated the Pilbara and Kimberley communities from southern Western Australia.

In the 3 weeks that followed, contractors were brought in to reinstate lost pavement, complete surfacing and shoulder work, remove debris and replace line marking – ensuring roads were safe enough to reopen. Approximately \$2 million has been spent to repair damage from the event, with further work on Marble Bar Road and Ripon Hills Road to continue into 2026.



## BUILDING STRONG RELATIONSHIPS

We recognise that our diverse stakeholders have unique interests shaped by their interactions with our business and its impact on them. While our road network is vast, building strong connections with these groups is essential to effectively providing services and building infrastructure.

We consider our stakeholders to be any individual or organisation that is impacted by the services we provide. We have adopted the *AA1000 Stakeholder Engagement Standard* to help us design, implement and assess our stakeholder engagement activities and to ensure we deliver sustainable results. The Standard’s principles of inclusivity, materiality, responsiveness and impact guide our engagement approach.

The following table provides a snapshot of our primary stakeholder groups, their importance to us, how we engage with them and typical issues that arise.

WHY WE ENGAGE	KEY CONCERNS	HOW WE ENGAGE
<b>Customers</b>		
<ul style="list-style-type: none"><li>• Customer experience is at the centre of everything we do</li><li>• Communities rely on our road network</li><li>• Our customers can be impacted by our projects and initiatives and in the use of our services</li></ul>	<ul style="list-style-type: none"><li>• 24/7 communications</li><li>• Network efficiency</li><li>• Incident management</li><li>• Fault reports</li><li>• Safety and maintenance</li><li>• Emergency response</li><li>• Road safety</li><li>• Project impacts</li><li>• Environmental and heritage care</li></ul>	<ul style="list-style-type: none"><li>• Traditional and social media</li><li>• Website, dedicated project pages</li><li>• Project updates by direct email</li><li>• 24/7 call centre</li><li>• Real-time traffic updates</li><li>• Letter drops, pop-up displays</li><li>• Customer hubs</li><li>• On-scene liaison</li><li>• Meetings</li><li>• Surveys</li></ul>
<b>Our people</b>		
<ul style="list-style-type: none"><li>• Our employees and contractors work across WA enabling us to deliver projects and services to our customers</li><li>• Our people are the most critical factor in building and maintaining the State road network for our customers</li></ul>	<ul style="list-style-type: none"><li>• Attraction and retention</li><li>• Reward and recognition</li><li>• Industrial relations</li><li>• Training and development</li><li>• Safety, health and wellbeing</li><li>• Diversity, equity and inclusion</li></ul>	<ul style="list-style-type: none"><li>• In person, in the workplace and on projects</li><li>• Intranet updates and site visits</li><li>• Events and meetings</li><li>• Teambuilding exercises</li><li>• Internal newsletters</li><li>• Values-driven organisation</li><li>• Strong governance</li><li>• Performance Development Plans</li></ul>



WHY WE ENGAGE	KEY CONCERNS	HOW WE ENGAGE
<b>Contractors and suppliers</b>		
<ul style="list-style-type: none"><li>• Our contractors and suppliers enable us to deliver infrastructure projects and maintain the road network</li><li>• They provide a range of services – from manufacturing to construction and employment</li></ul>	<ul style="list-style-type: none"><li>• Supporting local suppliers and free trade</li><li>• Supporting Aboriginal and disability enterprises</li><li>• Good contract management practices</li><li>• Timely payments</li><li>• Quality products</li><li>• Industry sustainability</li></ul>	<ul style="list-style-type: none"><li>• Industry forums and briefings</li><li>• Contracts and purchase agreements and strong governance practices</li><li>• Formal agreements</li><li>• Meetings</li><li>• Engage in person, in the workplace and on project sites</li></ul>
<b>Portfolio partners</b>		
<ul style="list-style-type: none"><li>• Our Transport Portfolio partners share our role of enabling the movement of people and freight in WA</li><li>• We work with our Portfolio partners to deliver services and infrastructure to our customers</li></ul>	<ul style="list-style-type: none"><li>• Coordination of operations and infrastructure</li><li>• Minimise disruption to customers</li><li>• Network and system integration</li><li>• Separation of duties</li><li>• Understanding unfamiliar technology</li></ul>	<ul style="list-style-type: none"><li>• Project governance and oversight meetings</li><li>• Agreements and transparency of operations</li><li>• Collaborating to achieve common outcomes</li><li>• Sharing resources and skills and knowledge</li><li>• Project interface and engagement</li></ul>
<b>Other government agencies</b>		
<ul style="list-style-type: none"><li>• We operate at the direction of the Western Australian Government; its mandate sets our work program</li><li>• The federal government provides partial funding for some of our infrastructure projects</li><li>• Local governments are responsible for local roads across WA; they provide critical transport infrastructure</li></ul>	<ul style="list-style-type: none"><li>• Ensuring cooperation and coordination</li><li>• Identify and address intersecting responsibilities</li><li>• Ensuring impartiality</li><li>• Balancing priorities and competing demands</li><li>• Understanding communities’ needs</li><li>• Unfamiliar processes and mechanisms</li><li>• Differing priorities and timelines</li><li>• Service interruptions</li><li>• Infrastructure impacts</li></ul>	<ul style="list-style-type: none"><li>• Forums and conferences</li><li>• Service agreements</li><li>• Funding arrangements</li><li>• Knowledge-sharing</li><li>• Memoranda of understanding</li><li>• Joint taskforces</li><li>• Project steering committees</li></ul>

WHY WE ENGAGE	KEY CONCERNS	HOW WE ENGAGE
<b>Traditional Owners</b>		
<ul style="list-style-type: none"><li>• Traditional Owners have special and unique ties to the land on which we operate; in delivering our services, we need to work closely with them to gain their consent and ensure trust and collaboration</li></ul>	<ul style="list-style-type: none"><li>• Cultural practices and governance</li><li>• Privacy and confidentiality</li><li>• Cultural intellectual property</li><li>• Ownership and connection to land</li><li>• Cultural safety</li></ul>	<ul style="list-style-type: none"><li>• Traditional Owner groups</li><li>• Working groups</li><li>• Cultural storytelling</li><li>• Local forums</li><li>• Engagement sessions</li><li>• Funding arrangements</li><li>• Knowledge-sharing</li><li>• Memoranda of understanding</li></ul>
<b>Research bodies</b>		
<ul style="list-style-type: none"><li>• Academic and research institutions undertake specialist innovative research and development to improve transport outcomes</li></ul>	<ul style="list-style-type: none"><li>• Intellectual property</li><li>• Real-world delivery and practical application</li><li>• Prioritising and allocating appropriate funding</li></ul>	<ul style="list-style-type: none"><li>• Knowledge-sharing</li><li>• Formal agreements</li><li>• Collaboration</li><li>• Conferences</li><li>• Funding arrangements</li><li>• Memoranda of understanding</li></ul>
<b>Media</b>		
<ul style="list-style-type: none"><li>• Media play a key role as a communication link between our organisation, the community and the government</li></ul>	<ul style="list-style-type: none"><li>• Timeliness</li><li>• Quality and accuracy of information</li><li>• Transparency and accountability</li><li>• Impartiality</li><li>• Being heard</li></ul>	<ul style="list-style-type: none"><li>• Announcements and media events</li><li>• Direct response to requests</li><li>• Proactive engagement with all media forms to promote services</li><li>• Digital media</li></ul>





We also specifically address the needs of stakeholders from culturally and linguistically diverse backgrounds and people with disability. The following provides an overview of some of the activities that we have undertaken over the past 12 months.

MULTICULTURAL ACTION PLAN

This year we worked with the Department of Transport and the Public Transport Authority to develop our first Transport Portfolio Multicultural Plan 2025–28. This plan is supported by our own implementation plan and identifies new ideas and extends the work we do to create an inclusive environment to meet the needs of culturally and linguistically diverse employees and communities. Some of our key achievements for the year include:

- Hosting the first WA Multicultural Policy Framework (WAMPF) Interagency Meeting with the Transport Portfolio coming together to co-host the meeting with the Office of Multicultural Interests. More than 50 people from 33 government agencies discussed multicultural plan implementation successes and challenges and workshopped new ideas for future development.
- A state-wide Harmony Hub Teams chat is open to all our staff and promotes multicultural interests, facts, upcoming culturally and linguistically diverse (CaLD) activities, and explains cultural similarities and differences. The chat channel was created by the CaLD People diversity reference group (DRG) and has 71 very active members.
- A ‘Story Map of Cultural Diversity’ was created as part of our 2025 Harmony Week celebrations. The concept is an online map of the world, where staff can pin a location on the map and share a story of their connection to it giving a glimpse into the diverse backgrounds of our colleagues.
- We continue to support external CaLD community groups, with the CaLD People DRG coordinating, collecting and delivering Christmas hamper donations to the Centre for Asylum Seekers, Refugees and Detainees to assist volunteers who provide basic settlement assistance and support.
- For the first time we participated in Settlement Language Pathways to Employment Training facilitated through North Metropolitan TAFE, allowing students to undertake a work placement with us. Students rotate through different areas to gain an understanding of our workplace culture and government processes.
- The Diversity Council Australia’s Inclusive Employer Index highlighted us as a diverse organisation with 38% of staff born overseas, 101 cultural backgrounds amongst our staff and a total of 80 different languages spoken across our large and diverse staff group.

DISABILITY ACCESS AND INCLUSION

The Transport Portfolio Disability Access and Inclusion Plan 2022–2027 (DAIP) includes strategies to improve access, inclusion and opportunities for people with disability, their families and carers. The DAIP was developed in collaboration with the Department of Transport and the Public Transport Authority and is supported by our own implementation plan. Some of our key achievements for the year include:

- The Australian Network on Disability renewed our accreditation as a Disability Confident Recruiter. We are also a bronze member of the Australian Network on Disability, enabling employees to participate in events and learn from other organisations throughout Australia.
- Our procurement policies and documents continue to encourage buyers to consider purchasing from registered Australian Disability Enterprises. Our contract with Intelife for car cleaning at 2 of our office locations in the Perth metropolitan area continues and has been in place since 2003.
- An International Day of People with Disability (IDPwD) event was held in November 2024 with guest speakers Sarah Yates, founder of Our Ruby Girl and Karen Harvey from Spinal Life Australia. We continue to support IDPwD through internal communications, external social media promotion and an acknowledgement in our email signature block. Our infrastructure landmarks were lit up in blue and green to mark the day. The Department of Communities also promoted this through a link to community events.
- A mandatory disability awareness e-learning module is part of our staff training plans and is required for every new starter to complete. Since January 2024, more than 650 staff have completed this module.
- We are currently constructing a new, universally accessible fishing platform as part of the Mandurah Estuary Bridge duplication. We’ve actively sought feedback from people with disability through the City of Mandurah Access and Inclusion Advisory Group, Fishability Mandurah, Fishers with Disability Association and Over 55 Sailors mental health group. Methods of engagement included meetings and site visits to gain assistance with design of the shared pathway system, accessible fishing platform, yarning circle and upgrades to the children’s playground.
- We have also engaged the Centre for Accessibility Australia to undertake an accessibility audit of our corporate branding templates, with a particular focus on those that are external facing. The purpose of the assessment is to highlight barriers that some users may encounter when accessing documents. The templates are used to communicate key messages and information to our customers and stakeholders, and include materials such as newsletters, fact sheets and PowerPoint presentations. This audit forms part of a broader review of our branding guidelines and resources to ensure they are current and reflect best practice.

ENGAGING WITH OUR CUSTOMERS

To support effective communication, we have developed customised stakeholder and engagement programs designed to keep the community informed about upcoming projects and works, address local traffic concerns, promote road safety education and encourage open dialogue on major infrastructure initiatives and future road planning. This approach ensures that from planning through to delivery, our projects balance technical and safety requirements while reflecting the needs and priorities of the communities they are built to serve.

We actively encourage community involvement in decision-making through the My Say Transport online portal, providing individuals with the opportunity for comment and feedback on the future of transport infrastructure. Our robust and comprehensive digital presence cultivates ongoing collaboration and provides real-time updates on project progress. Using our centralised customer relationship management system CONNECT, we share project information and highlight opportunities for people to stay informed.

More than 64,000 people currently use this platform to stay connected, and last year we distributed more than 555,000 project updates via email. Early engagement enables us to build meaningful relationships and gain valuable insights from our customers, helping us deliver a transport network that truly meets their needs and expectations.

COMMUNITY PERCEPTION SURVEY

Our annual community perception survey allows us to gather critical insights into customer experiences across Western Australia. This feedback helps us plan and deliver services and future projects for Keeping WA Moving. The results for the past 4 years are included in the performance section above. It was pleasing to see that this year the results have remained consistent with last year’s scores with overall performance in all categories being maintained and slight uplifts around the provision of bus and taxi lanes, truck parking and rest areas, the timing of road works and congestion management.

PROTECTING PERSONAL INFORMATION

We are currently progressing preliminary work assessing our readiness for the *Privacy and Responsible Information Sharing Act 2024* (WA). Our responses and resulting work are anticipated to commence in 2026, subject to decisions of government. The Act aims to give Western Australians greater control over their personal information while enhancing delivery of services. To support this, we have established a dedicated working group to ensure organisational readiness.





CUSTOMER INFORMATION CENTRE

Our Customer Information Centre (CIC) plays an important role in state-wide incident response and management by providing timely and accurate information to our customers. This year we have put in place an agreement with WA Police to reroute road related calls directly to our contact centre resulting in a small increase in call numbers. We are also starting to see more fault reports being made directly via our website and detected directly through our intelligent network operations technology.

Service	2023	2024	2025
Telephone calls	46,350	47,675	54,046
Calls self-serviced*	13,219	14,475	7,198
Email enquiries	60,716	48,441	46,871
Total phone and email enquiries	107,066	125,114	127,202
Increased total interaction %	+2%	+16%	+2%

\* The notable decline in self-service usage in 2025 can be attributed to the absence of long-term road closures or major incidents.

CUSTOMER COMPLAINTS

Customer feedback provides us with valuable insights into how our works and services impact people and provides us with information to improve how we operate. This year we received 6,068 complaints, with the highest area of concern being traffic signals, followed by roadworks. Most of our complaints, 65%, fell into one of the following 10 categories.

Complaint	% cases
Traffic signals	32
Roadworks	12
Street lighting	11
Safety issues	8
Signs	7
Noise	7
Road surface	7
Speed limits	6
Traffic congestion	6
Road designs	4

If a customer is unhappy with their interactions with us, we follow an accessible and transparent process that meets the *International Standard for Guidelines for Complaints Handling (ISO 10002-2018)*. Further information on how we handle complaints is available on our website.

This year we have put in place an agreement with WA Police to reroute road related calls made to their contact centre directly to our Customer Information Centre

DIGITAL INTERACTIONS

Communicating through digital channels remains a practical and economical way to connect with our customers and the community. With online engagement continuing to grow, we are focused on creating streamlined, customer-focused communication strategies to enhance user experience and uphold individuals' privacy.

ROLL OVER THE ICONS TO VIEW STATISTICS

Channel

Reach



4

# Sustainability

## Developing a sustainable transport network that meets social, economic and environmental needs

Our Sustainability Policy reflects a strong commitment to integrating social, environmental and economic considerations in everything we do.

This is aligned with the United Nations Sustainable Development Goals. We will contribute to a sustainable future by implementing climate change reporting, working on the industry decarbonisation plan and providing guidance at the Transport Portfolio Sustainability Forum.

In applying this approach, it ensures our projects, operations and management of the road network are conducted in a safe, reliable and sustainable manner. This scorecard provides a snapshot of how well we performed against our ‘Sustainability’ strategic area of focus, complementing the reporting against our ‘Movement and safety’ activities described earlier.

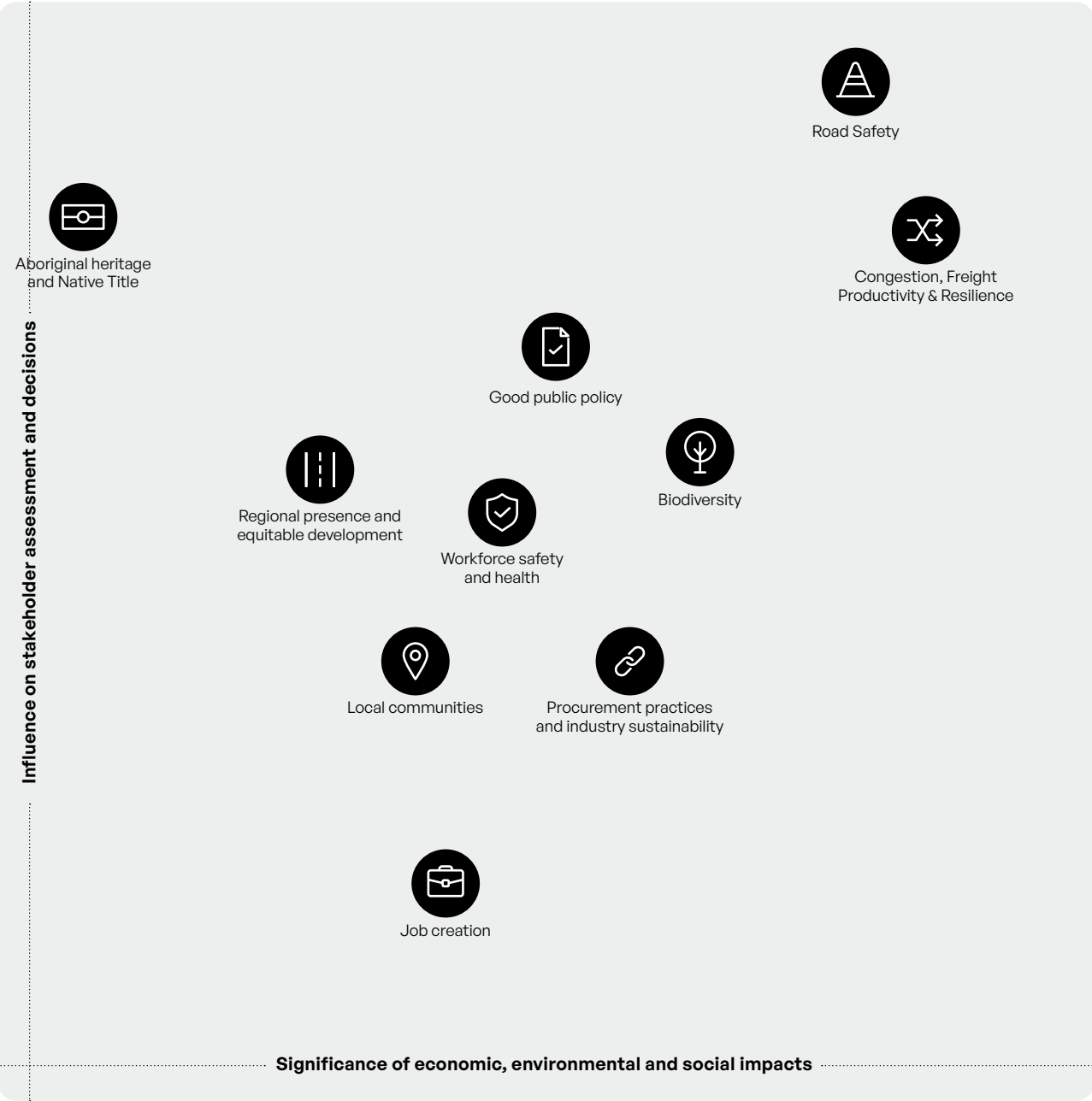
### PERFORMANCE

	2022	2023	2024	2025 Target	2025 Actual	Status
Scope 1 and 2 Emissions (t CO <sub>2</sub> )	24,062	21,540	25,067	26,857	26,691	✓
% Satisfaction with our sustainability practices	88	86	87	90	88	✓
% State-wide clearing permit audit of compliance completed	100	100	100	100	100	✓
% Maintain ISO 14001:2015 Certification	100	100	100	100	100	✓
% Satisfaction with our performance managing the environment	88	87	88	90	89	✓



MATERIAL ASPECTS

To shape the content and strategic direction of our sustainability reporting, we conduct a biennial materiality assessment to identify the issues that matter most. This process follows Global Reporting Initiative principles and draws on our corporate and legislative commitments, stakeholder feedback, media and ministerial priorities, and peer practices. It ensures our reporting reflects the sustainability topics most critical to creating long term value.



This table outlines our approach to addressing our top 10 material issues and their alignment with our value chain and the United Nations Sustainable Development Goals (SDG).

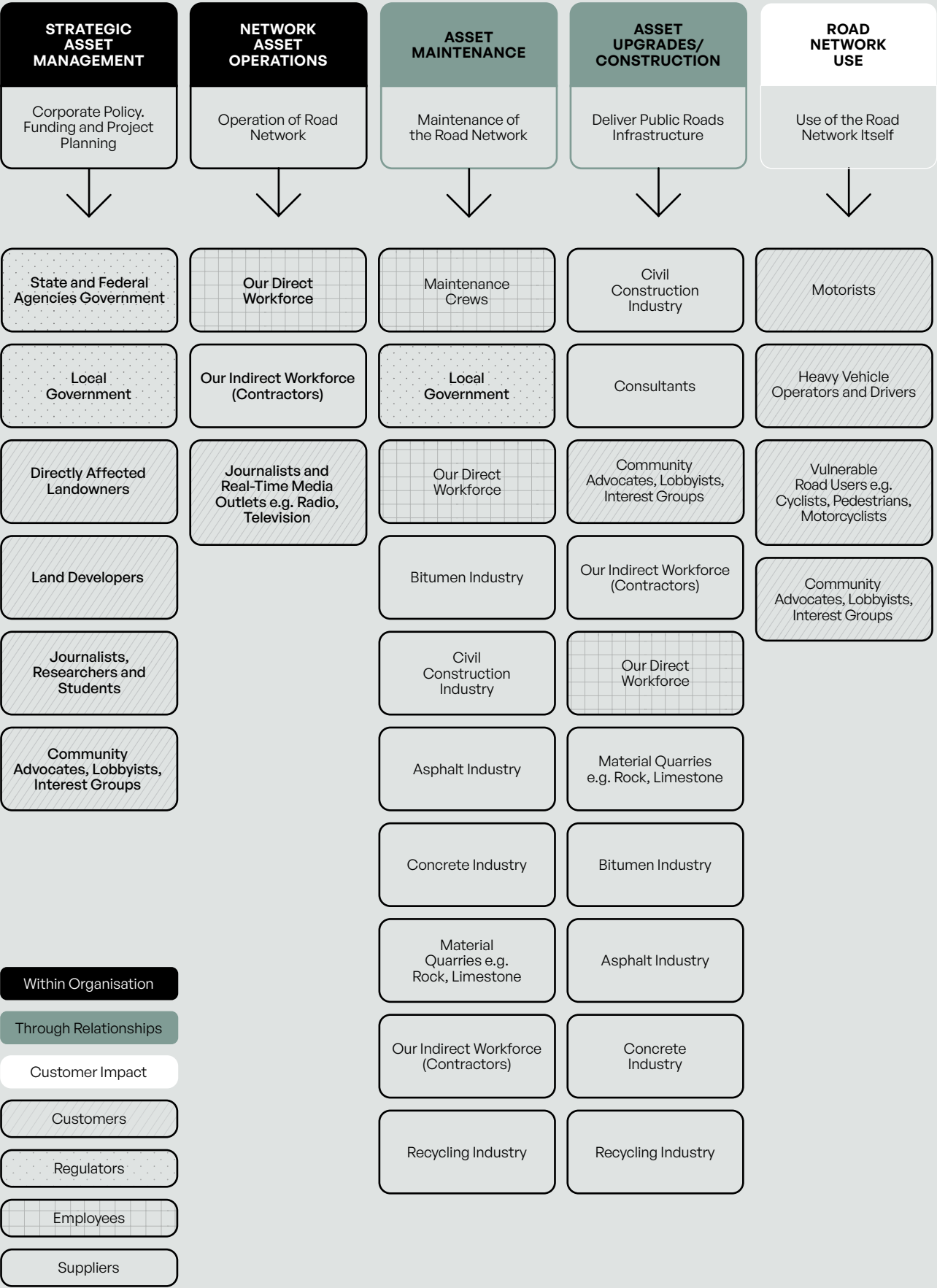
More information on how these topics relate to Global Reporting Initiative (GRI) indicators, including the GRI Content Index and the UN Sustainable Development Goals, can be found on our website.

Material Topic	Risk and Opportunity	Value Chain	SDG Alignment
	Road deaths remain above the national average. We seek, in line with the ‘Driving Change Road Safety Strategy for WA 2020–2030’, to minimise the likelihood of road trauma.	Road Network Use	
	Reduce congestion and enhance freight efficiency. This mitigates impacts including carbon emissions, air pollutants, psychological impacts and reduced productivity.	Road Network Use	
	Transparent and strong governance approaches prevent undue influence in the administration of our role and ensure efficient and effective implementation of government policies and strategies.	Strategic Asset Management	
	Our infrastructure can directly impact our unique flora and fauna. We seek to mitigate the impacts of our activities on biodiversity and climate change.	Asset Upgrades / Construction	
	Protect and enhance Aboriginal cultural values acknowledging our projects may impact culturally sensitive areas. We are committed to mitigating and minimising impacts. Progressing reconciliation and economic opportunities through our practices is a priority.	Asset Upgrades / Construction	
	Our workforce interacts with the road environment. The consequence of incidents can be significant. We seek to ensure the physical and mental safety of our direct and indirect workforce.	Asset Maintenance Asset Upgrades/ Construction	
	We support regional economic development by providing infrastructure that connects communities to essential services. We seek to positively impact regional and rural towns and their populations.	Network Asset Operations	
	Our investments shape our communities and can impact socio-economic profile, local air quality and cause community severance. We mitigate issues that can impact on our role as good neighbours.	Asset Maintenance Asset Upgrades/ Construction	
	Our supply chain is critical to deliver resources that contribute to our success. We engage with our suppliers and industry to ensure supply chain sustainability and we leverage our relationships to deliver government policy.	Asset Maintenance Asset Upgrades/ Construction	
	We directly employ more than 1,900 people throughout WA. We provide an estimated additional 24,000 direct and indirect jobs through our construction expenditure.	Asset Upgrades/ Construction	



VALUE CHAIN

Our value chain shows the value we create across the main activities in our business model, pointing out where we make the largest economic, environmental or social impact. It also highlights how our operations connect with our suppliers, stakeholders, the community and, finally, the customer.



SUSTAINABILITY ASSESSMENT IN PROJECTS AND OPERATIONS

Recognising the importance and potential for the greatest impact and value from our major projects, we have adopted the Infrastructure Sustainability (IS) Rating Scheme, Australia’s only comprehensive rating system for evaluating sustainability of infrastructure

All infrastructure projects exceeding \$20 million utilise the IS framework as part of project development and evaluation, and all projects valued at more than \$100 million are registered with the Infrastructure Sustainability Council (ISC) for assessment. At the end of 2024–25, we had 10 projects registered with ISC to achieve planning, design and as-built ratings. Each project is at a different rating stage.

We have a corporate commitment that our planning projects must achieve at least a bronze IS rating, while our construction projects must achieve a minimum silver IS rating for both the design and as-built phases. During the year projects achieving IS ratings included the Smart Freeways Mitchell Freeway–Reid Highway to Vincent Street.





# Environmental and heritage management

Our aim is to protect and enhance the environment and heritage values in all our activities, products, and services.

Our approach is for our staff and others working on our behalf to recognise the importance of environmental, social and heritage values and their benefits for the community and in doing so foster strategic relationships with community and stakeholders to manage these values.

We will have strong governance of our activities and deliver broad community benefits through including environmental and heritage requirements in planning, programming, constructing and maintaining practices. We communicate our environmental performance publicly.

## PERFORMANCE

Environment Key Performance Indicators 2024–2025 Financial Year		Target	Actual
Legislative Compliance	Audits of compliance with state-wide clearing permit completed	100%	100%
	Audits of compliance of Environmental Protection and Biodiversity Conservation Act approvals completed	100%	100%
	Audits of compliance with project specific clearing permit completed	100%	66%*
Management of environmental issues	Manage all Environmental Incidents within required timeframes	90%	80%
Training	Deliver training to 4 Main Roads regions on environment topics	100%	100%
Community Perceptions Survey	Performance in Environmental Management	90%	89%
EMS Certification	Maintain certification to AS/NZS ISO 14001:2015	Conformance to 14001:2015	Certified until June 2028

\* Compliance audits only undertaken of project-specific clearing permits where clearing of vegetation was undertaken in 2024–25, compliance audits were not undertaken where no clearing was undertaken in 2024–25 under the project specific clearing permit.

## LOOKING AHEAD

Projects and activities planned for next financial year, some of which have already commenced:

- replace the Environment and Heritage Services Panel Contract
- develop and implement an Environment and Heritage Compliance Management System
- develop an Environmental Offset Bank to meet current and future needs for State and Federal environmental approvals
- obtain environmental and heritage approvals for projects in accordance with challenging time frames.

## CASE STUDY

# Wilman Wadandi Highway is a safety boost for people and wildlife

- Setting a new standard for environmental integration
- Native wildlife moving safely through the highway area

The largest road project delivered in our South West Region, the \$1.46 billion Wilman Wadandi Highway, opened in December 2024.

In addition to significantly reducing traffic congestion and enhancing road safety and efficiency, Wilman Wadandi set a new benchmark for integrating environmental considerations into major infrastructure. A core achievement has been the implementation of innovative measures to ensure safe passage for native fauna throughout the project corridor.

Recognising the importance of canopy connectivity for species such as the common brushtail possum, the vulnerable brushtail phascogale and the critically endangered western ringtail possum, 14 specialised rope bridges were installed. Strategically located to link vegetation on either side of the highway, these bridges are already demonstrating success. Monitoring cameras set up at the rope bridges have recorded frequent nightly crossings, with all 3 target arboreal species utilising the bridges, with the western ringtail possum being a particularly frequent user.

The project also incorporates 2 substantial fauna land bridges that cater to both arboreal and ground-dwelling animals. One bridge expands a standard traffic structure to include a dedicated, vegetated fauna strip. The other is an entirely fauna-dedicated overpass that is planted with local native vegetation and furnished with natural features like logs and fallen trees. These elements create an inviting, continuous bushland setting, offering shelter and encouraging safe movement by wildlife.

The movement of fauna is also supported by installation of 12 fauna culverts under the highway. The fauna culverts are designed with the dual purpose of allowing for drainage and providing a dry ledge for ground-dwelling animals to cross safely from one side of the highway to the other.

Fauna fencing was also installed along much of the new highway. Designed to keep animals away from the road, the fencing features innovative one-way ‘gates’ at key locations allowing kangaroos back onto adjacent land, should they have found their way onto the road reserve.

The Wilman Wadandi Highway is a vital artery for people and freight and its design and construction demonstrates a profound commitment to minimising environmental impact. By actively supporting the natural movement patterns of native wildlife, this project showcases our responsible approach to essential infrastructure development.



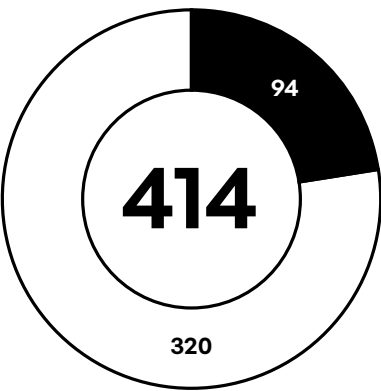


ENVIRONMENT AND HERITAGE MANAGEMENT  
IN PROJECTS AND OPERATIONS

Using the precautionary principle in our approach to environmental and heritage management, we avoid and minimise impacts wherever possible. To achieve this, all our activities are screened for potential environmental and heritage impacts.

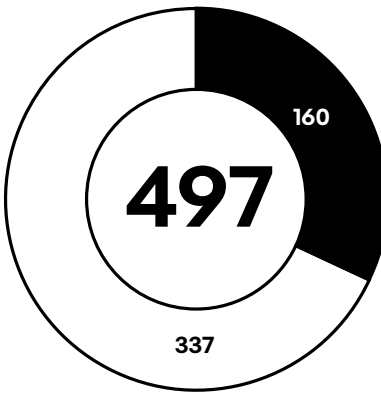
Activities potentially risking adverse impacts to the environment and heritage values are subject to further investigations while projects that have a low environmental or heritage risk are managed using our standard environmental and heritage practices.

In the 2024 calendar year, we screened 1,212 activities with almost 25% of these activities requiring further investigations, such as field inspections, biological surveys or archaeological or ethnographical investigations and consultation with stakeholders and regulators.



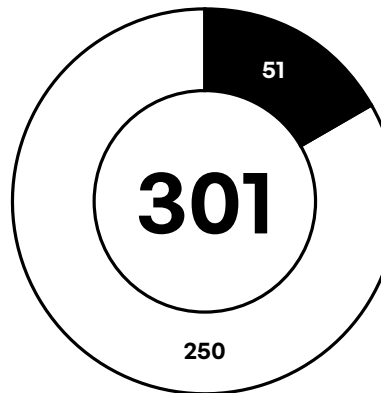
Environmental screening  
of projects in 2024 calendar year

- No further assessment
- Further investigations



Aboriginal heritage screening of  
projects in 2024 calendar year

- No further assessment
- Further investigations



Environment and heritage screening of  
maintenance activities in 2024 calendar

- Principal environmental management requirements (low risk)
- Maintenance environmental management plans (high risk)

We liaise with our road planners, designers and engineers to identify opportunities to avoid and/or minimise potential adverse environmental and heritage impacts where possible. Where environmental and heritage impacts are unavoidable, we comply with WA and Commonwealth environmental and heritage legislation.

A summary of activities with potentially significant impacts we referred to the relevant regulatory authorities for assessment and approval over the past 3 years is provided below.

Applications for approval in calendar year	Calendar year		
	2022	2023	2024
Aboriginal heritage approval sought <sup>1</sup>	25	28	11
Aboriginal heritage approval granted <sup>1</sup>	24	33	5
Historic heritage approval granted <sup>2</sup>	5	1	1
Project specific clearing permit applications	5	6	5
Project specific clearing permits granted	2	6	7 <sup>3</sup>
Projects assessed using Main Roads state-wide clearing permit (CPS 818)	107	65	68
Projects referred to the WA Environmental Protection Authority under Part IV of the <i>Environmental Protection Act 1986</i> (EP Act)	1	0	2
Projects approved by the WA Minister for the Environment under Part IV of the EP Act	1	1	1
Projects referred to the Commonwealth Department of Climate Change, Energy, the <i>Environment and Water</i> under the <i>Environment Protection and Biodiversity Conservation Act 1999</i> (EPBC Act)	3	0	1
Projects approved under the EPBC Act	1	1	1

NOTE: approvals granted may include projects where the application was submitted in the previous year.

1 This includes Regulation 10 and section 18 applications under WA Aboriginal Heritage Regulations 1974 or the *Aboriginal Heritage Act 1972* (WA), respectively, submitted or granted between 1 January and 31 December 2024.

2 This includes WA Government heritage property disposal process approvals and any other type of formal approval from the Heritage Council of WA.

3 Includes a permit Main Roads obtained on behalf of Shire of Carnamah.

In the 2024 calendar year, we applied for a total of 11 Aboriginal heritage approvals and 5 project-specific clearing permits. A total of 68 projects were assessed under Main Roads state-wide clearing permit CPS 818 in 2024, with 9 of these projects submitted to Department of Water and Environmental Regulation for approval in accordance with the conditions of the state-wide clearing permit CPS 818.

Two projects were referred to the WA Environmental Protection Authority (EPA) for assessment and one project was referred to Department of Climate Change, Energy, the Environment & Water (DCCEEW) for assessment under the Commonwealth *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act).

Two projects previously referred to the EPA and one project previously referred to the DCCEEW were still under assessment at the close of 2024. The Great Northern Highway Muchea to Wubin Upgrade Stage 2 – Bindoon Bypass Project was approved under the EPBC Act and by the WA Minister for the Environment in 2024; while the Roe Highway Great Eastern Highway Bypass Project was approved under the EPBC Act in 2024.



CLEARING NATIVE VEGETATION

We strive to find a balance between achieving road safety objectives and the environment. However, it’s not always possible to avoid clearing native vegetation. When this is unavoidable and significant, we offset the impacts of clearing. This may be through revegetation, purchasing land to add to the conservation estate or by providing a monetary contribution to the Western Australian Environmental Offset Fund.

Our clearing, revegetation and offset activities over the past 3 years are summarised below. This includes clearing authorised under Main Roads state-wide clearing permit CPS 818, project specific clearing permits, clearing undertaken under approval from the WA Minister for the Environment under Part IV of the

*Environmental Protection Act 1938*, as well as clearing of non-native vegetation authorised under the *Environment Protection and Biodiversity Conservation Act 1999* (Cth)

In the 2024 calendar year, we cleared 530 hectares of vegetation for the delivery of 75 projects. We provided offsets in the form of land acquisition and monetary contributions to the Western Australian Environmental Offsets Fund for the purchase and management of a total of 779 hectares of native vegetation. We also undertook 118 hectares of revegetation works, of which 61 hectares did not require revegetation under legislative approval and the works were initiated by us.

Clearing of native vegetation undertaken in 2024 under our state-wide clearing permit CPS 818 is available on our website.

Clearing	Calendar year		
	2022	2023	2024
Total area cleared (ha)	419	333	530

Offsets	Calendar year		
	2022	2023	2024
Revegetation (ha)	(a) 27	38	57
Land acquisition (ha)	(b) 536	270	779
Value of land acquired (\$)	\$1,617,000	\$1,413,640	\$4,107,000
Financial contribution	(\$) \$790,569	\$55,414	\$291,248
(Area of land to be acquired using the financial contribution (ha))	(c) (166)	(2)	(46)
Total area offset (ha)	(a+b+c) 729	310	882

Revegetation undertaken by Main Roads not required as a condition of approval (offset)	Calendar year		
	2022	2023	2024
Total revegetation* (ha)	146	47	61

\* NOTE: Projects that just have landscaping works are not included in the revegetation hectares total, also revegetation related to the Wheatbelt Revegetation Bank is not included in these figures (see separate Wheatbelt Revegetation Bank section).

WHEATBELT REVEGETATION BANK

The Wheatbelt Revegetation Bank is a sustainable solution to the often-conflicting needs of improving road safety and conserving roadside vegetation. Several upgrades are planned over coming years to improve road safety across the Wheatbelt road network.

Environmental offsets typically involve the purchase and protection of remnant vegetation on freehold land which is becoming challenging as the availability of land with quality remnant vegetation is limited and declining. In addition, purchasing and protecting existing vegetation does not necessarily replace the vegetation that is removed for road upgrades.

The Wheatbelt Revegetation Bank offers a sustainable approach to providing environmental offsets as well as addressing incremental loss of native vegetation. It involves purchase and revegetation of cleared farmland abutting road reserves or existing areas of high-value remnant vegetation.

The program aims to establish, within a period of 10 years, native vegetation meeting criteria for the Eucalypt Woodlands of the Western Australian Wheatbelt, listed as a threatened ecological community. Once established, these revegetated areas will form an offsets ‘bank’ that will simplify and expedite environmental approvals for future road upgrade programs across the Wheatbelt.

The area undergoing revegetation in 2024 was 114 hectares. The Wheatbelt Revegetation Bank project has completed the revegetation of a total of 220 hectares across 6 sites. Due to the relatively young age of the establishing vegetation, no portion of the Wheatbelt Revegetation Bank has been utilised as an offset for a Main Roads project yet. However, the developing revegetation has consistently met the required targets and is likely to be suitable for use as offsets earlier than anticipated.





INCIDENTS

We aim to undertake all our activities in accordance with our procedures. We have systems and processes ready to respond to environmental incidents where this does not occur. An environmental incident is any activity that may have an adverse environmental impact. The activity can include those undertaken by us or our contractors, or a third party not employed by or working on behalf of our organisation. This table outlines incidents with a moderate, major or catastrophic consequence that have occurred over the past 3 years.

Significant incidents (moderate, major and catastrophic)	Calendar year		
	2022	2023	2024
Incidents caused by Main Roads	20	10	6
Incidents caused by third parties	9	6	3

NOTE: Transport Portfolio risk classification process includes insignificant, minor, moderate, major and catastrophic. Insignificant and minor incidents have not been reported here.

There were no catastrophic incidents caused by us or third parties in 2024. However, one major incident was caused by us, along with 8 moderate incidents, with 5 of the moderate incidents resulting from our activities and 3 from third party activities. These 9 incidents related to:

- 4 incidents of unauthorised clearing of native vegetation (3 by Main Roads, 1 by a third party)
- 1 incident of asbestos containing material being intercepted (Main Roads)
- 1 incident with an impact to threatened plants or ecological communities (third party)
- 1 incident which was a spill (third party)
- 1 incident with an impact of erosion and sedimentation (Main Roads)
- 1 incident which was administrative, non-compliance with approval conditions with no environmental impact (Main Roads).

Of the 5 incidents relating to an unauthorised clearing of native vegetation or an impact to threatened plants or an ecological community: 3 related to Main Roads incidents that resulted in a total of 0.0575 hectares of unauthorised clearing of native vegetation; one related to a third party that resulted in a total of 0.08 hectares of unauthorised clearing of native vegetation; and another related to a third party that resulted in the destruction of 13 threatened flora (*Acacia prismifolia*) seedlings.

Incidents were reported to authorities and there were no penalties or financial sanctions related to any of these incidents. We have addressed these procedural failures through training, changes in processes and increased compliance audits to ensure they are not repeated.

URBAN AIR QUALITY

Perth generally enjoys high air quality compared to other cities. As renewable energy and electric vehicles become more common, air quality is expected to improve, though particulates from road use may persist. The ‘State Electric Vehicle Strategy for Western Australia’ is key to cutting transport emissions. We aim to increase electric vehicles in our fleet and support the WA Government’s goal for 50% of new light, small passenger, and small-to-medium SUV government vehicles to be electric by 2026. We have introduced a quota for electric vehicles within our major projects. Additionally, we are assisting Synergy and Horizon to find suitable locations for the Western Australian electric vehicle charging network in remote locations. Using the Australian Transport Assessment and Planning Guidelines 2016 and network data, a breakdown of emissions by the 6 main air pollutant types is available in the ‘Additional environmental and sustainability disclosures’ section.

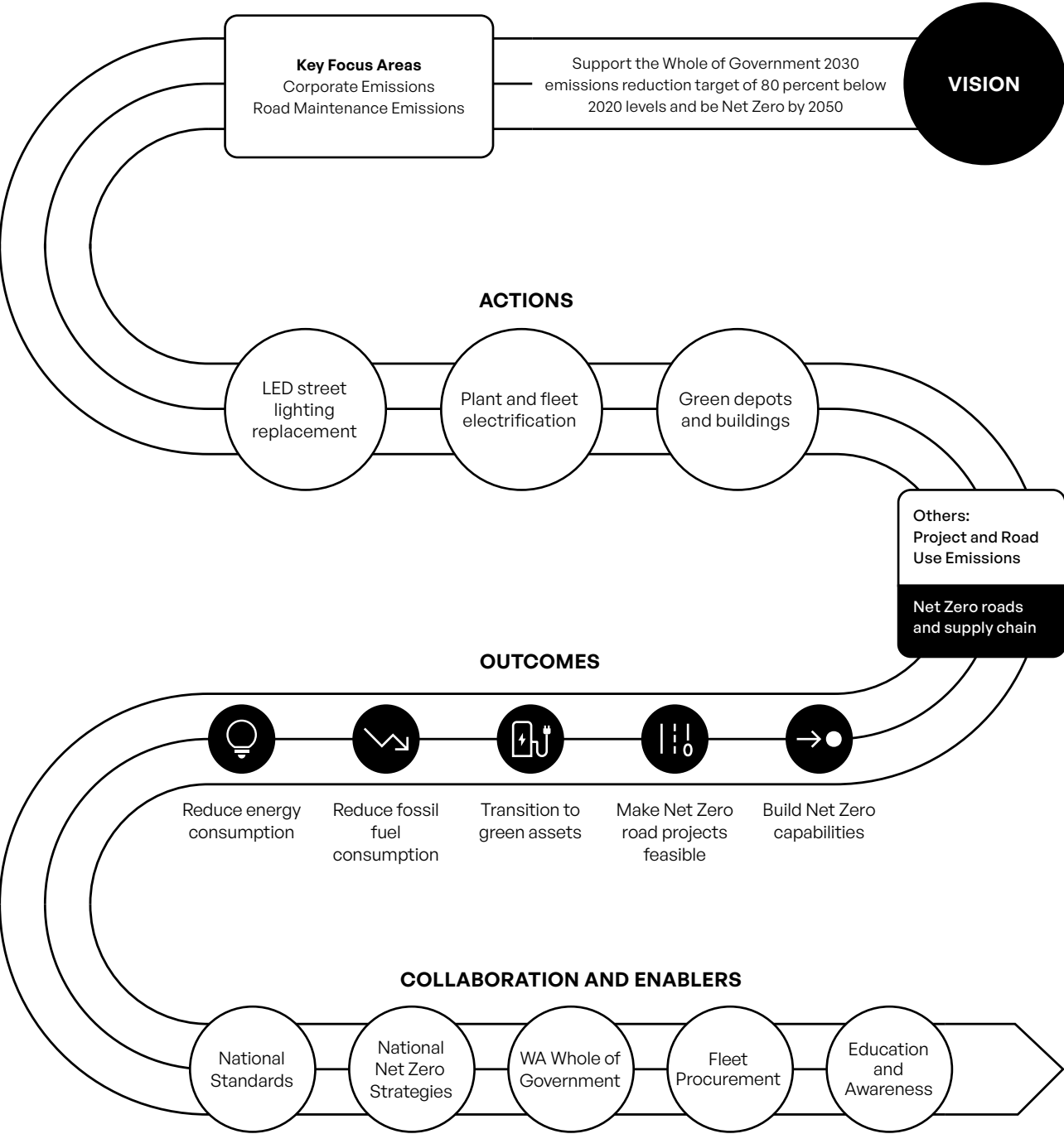
NET ZERO TRANSITION

Following release of the Western Australian Climate Policy we have developed our ‘Net Zero Transition Statement’. This drives our efforts to achieve 2030 and 2050 emission reduction targets, meet legislative obligations and provide an overall framework to decarbonise our operations and support the government’s climate action and emissions reduction goals. Our Net Zero 2050 Transition Roadmap is centred around 4 key actions and 5 outcomes with a vision to support the whole of government 2030 emissions target and reach net zero by 2050. The key actions provide targeted interventions, addressing the largest sources of emissions within our operations. Our strategic direction Keeping WA Moving identifies net zero emissions and decarbonisation as strategic initiatives, meaning they are priority areas

helping to shape our future direction. Our approach to carbon offsetting, procurement of renewable energy and emissions reporting will be guided by whole of government activities planned for all agencies.

We are also actively undertaking electrification of our fleet, making our operations net zero ready including to explore opportunities for renewable energy policies.

Our total scope 1 and 2 emissions across our facilities over the past year were 26,691 t CO<sub>2</sub>-e, which is below our target of 26,857 t CO<sub>2</sub>-e. Detailed information with data from the past 3 years by scope, source and intensity is available in the ‘Additional environmental and sustainability disclosures’ section of this report. Given our emissions trend, our future ambitions to reduce our emissions in accordance with our *Net Zero Transition Roadmap* are at risk.





CLIMATE CHANGE ADAPTATION

Our infrastructure is directly exposed to the risks of existing climate hazards. When considering risks to the road network, we consider 2 main aspects:

- 1. road infrastructure including pavements and structures impacted by flooding or cyclones leading to possible severe damage, loss of function or accelerated deterioration.
- 2. impacts on road use, including temporary loss of or reduced quality of access and increased journey times on preferred routes with operating conditions likely to be less safe.

We have obligations to the community to maintain a level of service by minimising road closure duration caused by weather events. The Western Australian Climate Policy requires us to act by adapting to and mitigating the risk of climate change. In response, we are revisiting our assessments of the vulnerability of the State road network to the broader impacts of climate change.

We have identified 52 kilometres of state roads (including PSPs) assessed to warrant evaluation for impacts from sea level rise. The indicative replacement value of this at-risk infrastructure is approximately \$610 million. An assessment method to help facilitate a complete network-wide vulnerability assessment has been piloted which will build capacity for routine vulnerability assessments within our organisation.

We are also establishing baseline identification of vulnerability within our regions as we work towards a full assessment of the road network informing network investments. We are also working to minimise the effect of natural hazards and climate change on existing assets and to minimise disruptions for road users and the community and are working on:

- undertaking climate change risk assessments during project planning
- reviewing incident management procedures
- reviewing current standards against impacts of climate change
- collaborating with stakeholder agencies to address shared climate change risks
- educating on the impacts of climate change and ways to adapt assets over time
- developing tools to undertake first-pass vulnerability assessments for roads and networks
- undertaking a whole-of-network review for vulnerability to climate change.

CIRCULAR ECONOMY

Our projects and activities use extensive amounts of raw materials and products to deliver our road infrastructure services. Government policy is influencing our approach to supporting the circular economy in Western Australia and our intent to decarbonise our delivered infrastructure.

Projects and operations rely heavily on virgin materials and, recognising this, we are developing a circular economy framework outlining principles building on recent policy developments and addressing the need for systematic change in response to the growing climate crisis.

Although there has been progress in using recycled materials, the proposed circular economy plan will reaffirm our commitment to reducing raw material extraction and promoting resource regeneration. As we develop this further with input from internal and external stakeholders, it will clarify our role in driving this transition. It will also offer an approach for identifying opportunities for material efficiency, waste reduction and prolonged resource use.

As part of these efforts, we are prioritising materials based on their potential to reduce the need for raw extraction, particularly in the context of our road infrastructure. These priority materials and products include crushed recycled concrete (CRC), crumb rubber, reclaimed asphalt pavement, low carbon concrete, green steel and recycled plastic.

Aligned with our commitment to achieving net zero by 2050, we are embedding circular economy principles in our infrastructure projects. Actions from WA Waste Authority’s ‘Waste Avoidance and Resource Recovery Strategy 2030’ are guiding our efforts, focusing on material recovery, waste reduction and integration of sustainable alternatives into road construction and maintenance. This includes scaling up recycled materials such as CRC and crumb rubber, and advancing research on emerging materials such as recycled plastics, fly ash and waste by-products from mining.

Construction and demolition waste accounts for approximately 50% of Western Australia’s total waste stream, making it a critical priority for resource recovery in the transition to a circular economy. We actively support construction and demolition material recovery through the Roads to Reuse program, encouraging use of CRC in government and commercial infrastructure projects. In 2024–25, we used 267 tonnes of CRC in major projects, bringing the total to 223,864 tonnes. We’re also working with the Western Australian Local Government Association (WALGA) to broaden CRC adoption among local governments and incentivising use of recycled materials through the State Road Funds to Local Government Agreement.

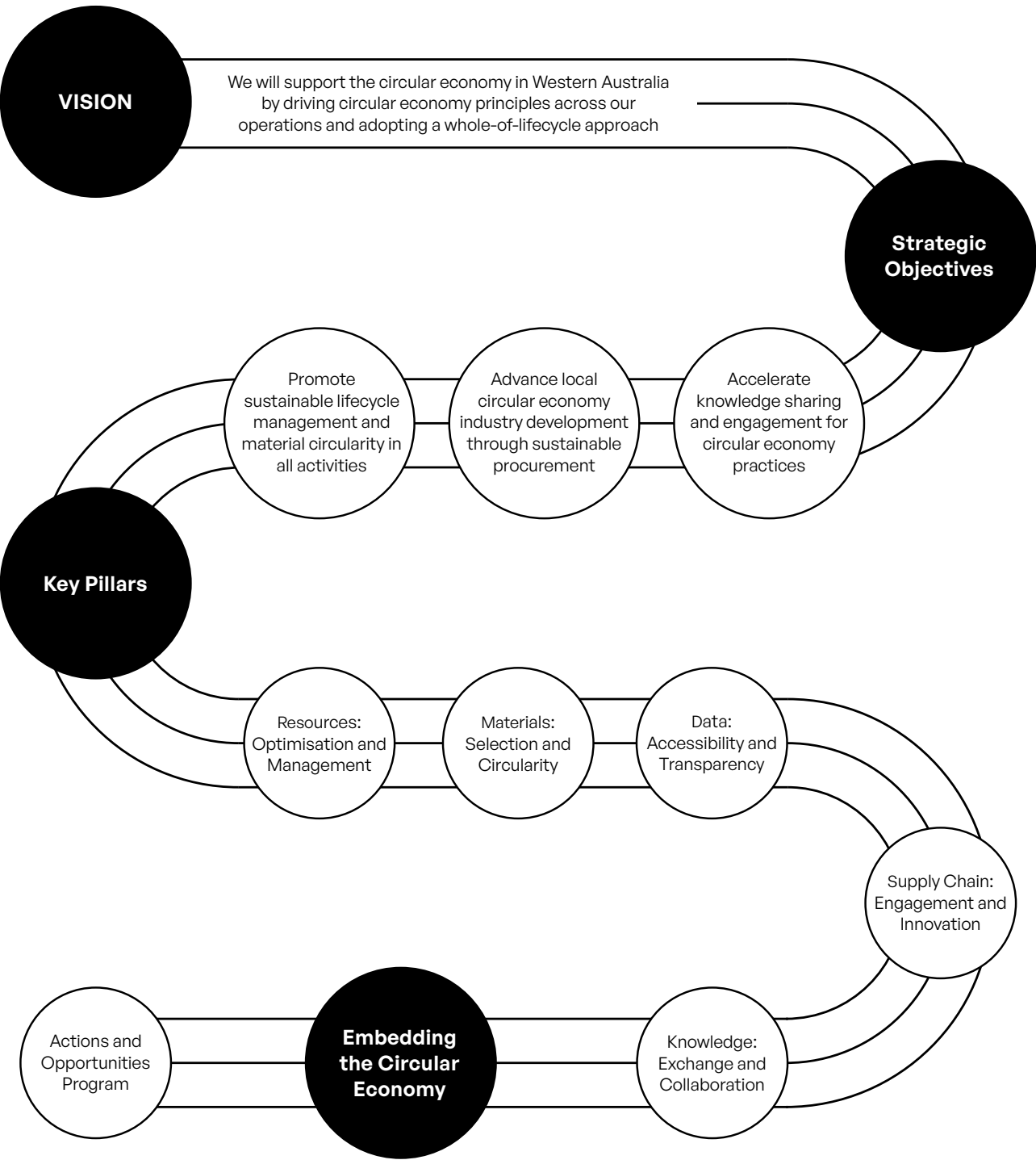
Tyre waste is another significant environmental challenge in Western Australia. To help address this in road construction, we prioritise use of locally sourced, Tyre Stewardship Australia – endorsed crumb rubber. We have been a leader in use of crumb rubber, integrating it into high-traffic areas, bridge decks and locations prone to cracking. In 2024–25, 1,599 tonnes of crumb rubber binders were used, below our target of 2,500 tonnes per year. We continue to collaborate with WALGA to expand crumb rubber use on local government roads.

Research, innovation and collaboration are vital to advancing use of alternative materials, including those derived from wastes or a by-product of mining

processes. We support these efforts by developing engineering test methods, specifications and guidelines, and by overseeing trial sites focused on sustainability and circular outcomes.

Detailed information and data from the past 3 years is available in the ‘Additional environmental and sustainability disclosures’ section and covers the following categories:

- imported road construction material, by type
- waste material to landfill, by type
- materials recycled, by type.





5

Capability

## Develop our people and industry to create a mentally healthy, skilled and inclusive sector

Our aim is to attract, develop and sustain a safe, healthy, capable and engaged workforce.

Our approach to achieving this is to demonstrate our values through our behaviours and create a positive work environment that is safe, healthy and supportive for everyone who works with us. We strive to provide development opportunities and sustain good workforce planning practices based on equity and inclusion.

### PERFORMANCE

	2022	2023	2024	2025 Target	2025 Actual	Status
% Turnover rate	6	9	7	<10%	7	✓
% of women in the workforce	33	33	31	40	32	✗
% of women in substantive leadership positions (>Level 7)	16	17	17	40	18	✗
Median Base Salary Gender Pay Gap	10	9	10	+/- 5	8	✓
% of workforce that self-identify as Aboriginal or Torres Strait Islander	3	4	5	5	6	✓
Number of fatalities	0	2	0	0	1	✗
Lost-time injury and severity rate	33	25	61	0 or 10% reduction	10	✓

### LOOKING AHEAD

Projects and activities planned for next financial year, some of which have already commenced, include the following:

- continue to develop and deliver programs that focus on entry-level pathways
- consolidate transition of in-house maintenance delivery integrating it into workforce planning and improving safety culture and supervisor capability
- coordinate reviews of services to be brought in-house
- implement the Stretch Reconciliation Action Plan

- continue advancing the Aboriginal Employment and Retention Plan
- maintain the workforce planning cycle to ensure workplace capability and capacity is sustained
- conduct a review of the profile of the organisation, identifying critical functions and roles required over the next 5 years
- develop and implement new safety, health and wellbeing software management system
- implementing actions to achieve ‘silver’ status in the Australian Workplace Equality Index.



# Proud to be an inclusive employer

- Recognised as Diversity Council of Australia inclusive employer for 2024–25
- All criteria exceeded in the Inclusive Employer Index survey

Our commitment to creating a diverse and inclusive workplace has been recognised through our participation in the Diversity Council Australia 2024 Inclusive Employer Survey.

To be recognised as an Inclusive Employer you need to invite at least 65% of employees to participate in the survey, we invited our whole workforce to participate. You also have to achieve a survey response rate of at least 20% and we came in with 50% of employees and contractors responding to the survey.

Most importantly we exceeded the National Index Benchmarks on all measures that underpin this recognition:

1. awareness of diversity and inclusion action
2. engagement with diversity and inclusion action
3. inclusive organisational culture
4. inclusive leadership
5. inclusive team
6. exclusion.

The survey helped us understand how our people experience inclusion and how this influences team effectiveness, innovation, customer service, effort, job satisfaction and turnover intentions. It has improved our understanding of the breadth and depth of our diversity and whether experiences of inclusion and exclusion differ based on demographics. We found it to be a simple and strategic way to collect and analyse our DEI data and to complement and build on our other data and measures.

The results have been shared with the organisation, individual teams and our diversity reference groups and will help inform our diversity and inclusion decisions. We are proud of this achievement and remain committed to a safe workplace that recognises and encourages our diverse skills and perspectives and a culture of belonging and respect. We plan to participate in the Inclusive Employer Index survey again in 2026.



## WORKFORCE PROFILE

### WORKFORCE PROFILE

1,961  
Staff

1,842 in 2024

1,454 in 2023

1,837  
Full-Time Equivalent (FTE)

1,732 in 2024

1,329 in 2023

### DEMOGRAPHIC SUMMARY

1,337↑  
Male employees

1,275 in 2024

979 in 2023

624↑  
Female employees

567 in 2024

475 in 2023

115↑  
Aboriginal employees

94 in 2024

57 in 2023

61↓  
Employees with disabilities

67 in 2024

45 in 2023

384↑  
From a culturally diverse background

336 in 2024

244 in 2023

376↑  
Youth under 30

296 in 2024

227 in 2023

848↑  
Aged between 30 and 49

814 in 2024

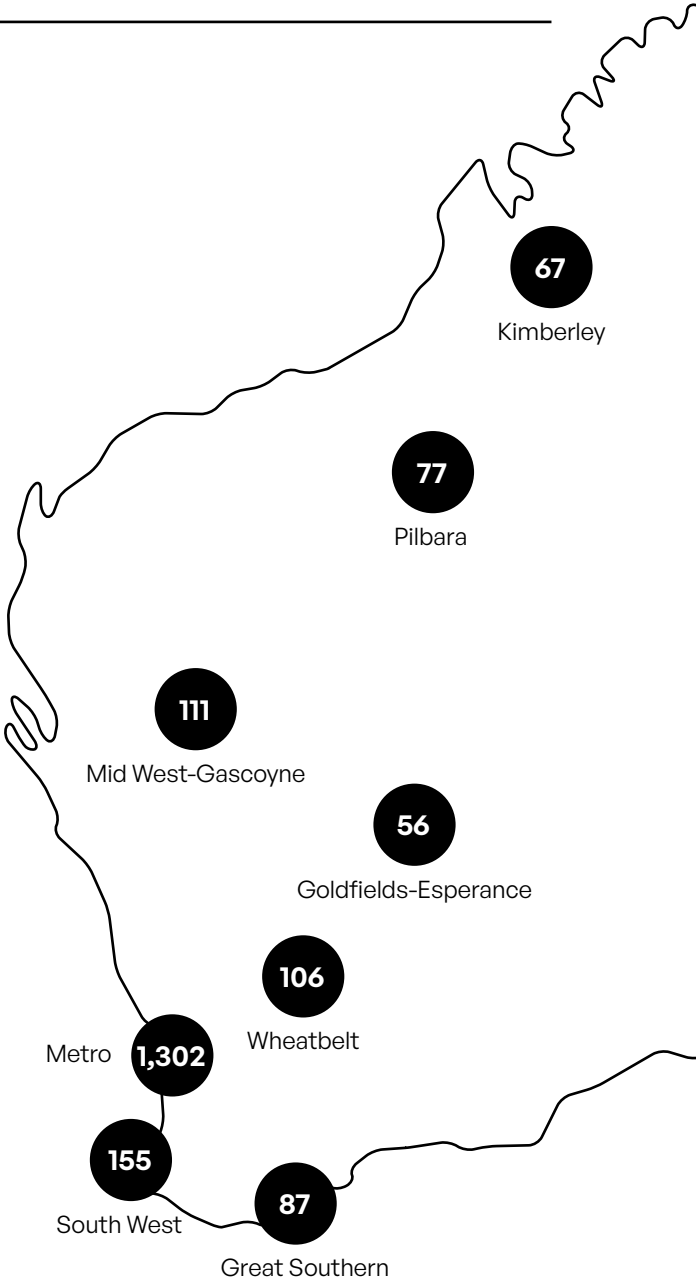
635 in 2023

769↑  
Aged 50+

732 in 2024

592 in 2023

### WORK LOCATIONS



Diversity figures are based on self-declaration.



# Developing our people

At the heart of our success is our people and we continued investing in their growth and resilience through bold, future-focused learning and development initiatives shaping a high-performing, adaptable, and inclusive workforce.

## MANAGEMENT SKILLS

A Management Skills Development Program was established in response to key issues identified through our wellbeing in the workplace survey. The initial 3 modules follow a subsequential structure and have been tailored to meet specific needs of managers. Prior to attending the modules, participants complete a pre-training behavioural assessment and receive a debrief to support their learning experience. To date, more than 400 managers and supervisors have completed the program, across 23 cohorts in Metropolitan Region and 5 cohorts in regional offices. Module 4 of this program, ‘Bullying, harassment and discrimination awareness’, is open to all employees and has seen strong participation, with more than 1,100 completions to date.

In August, a tailored version of the program was piloted for senior managers at level 8 and above. The program included the first 3 modules, the LSI (Life Styles Inventory) 360-degree feedback tool and 3 individual coaching sessions. The 12 participants reported strong intent to apply their learnings in their roles. This year, a second cohort of 12 senior managers completed the updated program, which focuses on empowering leaders to help their teams embrace new models and approaches.

## REGIONAL LEADERSHIP DEVELOPMENT PROGRAM

This program integrates the Building Leadership Impact and Leadership Expectations frameworks by the Public Sector Commission, creating a unified vision for leadership excellence in every corner of WA. Twelve emerging regional leaders were handpicked to take part in a powerful leadership journey focused on shared values and high-impact education leadership.

## GRADUATE PROGRAM

We continue to nurture our pipeline of future leaders through our graduate program. This year, we have introduced a new session titled ‘Workplace Behaviour,’ complementing existing sessions. This session will address fostering an inclusive workplace culture, promoting respectful conduct, understanding personal biases and using effective communication strategies when encountering disrespectful or exclusive behaviours.

## RISING LEADERSHIP PROGRAM

We supported 2 participants to go through this Transport Portfolio initiative conducted by Leadership WA. This opportunity is equipping our future leaders with the strategic thinking and influence needed to lead across the public sector.

## UPDATES TO OUR LEARNING MANAGEMENT SYSTEM

We have launched an upgraded Performance Development Plan, previously known as Career Conversations. This comprehensive tool allows managers and employees to continually review and update their development plans, promoting ongoing growth and adaptability. Several new online modules have also been introduced on LearningHub, providing targeted support to both new and existing employees seeking to build new capabilities or address skill gaps. One notable addition is the external contractor portal, designed for external contractors engaged under a direct-managed model. This portal facilitates their induction into our safety management system and site protocols.

## SUPPORTING PROFESSIONAL GROWTH

Our Study Assistance Program, postgraduate scholarships and our support for professional memberships help staff expand their capabilities and bring fresh expertise back into the workplace.

## BUILDING LEADERSHIP

The Public Sector Commission has initiated ‘Building Leadership Impact’, a comprehensive approach aimed at enhancing leadership competencies among public sector employees. We are currently in the planning stages of implementing a personal leadership development suite for our workforce.

## NEW ‘LEARNING INITIATIVE’ FOR WA

The WA Public Sector Learning Initiative will deliver around 120 training courses covering the huge range of skills and functions required of a modern public sector. We have been identified as a leading agency and responsible for submitting content across 6 project management modules. We are actively collaborating with subject matter experts and key stakeholders to ensure content for these modules is relevant and of a high standard.





# Road to diversity, equity and inclusion

Following release of our ‘Road to Diversity, Equity and Inclusion Framework’ last year we have continued to make positive strides across our 8 priority diversity groups. We are very proud to have been recognised as a DCA Inclusive Employer, even more so in achieving this as the benchmark in the first year since the launch of our DEI framework. The following outlines some of our achievements through the year.

## AWEI BRONZE

We were proud to have been awarded Bronze Employer status by Pride in Diversity’s Australian Workplace Equality Index (AWEI). This recognition reinforces our culture, practices and approach which support LGBTQIA+ workplace inclusion. The recognition also builds on the Transport Portfolio Ride with Pride approach – no matter the roads you drive or ride on, the licence you hold, or the bus, train, or ferry you jump on – you can RIDE WITH PRIDE right across the whole of Western Australia.

## GENDER PAY GAP

We are continuing to measure and report on our gender pay gap based on median base salary. This year we have recorded our lowest level in several years coming in at 8.1% compared to the national average of 13.6%. We also performed better than the private sector industry for heavy and civil construction in roads and bridges, which comes in at 24.1%. Further work is being done, working with organisations like CEO for Gender Equity, Work180 and Main Roads’ own diversity reference groups (DRGs), to understand how we can continue to affect change. We know there’s more work to do, and we’re up for the challenge.

## GENDER EQUITY – DRIVING REAL CHANGE TOGETHER

For us, gender equity isn’t just a goal – it’s a commitment we’re proud to stand behind. Through the passionate work of our employee-led Gender Equity DRG, we’re championing initiatives that create a more inclusive and empowering environment for everyone. We’re seeing progress: women now represent 31.8% of our workforce, a small but meaningful increase from last year. Our Inclusive Employer survey results revealed that 78% of women feel we’re taking real action on diversity, but only 64% feel they have access to career development opportunities. That’s a gap we’re determined to close. Here’s how we’re making it happen:

- promoting part-time and job-share opportunities to support varied career paths
- continuing unconscious bias training to build awareness and accountability
- encouraging flexible work for all genders to support balance across life and career
- creating peer networks for parents and caregivers
- shining a spotlight on our own incredible women through storytelling and events that celebrate success and inspire the next generation.

## NATIONAL RECONCILIATION WEEK

This year we brought staff together to listen, learn and reflect as we heard from guest speaker Uncle Kim Collard, CEO of Kulbardi and a Balladong and Whadjuk Elder of the Noongar Nation. He shared inspiring stories from his leadership journey including the founding of the Bibbulmun Fund and 2 of Australia’s most successful Aboriginal-owned businesses: Kulbardi, a national office supplies provider, and Kooya Australia Fleet Solutions. Our Managing Director, John Erceg, spoke about the significance of National Reconciliation Week and highlighted our ongoing programs and efforts strengthening Aboriginal engagement.

## NAIDOC 2025

As part of NAIDOC Week, we not only celebrated our Aboriginal workforce but proudly launched our new Stretch Reconciliation Action Plan (RAP) which will map out how we strengthen our partnership with Aboriginal peoples over the next 5 years and beyond. Our special guest was the CEO of Reconciliation WA Jody Nunn who spoke to us about ReconciliACTION. She reminded us that we should all take a moment of reflection and consider that when you are working alongside someone who is Aboriginal you are working with a person who represents more than 3,000 continuing generations on the country that we are in. Reconciliation is grounded in truth, opportunity and respect, without that we cannot move forward. Her speech was powerful, leaving us with a lot to think about as we look to implement our new Stretch RAP.

We are very proud to have been recognised as a DCA Inclusive Employer, even more so in achieving this as the benchmark in the first year since the launch of our DEI framework

## OTHER KEY ACHIEVEMENTS

- Our 8 diversity reference groups (DRG) have been very active and held successful events and activities throughout the year, including the following.
- The Inaugural Youth Day event was seeking to understand what people want. Guest speakers were: She Codes founder and WA Young Australian of the Year Kate Kirwin, and Clint Browning from Department of Communities.
  - Amber Anthony from Neurospicy treated us to an energetic and thought-provoking session about neurodiversity and the value of inclusion, at an event hosted by our Neurodiversity DRG.
  - We hosted a CEO for Gender Equity roundtable and participated in a job fair for parents and carers looking to return to work, along with several masterclasses and training.
  - We achieved our second year as a Disability Confident Recruiter, with accreditation awarded by the Australian Disability Network.
  - We hosted our first work experience student from North Metropolitan TAFE as part of the Settlement Language Pathways to Employment and Training Program.
  - A culturally and linguistically diverse story map was created, as part of our Harmony Week celebrations, allowing people to place a pin at the part of the world they are from and share stories and photos of their culture.
  - We marched again in the Perth Pride Parade as part of Portfolio Ride with Pride team.
  - We created an online hub of resources for mature age employees.
  - International Day of People with Disability was celebrated with special guests Karen Harvey from Spinal Life Australia and Sarah Yates, founder of Our Ruby Girl, sharing their stories and experiences.
- To find out more about what we are doing visit our website.



ROLL OVER THE ICONS TO VIEW STATISTICS

## Safety, health and wellbeing

Our top priority is ensuring the safety, health, and overall well-being of our employees, contractors working with us and the people working on our network across WA. We aim to develop our safety, health and wellbeing capability and strengthen our safety culture.

### PERFORMANCE

Measures	2022	2023	2024	2025 Target	2025 Actual	Status
Number of fatalities	0	2	0	0	1	⊗
Lost time injury and disease incidence rate	0.2	0.3	1.2	Zero or 10% improvement	1.6	⊗
Lost time injury and severity rate	33.3	25.0	60.9	Zero or 10% improvement	9.7	✓
Lost time injury frequency rate	1.0	1.0	4.3	4.0	8.3	⊗
% injured workers returned to work (i) within 13 weeks	100%	57.1%	74%	>80%	86%	✓
% injured workers returned to work (ii) within 26 weeks	100%	57.1%	74%	>80%	91.4%	✓
% managers trained in work health and safety injury management responsibilities	n/a	70%	89%	>80%	90%	✓

Fatalities – employees and contractors

1. Lost-time injury incidence rate is (the number of LTI/Ds divided by the number of employees) x 100

2. Severity rate is (the number of LTI/Ds that resulted in 60 days or more lost divided by the total number of LTI/D claims) x 100

3. Return to work within 13 weeks is (number of claims with a RTW outcome within 13 weeks divided by the number of claims) x 100 – this is by full calendar year i.e. 2022–23 column = 2022; 2023–24 column = 2023; 2024–25 column = 2024

4. Return to work within 26 weeks is (number of claims with a RTW outcome within 13 weeks divided by the number of claims) x 100 – this is by full calendar year i.e. 2022–23 column = 2022; 2023–24 column = 2023; 2024–25 column = 2024



LOST-TIME INJURY FREQUENCY RATE

Our lost-time injury frequency rate has continued to increase compared with previous years. This trend reflects the operational changes brought about by our transition to in-house maintenance and minor capital works. More than 550 permanent roles have now been filled across the regions as part of this shift.

The following show our top 3 critical risks over the past 12 months and the root causes, enabling us to focus our attention on areas that matter most.

Lost-time injury frequency rate	Target	LTIFR
2024 – 25	4.0	8.3
2023 – 24	1.9	4.3
2022 – 23	1.0	1.0

Top 3 critical risks (serious incidents) past 12 months

Mobile plant incidents	7
Interaction with live traffic	21
Vehicle incidents	14

Top 3 causes (serious injury) past 12 months

Hazard awareness	35
Hazard recognition/perception	24
Procedural compliance	20

WORKERS COMPENSATION AND INJURY MANAGEMENT

There were 50 workers compensation claims lodged during the year, with 31 of these being lost-time injuries. This reflects the change in our workforce with the transition of maintenance in-house.

Number of workers compensation claims lodged	
2024 – 25	50
2023 – 24	33
2022 – 23	13

SAFETY BANNER ALERTS

We regularly communicate alerts across the organisation and to our contractors, providing lessons learned from serious incidents. In the past 12 months we released 164 banner alerts.

Safety banner alert type	Number
Red – Safety, health & wellbeing (SHW) Serious incident – (preliminary notice)	85
Grey – SHW Serious incident (final notice)	73
Blue – General SHW	5
Purple – Local	0
Orange – SHW technology and innovation	1

PREVENTIVE HEALTH AND WELLBEING

During the year, we encouraged healthier habits to prevent illness and chronic disease and promote a healthier lifestyle for our workforce. We provided:

- 192 health assessments
- 441 skin cancer screening checks
- 8 wellbeing webinars to 744 attendees
- 60 ergonomic assessments.

MENTAL WELLBEING PLAN

We continued to deliver on the commitments outlined in our Mental Wellbeing Plan, with a strong focus on embedding initiatives that promote a mentally healthy workplace. The plan’s initiatives are informed by data collected through the Thrive at Work survey and extensive consultation, including directorate-specific psychosocial risk assessments designed to better understand workplace experiences. Our Manager Skills Development Program is the centrepiece initiative addressing several key themes identified within the Mental Wellbeing Plan.

ELIMINATING BULLYING AND HARASSMENT

We have made substantial progress towards fostering a safer and more respectful workplace. Our bullying and harassment training is focused on building a clear understanding across Main Roads about what bullying and harassment entail, ensuring everyone is on the same page. The training equips staff and managers with knowledge of what to do when bullying or harassment is witnessed or experienced, and training has now been attended by more than 1,100 staff.

A comprehensive toolkit is now available to staff, including a Guide to Difficult Conversations, incident documentation templates and a guide to resolving workplace issues. These resources are embedded in our training and supported by a communication campaign reinforcing expected behaviours. A dedicated sexual harassment policy has been developed and will be launched soon.

MENTAL WELLBEING SUPPORT

Our Peer Support Network has continued to grow following 2 successful intakes, with a third planned for late 2025. We provide peer supporters with initial and refresher training, access to professional debriefing and ongoing support. The program is now regularly featured in internal communications and integrated into relevant policies and training. We are continuing to monitor employee perceptions of the workplace, with a second round of the Thrive at Work survey conducted in mid-2025. The results will help us identify emerging areas of concern and further refine our wellbeing approach, ensuring our people have the support they need to thrive and perform at their best.





6

# Governance and Performance

Good governance underpins strong performance and is essential for retaining the trust and goodwill of the community. It is also critical for us achieving our aspiration and delivering on outcomes. We comply with all relevant laws and standards, and meet public expectations of probity, accountability, integrity and transparency.

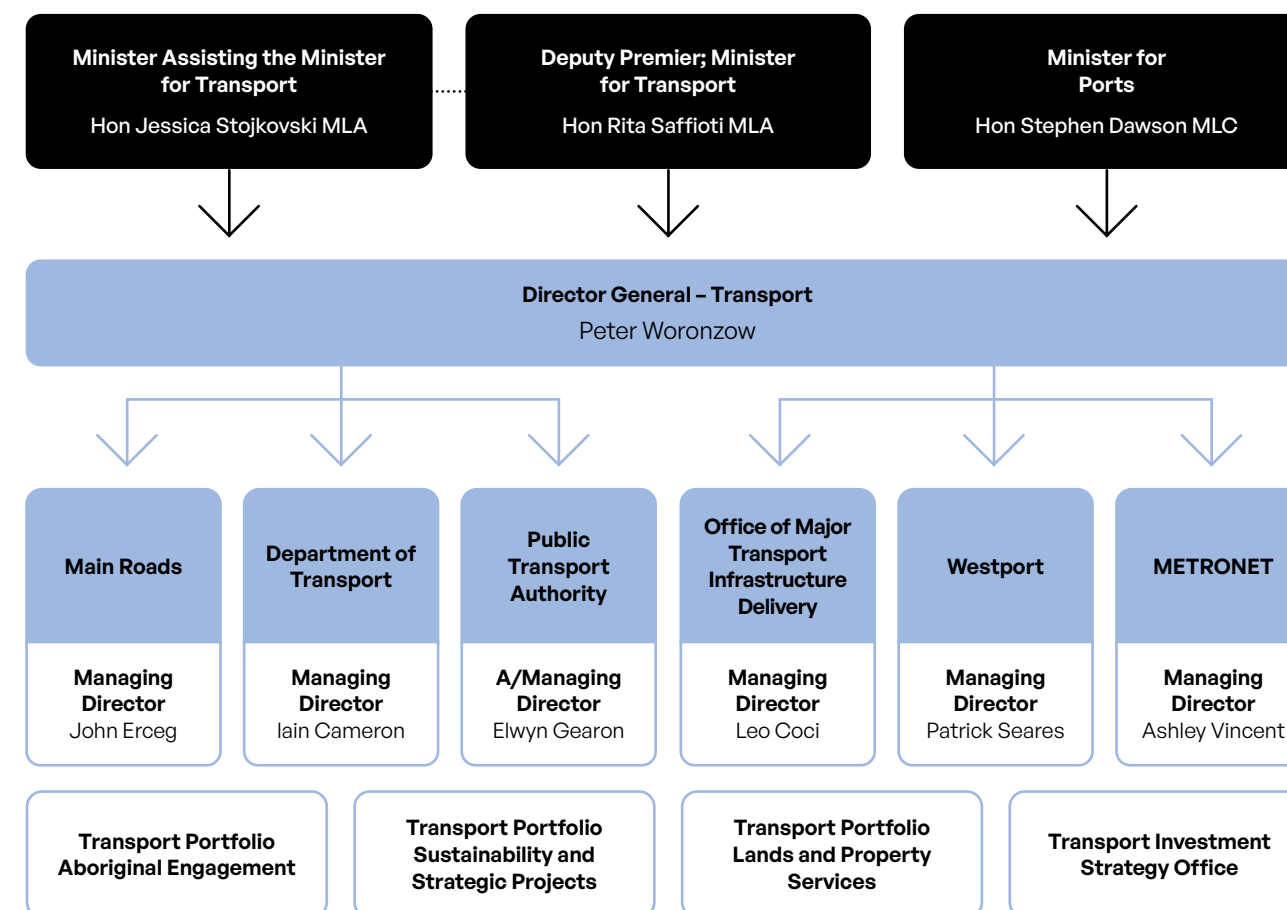
## HOW WE ARE STRUCTURED

The 3 key transport agencies in WA – Department of Transport, Main Roads and Public Transport Authority – continue to work together as the Transport Portfolio – collaborate by sharing expertise and coordinating the delivery of transport infrastructure and services across the state. While each agency has different roles and responsibilities, they all report to a single Director General who is concurrently the

Commissioner of Main Roads, Director General of Transport and the Chief Executive of the Public Transport Authority.

In March 2025, the Premier announced reform of WA Government departments to drive job creation. This will see major project planning and delivery expertise brought together under the Office of Major Infrastructure Delivery, which will join our Transport Portfolio from the start of the new financial year.

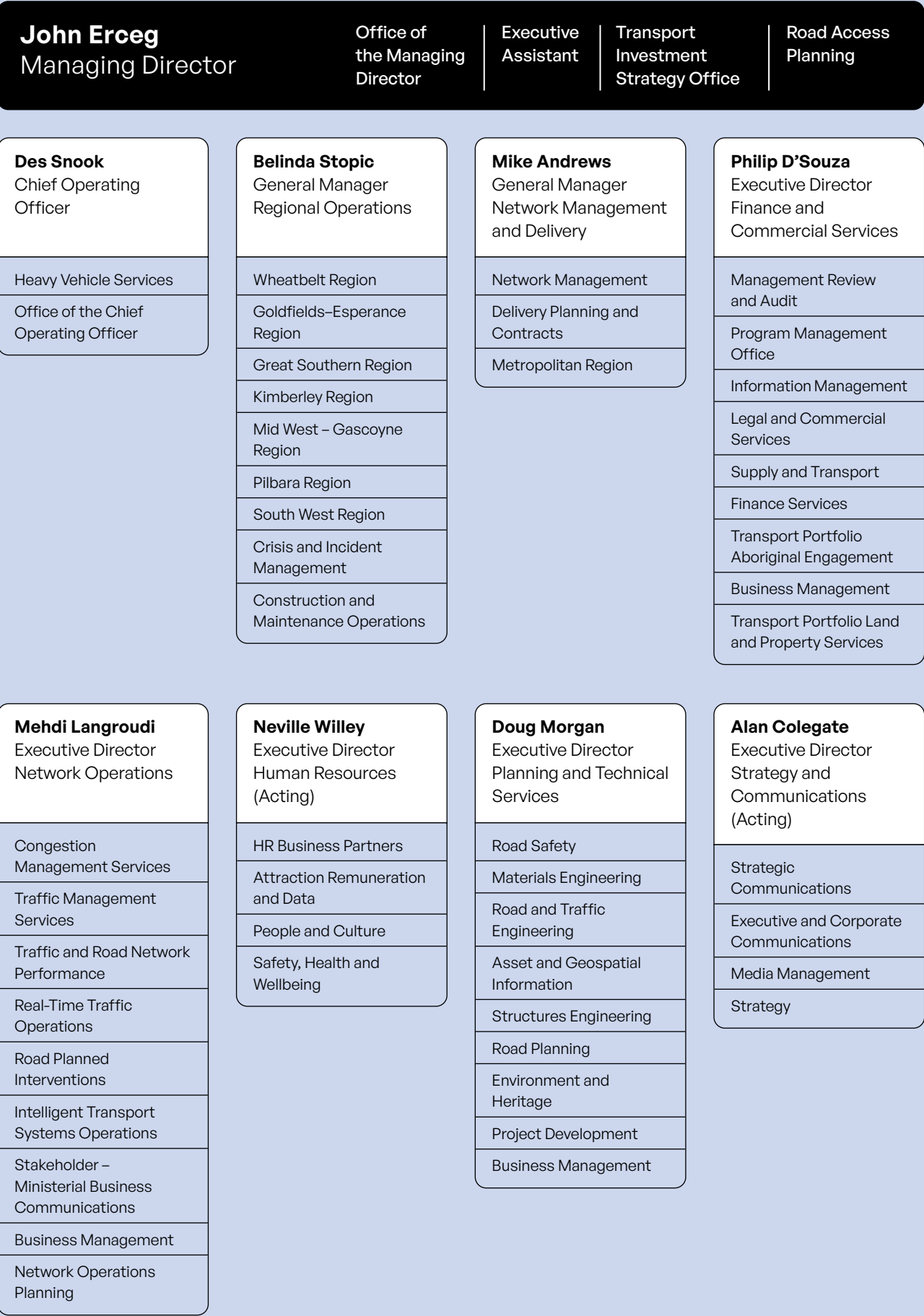
### Transport Portfolio Organisational Structure





MAIN ROADS

This outlines the structure of our organisation.







**PHILIP D’SOUZA**  
**Executive Director Finance and Commercial Services Chief Finance Officer**  
**BCom(Acctg&Fin), GradCertLdshp&Mgt, CPA**

Philip oversees sustainable and innovative financial services and investment planning along with business services, risk management, integrity and commercial services. Philip is a member of CPA Australia and the CPA WA Public Sector CFO Network. He is the executive Reconciliation Action Plan champion, the advocate for Aboriginal and Torres Strait Islander peoples and the independent deputy chair of the Audit and Risk Management Committee for the Public Transport Authority. He is also a board member of Nudge Foundation.



**DOUG MORGAN**  
**Executive Director Planning and Technical Services**  
**BEng(Elect), MBA**

Doug provides leadership in material and structural engineering, road design, project development, road planning, environmental services and spatial data management. Drawing on his expertise in traffic operations, road safety and network planning, he oversees state-wide road classification. Doug serves on the boards of the Sustainable Built Environment National Research Centre and the Road Safety Council. He is the advocate for neurodiverse people.



**MARTINE SCHELTEMA**  
**Director Environment and Heritage**  
**BSc(Hons)**

Martine provides environmental and heritage leadership to the organisation, overseeing environmental and heritage outcomes through systematic procedures and strategic on-ground actions. With extensive expertise in environmental impact assessment, management and leadership, she plays a key role in achieving positive environmental outcomes. Martine is a member of Austroads Environment and Sustainability Taskforce, Carnaby’s Cockatoo Recovery Team and the Australian Research Centre for Healing Country. She is also the advocate for people with disability.



**NEVILLE WILLEY**  
**Acting Executive Director Human Resources**  
**PostGradCertBus, ProfDipHRM**

Neville leads and manages the delivery of the human resources function and associated programs to achieve critical business objectives aligned with the organisation’s strategic and corporate culture. He brings extensive knowledge in the areas of human resource management, workforce planning and employee relations. He has a strong focus and commitment to build capability and safety and to develop a high performing culture of skilled professionals. Neville is the advocate for cultural and linguistically diverse people.



**ALAN COLEGATE**  
**Acting Executive Director Strategy and Communications**  
**DipAcc, GradCertLdshp&Mgt**

Alan leads corporate strategic planning and policy, along with delivering timely, accurate and customer-focused communications. He is the executive lead for diversity, equity and inclusion, and is the advocate for LGBTQIA+ representation across the organisation. Alan serves as the English-speaking secretary for PIARC (World Road Association) Technical Committee on the Performance of Transport Administrations. He has served as chair of the Australasian Reporting Awards Ltd board of directors since 2021.



**JAMES SHIELDS**  
**Acting Chief Information Officer**  
**BSc(Math)(Hons)**

James oversees technology initiatives for Main Roads, driving digital transformation and optimising IT infrastructure. He ensures the security and reliability of both our corporate and intelligent transport system networks by implementing robust cybersecurity measures. With extensive experience in ICT strategic planning, cybersecurity and delivery from the public and private sectors, James plays a crucial role in protecting Main Roads’ digital assets and supporting its strategic goals.



**MEHDI LANGROUDI**  
**Executive Director Network Operations**  
**BEng(Civ)(Hons)**

Mehdi leads the Road Network Operations Centre, overseeing the real-time management, operation and efficiency of metropolitan state roads to ensure safe, reliable and sustainable transport. With extensive leadership experience across government and private sectors internationally, he focuses on organisational development, decision-making that is data driven, innovation and the use of technology to achieve safe and sustainable performance improvements. Mehdi is the advocate for youth.



**DENNIS KICKETT**  
**Director Aboriginal Engagement Transport Portfolio**  
**BA(SocSc)**

Dennis is a collaborative, strategic leader with extensive experience in Aboriginal engagement and business procurement in government and private industry, including the mining, oil and gas sectors. He was instrumental in Main Roads reaching the WA Government’s Aboriginal participation targets, which were exceeded more than 12 months in advance. Dennis continues to lead Aboriginal economic participation, cultural recognition and workplace cultural safety across the Transport Portfolio. He represents Western Australia on the Commonwealth Land Transport Infrastructure Governance Working Group. He has traditional ties to the people of the Ballardong and Whadjuk language groups.



**LEO COCI**  
**Managing Director Office of Major Transport Infrastructure Delivery**  
**BEng(Hon), MBA**

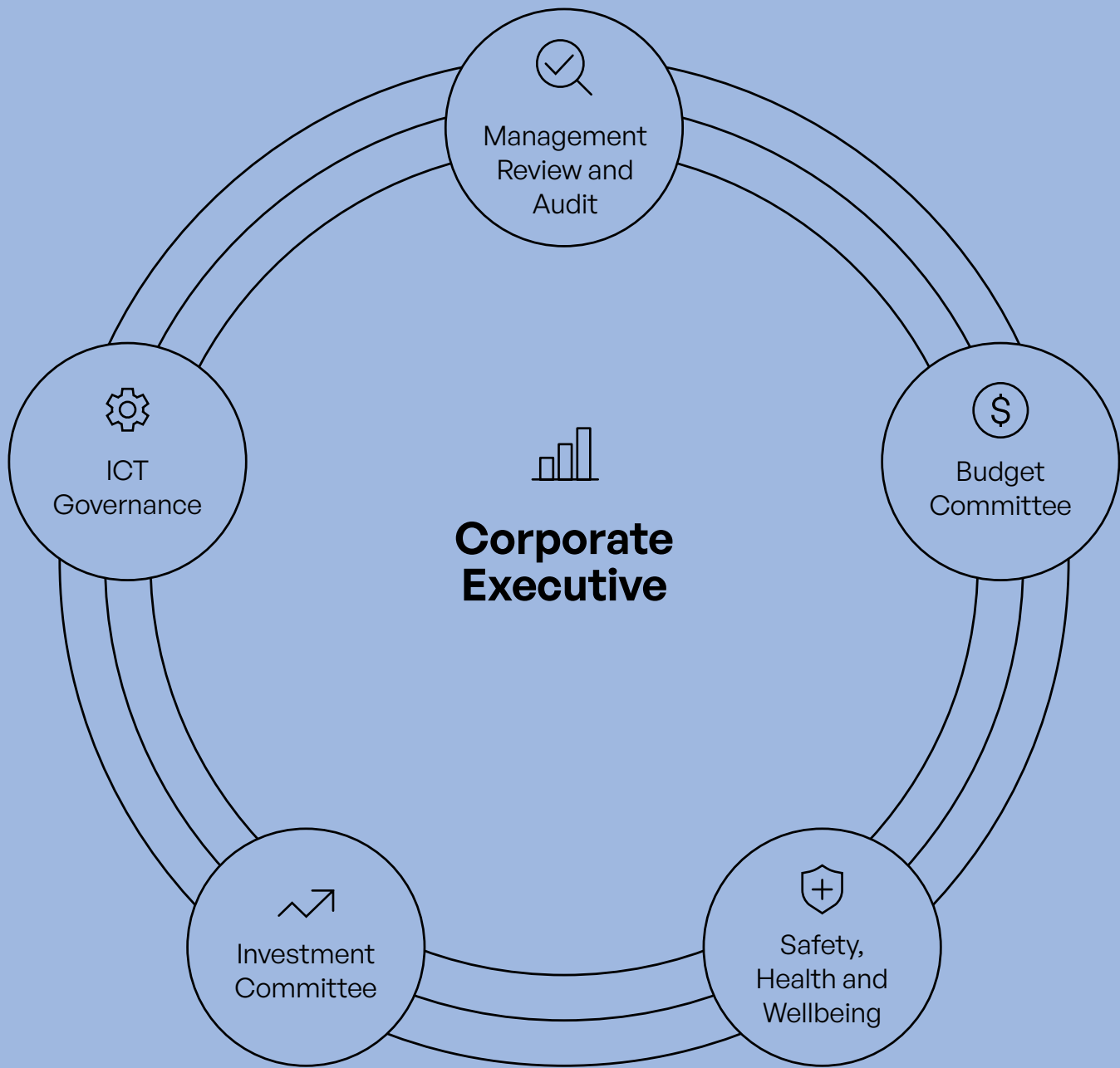
Leo brings together major road and rail infrastructure experts from Main Roads and the Public Transport Authority to one delivery hub. Under unified leadership, teams collaborate and share knowledge to achieve excellence in planning, procurement and delivery of high value, complex state-priority transport infrastructure projects. Leo is responsible for ensuring sustainable, innovative and safer solutions for delivering some of our largest transport projects across Western Australia, supporting economic growth and community needs.



GOVERNING MODEL

We cultivate a governance culture dedicated to upholding a high standard of integrity and accountability.

Our governance culture reflects our values and is supported by our Integrity Framework and Code of Conduct. This approach positions us for a future focused on ethical leadership underpinned by this model, which demonstrates the interconnected relationship of our integrated framework.



CORPORATE EXECUTIVE

Corporate Executive is our peak decision-making body. Its objective is ‘setting clear strategic direction to deliver government priorities, meet our aspiration and achieve agreed performance goals’.

Role	Focus areas for Corporate Executive during the past year
<ul style="list-style-type: none"><li>• Support the Transport Portfolio Governance Council</li><li>• Advisory body to the Managing Director</li><li>• Achieve the best outcomes from key decisions, develop Executive commitment to key organisational priorities and model our values and behaviours</li><li>• Strategic oversight, decision-making and leadership, managing organisational performance and ensuring capability to deliver services</li><li>• Create a culture of integrity and accountability by living our values and promoting our Code of Conduct and Integrity Framework</li><li>• Proactive approach oriented to long term, outcome-focused asset management</li></ul>	<ul style="list-style-type: none"><li>• Monitor delivery of critical projects and meet performance targets</li><li>• Oversee the adoption and progression of Essential 8 and respond to integrity breaches and cybercrime</li><li>• Champion and promote a culture of diversity, equity and inclusion</li><li>• Identify future state-wide capability, skills and leadership development</li><li>• Identify and champion strategic initiatives aligned with Keeping WA Moving</li><li>• Monitor the deployment of activities through the Corporate Business Plan</li><li>• Further develop sustainability reporting, with content focusing on material issues and approaches to climate change adaptation and circular economy</li><li>• Finalise and embed the transition of maintenance resources in-house</li><li>• Identify and exploit opportunities whilst mitigating critical risks with appropriate actions</li></ul>

We have established executive subcommittees to provide support and guidance for specific aspects of the business.





MANAGEMENT REVIEW AND AUDIT COMMITTEE

This committee meets quarterly with the objective of providing oversight and advising on the effectiveness of our corporate governance, including risk management, control processes and internal audit. It engages with management in a constructive and professional manner to perform its oversight responsibilities.



BUDGET COMMITTEE

This committee meets monthly with the objective of ensuring financial management oversight and best use of funds to achieve our strategic outcomes.

Role	Focus areas for the Management Review and Audit Committee during the past year
<ul style="list-style-type: none"><li>Assists the Commissioner of Main Roads, the Managing Director and Corporate Executive to ensure adequate management practices and controls are developed, maintained, and monitored</li><li>Keeps informed on strategic and operational risks and the status of improvement actions (treatment plans), providing any recommendations to Corporate Executive for consideration</li><li>Reviews and approves Main Roads Annual Internal Audit Plan</li><li>Considers audits conducted by Management Review and Audit</li><li>Monitors implementation of Management Review and Audit recommendations</li><li>Monitors performance against the Annual Internal Audit Plan</li></ul>	<ul style="list-style-type: none"><li>Approved the Main Roads Annual Internal Audit Plan for 2025–26</li><li>Considered the findings and recommendations from 30 internal audits</li><li>Monitored progress of the 2024–25 Annual Internal Audit Plan</li><li>Monitored management’s implementation of Management Review and Audit recommendations</li><li>Monitored outstanding and overdue audit recommendations</li><li>Reviewed strategic, operational and fraud and corruption risks and monitored the status of action plans to mitigate risks</li><li>Reviewed and updated the Audit Charter and Management Review and Audit Committee Terms of Reference ensuring compliance with the Treasurer’s Instructions.</li></ul>
Members	<ul style="list-style-type: none"><li>Independent external member (chair) – Trish Fraga-Diaz (Director Financial Services, Department of Education)</li><li>Independent external member – Melanie Price (CFO Zoological Parks Authority)</li><li>Independent external member – Consultant</li><li>Executive member – Doug Morgan</li></ul>

Role	Focus areas for the Budget Committee during the past year
<ul style="list-style-type: none"><li>Peak decision-making body for financial and budget management, investment planning and program development and delivery</li><li>Accountability for<ul style="list-style-type: none"><li>investment planning</li><li>program development</li><li>annual finance and budget performance</li><li>financial management</li><li>budget management</li><li>working capital management</li></ul></li></ul>	<ul style="list-style-type: none"><li>Asset Investment Program, ensuring project delivery is on target</li><li>Regional Road Safety Upgrade Program and continuity of funding</li><li>Minor works, local roads, maintenance and other programs, ensuring performance against targets</li><li>Oversight of the Natural Disaster Recovery Program and responsibility for financial outcomes of restoration projects within the State road network</li><li>Governance of financial outcomes within the targets set in the Resource Agreement</li><li>Statement of Comprehensive Income and Statement of Financial Position</li><li>Tender price outcomes on contracts</li><li>Identification of risk and opportunities in the scope of investment planning, project development, program management and project delivery impacting annual finances</li><li>Identification of risk and opportunities in cashflow management</li><li>Forecast road and bridge cost indices and understanding broader forecasts in the economic environment</li><li>Opportunities for funding information and communications technology priority programs, including operational technology</li><li>Identification of resources targeted toward critical road network assets</li></ul>
Executive members	<div><ul style="list-style-type: none"><li>John Erceg (chair)</li><li>Des Snook</li><li>Philip D’Souza</li><li>Belinda Stopic</li></ul><ul style="list-style-type: none"><li>Mike Andrews</li><li>Doug Morgan</li><li>Mehdi Langroudi</li><li>Neville Willey</li></ul></div>





CORPORATE SAFETY, HEALTH AND WELLBEING COMMITTEE

This committee meets bi-monthly and directs priorities and oversees the wellbeing of our workforce and the people who work for us.



INVESTMENT COMMITTEE

This committee meets bi-monthly and is the peak decision-making body for strategic network development, project investment and investment planning. It oversees development of the 10-year unfunded investment program and strategic asset plan.

Role	Focus areas for the Corporate Safety, Health and Wellbeing Committee during the past year	
<ul style="list-style-type: none"><li>• Presides over safety, health and wellbeing (SHW) issues from high-level strategy to reviews of individual incidents</li><li>• Acts as a primary occupational safety and health governance channel and reports to Corporate Executive on full-time and contracted employees</li><li>• Ensures consultation through visible feedback loops to local SHW committees and workers</li></ul>	<ul style="list-style-type: none"><li>• Monitored progress on WorkSafe improvement notifications and serious incidents including mitigating actions</li><li>• Considered updates on work, health and safety legislation and impact on Main Roads operations</li><li>• Monitored updates from our Safety Perception Survey and subsequent workshops, ahead of development of a new Safety Plan</li><li>• Review of Main Roads critical risk profile to feed into a new safety system currently in procurement</li><li>• Oversight of the integrated management system – safety, quality and environment – annual management review and recertification</li><li>• Escalation points for decision-making on issues and innovations from directorate and regional SHW committees</li></ul>	
Executive members		
There is a range of non-executive members to reflect the broader aspects of the business	<ul style="list-style-type: none"><li>• Neville Willey (chair)</li><li>• Philip D’Souza</li><li>• Mehdi Langroudi</li><li>• Doug Morgan</li></ul>	<ul style="list-style-type: none"><li>• Alan Colegate</li><li>• Belinda Stopic</li><li>• Mike Andre</li></ul>

Role	Focus areas for the Investment Committee during the past year	
<ul style="list-style-type: none"><li>• Review and endorse the long-term Network Development Strategy and Plan (20-year horizon)</li><li>• Establish investment focus and link organisational strategic objectives with outcomes addressing defined needs and problems</li><li>• Review and endorse the 10-year unfunded investment plan</li><li>• Review and endorse project priorities for the annual investment planning and budget cycle</li><li>• Approve allocation of investment readiness funding</li></ul>	<ul style="list-style-type: none"><li>• Endorsement of the 2025–26 investment readiness funding allocation</li><li>• Endorsement of the 10-year unfunded investment program</li><li>• Endorsement of the 2025–26 Strategic Asset Plan</li><li>• Oversight of improvements to the investment planning process</li><li>• Endorsement of all major and complex project scope of works and cost estimates as part of the decision-making requirements associated with the Budget and Investment Planning Framework</li><li>• Strategic oversight of high priority projects and reporting to the Minister for Transport for consideration in WA and federal Budget process and for submission for consideration by Infrastructure Australia in the annual refresh of the national Infrastructure Priority List</li></ul>	
Executive members		
	<ul style="list-style-type: none"><li>• Doug Morgan (chair)</li><li>• John Erceg</li><li>• Des Snook</li><li>• Belinda Stopic</li></ul>	<ul style="list-style-type: none"><li>• Mehdi Langroudi</li><li>• Philip D’Souza</li><li>• Mike Andrews</li></ul>





ICT GOVERNANCE COMMITTEE

This committee meets bi-monthly and provides overarching guidance and support in the implementation of ICT (information and communication technology) strategy and frameworks, processes and systems and monitoring ICT service delivery.

Role	Focus areas for the ICT Governance Committee during the past year	
<ul style="list-style-type: none"><li>Undertake the prioritisation of projects and initiatives in terms of their contribution to Main Roads strategic objectives, given the level of risk</li><li>Assess and approve ICT business cases</li><li>Manage ICT related risks</li><li>Oversee more efficient resource utilisation across ICT projects</li><li>Enhance transparency, accountability and corporate governance of ICT</li></ul>	<ul style="list-style-type: none"><li>Endorsed the PRIS (Privacy and Responsible Information Sharing) Action Plan</li><li>Endorsed the Enterprise Data Governance Framework and Operating Model</li><li>Management of ICT risks, including oversight of the Essential 8<ul style="list-style-type: none"><li>Endorsed the Cyber Security Incident Response Plan</li><li>Endorsed the User Access Management approach for inactive user access</li><li>Endorsed the USB restriction rollout program</li><li>Risk assessment and approval of Off-Shore Cloud Services</li></ul></li><li>Assessment and endorsement of ICT business cases</li><li>Endorsed the Overseas System Access policy</li></ul>	
Executive members		
	<ul style="list-style-type: none"><li>Philip D’Souza (chair)</li><li>Doug Morgan</li><li>Belinda Stopic</li><li>Mike Andrews</li></ul>	<ul style="list-style-type: none"><li>Mehdi Langroudi</li><li>Alan Colegate</li><li>Neville Willey</li><li>James Shiels</li></ul>

CASE STUDY

Contemporary approach to integrity education

- Our high standards of integrity and ethical behaviour are boosted through benefits from an integrity education program
- In-person integrity awareness sessions delivered to all Metropolitan and Regional offices

We are committed to upholding the highest standards of integrity and ethical behaviour, consistent with our values and guiding principles, to provide exceptional service and positive outcomes for the public.

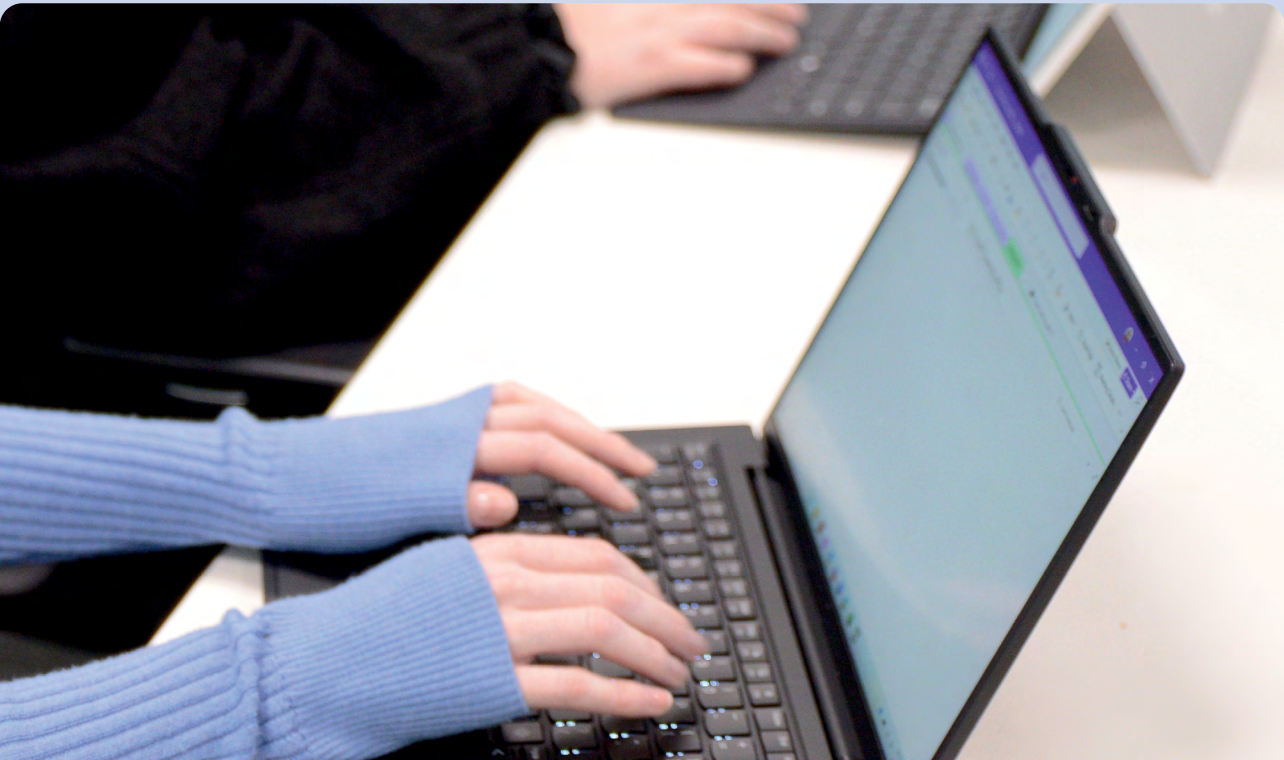
To support this, we have implemented a comprehensive integrity education program aligned with the Public Sector Commission’s ‘Embedding Integrity: Integrity Strategy for WA Public Authorities 2024–28’. The program is supported by strong leadership and good governance including our Code of Conduct, Integrity Framework and the Transport Portfolio Integrity Policy.

We identified the vital role that preventative education plays in fostering a strong culture of integrity and have proactively embedded a business-as-usual program for all employees and people working on our behalf. The program includes delivery of tailored training, e-learning modules, interactive fraud and corruption risk workshops, and corporate integrity communications.

A multi-faceted approach to education supports staff when applying ethical decision-making principles whilst simultaneously building organisational resilience to mitigate against integrity risk. Additional measures including scheduled integrity messaging and a bespoke annual integrity communications campaign promote a ‘speak up’ culture and raise awareness about sector-wide integrity risks. Collectively, these initiatives ensure staff feel safe and supported to confidently raise any concerns, while keeping integrity at the forefront of communication and training.

Our sessions focused on integrity, risk management and provision of education about recently enhanced finance and procurement processes and controls. Integrity awareness sessions were delivered, in-person, to all offices during the year. The program’s success has been measured through participant feedback and data analytics gauging the level of engagement and content relevance. We continue to undertake program review to inform future training via an iterative improvement framework incorporating staff feedback, audit recommendations and lessons learnt from public sector integrity incidents.

Learnings are also shared with our Transport Portfolio partners and other public sector agencies to promote collaboration, share knowledge and build capability.



RISK AND INTEGRITY

RISK MANAGEMENT

We identify and manage risks to support business outcomes and effective service delivery.

Our approach to risk covers regulatory, financial, safety, political, economic, environmental, reputational, and community considerations. Risk management is organisation-wide, with all staff responsible for embedding it in daily activities and business planning. Project risk is managed using established tools, methodologies, and our Enterprise Project Management system, with regular workshops and quality audits ensuring proper oversight. Strategic risk assessments are integrated into corporate planning, supporting informed decisions and improved performance. Annual workshops engage all directorates and executives in evaluating strategic risks. Risk themes include:

- policy
- information technology
- project delivery
- stakeholder engagement
- resource management
- asset management, delivery and operations.

This table identifies our corporate risks aligned against our most critical material topics and the capital inputs used to deliver outcomes in our business.

Risk theme	Material aspects	Capital inputs
<b>Stakeholder engagement</b> Failure to adapt to evolving community and customer expectations	<ul style="list-style-type: none"><li>• Good public policy</li><li>• Local communities</li><li>• Open and transparent communication</li></ul>	<ul style="list-style-type: none"><li>• Customers</li><li>• Our people</li><li>• Know-how</li></ul>
<b>Policy</b> Impacts to project delivery timeframes due to evolving sustainability and regulatory expectations and commitments	<ul style="list-style-type: none"><li>• Good public policy</li><li>• Aboriginal heritage and Native Title</li><li>• Climate change and energy</li><li>• Biodiversity</li><li>• Compliance with environmental legislation</li><li>• Legal compliance</li></ul>	<ul style="list-style-type: none"><li>• Customers</li><li>• Natural resources</li><li>• Know-how</li></ul>
<b>Asset management</b> Inability to deliver effective network management and maintain expected levels of service	<ul style="list-style-type: none"><li>• Road safety</li><li>• Congestion and freight productivity</li><li>• Regional presence and development</li><li>• Value for money</li></ul>	<ul style="list-style-type: none"><li>• Assets</li><li>• Financial capital</li><li>• Network performance</li></ul>
<b>Resource management</b> Failure to attract and retain a capital workforce and maintain funding for an expanding asset base	<ul style="list-style-type: none"><li>• Procurement practices</li><li>• Value for money</li><li>• Workforce safety and health</li><li>• Training and education</li><li>• Job creation</li><li>• Diversity and equal opportunity</li></ul>	<ul style="list-style-type: none"><li>• Financial capital</li><li>• Our people</li><li>• Know-how</li></ul>
<b>Project delivery</b> Inability of industry to deliver the project and delivery program in a timely competitive manner in line with Main Roads requirements	<ul style="list-style-type: none"><li>• Road safety</li><li>• Congestion and freight productivity</li><li>• Regional presence and development</li><li>• Value for money</li><li>• Procurement practices</li><li>• Supplier social assessment</li><li>• Road building materials</li></ul>	<ul style="list-style-type: none"><li>• Assets</li><li>• Financial capital</li><li>• Network performance</li><li>• Our people</li><li>• Natural resources</li></ul>
<b>Technology</b> Failure to effectively manage cybersecurity and remain proactive with emerging technologies	<ul style="list-style-type: none"><li>• Congestion and freight productivity</li><li>• Customer privacy</li><li>• Open and transparent communication</li></ul>	<ul style="list-style-type: none"><li>• Assets</li><li>• Know-how</li><li>• Network performance</li><li>• Natural resources</li></ul>





BUSINESS CONTINUITY MANAGEMENT

All business areas have a Business Continuity Plan in place and function within an overarching corporate business continuity management framework. Plans ensure we can respond to, and recover from, any business disruption. We continue to ensure our business continuity plans are appropriate and able to address the consequences of critical risk events including loss of infrastructure and cybersecurity incidents. We continue to strengthen our ability to mobilise resources to operate from non-traditional locations.

INTEGRITY FRAMEWORK

The Integrity Framework represents our commitment to effective fraud and corruption risk management and the promotion of a culture of integrity. The framework was developed with a focus on risk and positive education and is aligned with Australian Standard 8001:2021. The framework consolidates and clarifies policies and processes in relation to fraud and corruption, gifts and benefits, conflict of interest, contact with lobbyists and countering foreign interference and misconduct. Features of the framework include fraud and corruption risk workshops within our organisation’s directorates, a comprehensive integrity detection data analytics program and increased transparency through a central fraud and corruption incident register. The framework is complemented by our Code of Conduct and Transport Portfolio Integrity Policy and is available to all employees and people working on our behalf.

COUNTERING FOREIGN INTERFERENCE

We play a key role in building and maintaining infrastructure, making us a potential target for foreign interference. Such threats could disrupt essential services and supply chains, impacting businesses, government and the wider community. We embed foreign interference risk management into daily operations for key roles through the federal Department of Home Affairs’ countering foreign interference (CFI) online training. Guided by WA’s Department of the Premier and Cabinet’s CFI Framework, we have strengthened governance, cybersecurity and staff awareness. To ensure protective security is a routine part of how we operate, we have reviewed and updated core governance including our Integrity Framework and Code of Conduct as well as policies regarding staff vetting and overseas travel.

FRAUD AND CORRUPTION PREVENTION

Integrity detection activities and strategic controls form part of our holistic and collaborative approach to fraud and corruption prevention and management. These activities include: a comprehensive annual Audit Plan; Integrity Detection and Improvement Plans; an integrity education program; and a fraud and corruption risk management cycle. Our Integrity Framework clearly sets out the relevant policies and obligations for all employees and people working on our behalf regarding preventing, mitigating and reporting instances of fraud and corruption.

BENCHMARKING OUR COMMITMENT

As part of our commitment to strong corporate governance, we align our practices with both WA Public Sector Commission (PSC) guidelines and Australian Securities Exchange (ASX) principles. In 2024, the ASX Corporate Governance Council released a consultation draft of its proposed 5th edition *Corporate Governance Principles and Recommendations*, aiming to modernise governance expectations in response to emerging challenges. However, following the close of the consultation period in early 2025, the council confirmed it will not proceed with an update.

This table demonstrates our commitment against each principle aligned with the current approved guidelines.

PSC guidelines	ASX principles (4th edition)	Our commitment
1. Government and public sector relationship	1. Lay solid foundations for management and oversight	We have clear communication channels with the Minister, our Portfolio partners, and other government agencies.
2. Management and oversight		Our strategic plan defines our aspiration, focus areas and values. Our Integrity Framework defines our governance approach, and performance agreements exist at all levels of the organisation.
3. Organisational structure	2. Structure the board to add value	Our peak governance body is Corporate Executive supported by executive subcommittees. Details of their roles and performance are included throughout this report.
4. Operations		Business planning and reporting ensures our activities are aligned with our strategic plan and achieving desired outcomes against our services.
5. Ethics and integrity	3. Instil a culture of action lawfully, ethically and responsibly	Our Integrity Framework and Code of Conduct supported by regular training and development ensures commitment to behaviours consistent with our values.
6. People		Workforce planning and investment in leadership development leads to high performing teams. A culture of diversity, equity and inclusion is supported within a safe and healthy workplace.
7. Finance	4. Safeguard the integrity of corporate reports	This is achieved through our Delegation of Authority, Financial Management Manual, Audit Charter and internal processes. The Budget Committee and Investment Committee manage our performance and guide future direction.
8. Communication	5. Make timely and balanced disclosure	We deliver timely, accurate and customer-focused communications across all channels. Our complaint handling framework includes Freedom of Information and Public Interest Disclosure procedures, aligned with the principles of the <i>Privacy and Responsible Information Sharing Act 2024</i> (WA) to ensure transparency and responsible data use.
9. Risk management	7. Recognise and manage risk	Risk management is integrated in our business planning. Our approach considers regulatory, financial, safety, political, economic and compliance requirements, as well as reputational exposures and community exp ectations.

Note: ASX Principle 6 – Respect the rights of security holders and Principle 8 – Remunerate fairly and responsibly are not appropriate in the context of a Statutory Authority such as Main Roads and are excluded from the table.

FINANCIAL OVERVIEW

This summary highlights key elements of our performance, with detailed information available in the financial statements and notes.

OUR ASSETS

This year the total value of our assets increased by \$7.1 billion to \$78.8 billion. Road infrastructure assets make up 91% of that representing \$71.6 billion.

\$ billion	2023	2024	2025
Roads and Principal Shared Paths	19.3	19.8	22.2
Land under roads	29.1	30.9	35.8
Bridges	6.2	6.8	8.2
Other infrastructure	6.3	7.5	5.4
Property and plant	0.5	0.7	0.8
Amounts receivable	4.3	4.8	5.4
Other assets	1.0	1.2	1.0
Total	66.7	71.7	78.8

EXPENDITURE

Our investment in capital works, asset management of infrastructure assets across the road network, grants and subsidies to local government and other bodies and depreciation of the road network totalled \$4.3 billion.

\$ million	2023	2024	2025
Employee benefits and superannuation	104	133	174
Supplies and services	642	662	693
Depreciation expense and amortisation	534	587	639
Grants and subsidies	414	548	748
Other expenses	45	159	63
Capital expenditure	2,020	2,226	1,949
Loan repayment and finance cost	-	-	28
Total expenditure	3,759	4,315	4,294

FUNDING SOURCES

This year we received \$4.1 billion in funding with the largest contribution from the State Government totalling \$2.4 billion. The other primary source of funding was the Commonwealth Government valued at just under \$1.2 billion. Programs funded through the Commonwealth include the regional road safety, heavy vehicle safety and productivity along with funding for road projects.

\$ million	2023	2024	2025
State	2,205	2,518	2,444
Commonwealth	1,143	1,059	1,197
Other	282	307	472
Total Funding Received	3,630	3,884	4,113

STATEMENT OF CERTIFICATION

KEY PERFORMANCE INDICATORS

We hereby certify that the key performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the Commissioner of Main Roads performance and fairly represent the performance of the Commissioner of Main Roads for the financial year ended 30 June 2025.

FINANCIAL STATEMENTS

The accompanying financial statements of the Commissioner of Main Roads have been prepared in compliance with the provisions of the Financial Management Act 2006 (WA) from proper accounts and records to present fairly the financial transactions for the financial year ended 30 June 2025 and the financial position on 30 June 2025.

At the date of signing, we are not aware of any circumstances which would render the particulars included in the financial statements misleading or inaccurate.



Philip D'Souza  
CHIEF FINANCE OFFICER  
8 September 2025



John Erceg  
MANAGING DIRECTOR OF MAIN ROADS  
8 September 2025



Peter Woronzow  
COMMISSIONER OF MAIN ROADS  
8 September 2025





## Auditor General

### INDEPENDENT AUDITOR'S REPORT

2025

Commissioner of Main Roads

To the Parliament of Western Australia

## Report on the audit of the financial statements

### Opinion

I have audited the financial statements of the Commissioner of Main Roads (Main Roads) which comprise:

- the statement of financial position as at 30 June 2025, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended
- notes comprising a summary of material accounting policies and other explanatory information.

In my opinion, the financial statements are:

- based on proper accounts and present fairly, in all material respects, the operating results and cash flows of Main Roads for the year ended 30 June 2025 and the financial position as at the end of that period
- in accordance with Australian Accounting Standards, the *Financial Management Act 2006* and the Treasurer's Instructions.

### Basis for opinion

I conducted my audit in accordance with the Australian Auditing Standards. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my report.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### Responsibilities of the Commissioner for the financial statements

The Commissioner is responsible for:

- keeping proper accounts
- preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards, the *Financial Management Act 2006* and the Treasurer's Instructions
- such internal control as it determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Commissioner is responsible for:

- assessing the entity's ability to continue as a going concern
- disclosing, as applicable, matters related to going concern
- using the going concern basis of accounting unless the Western Australian Government has made policy or funding decisions affecting the continued existence of Main Roads.

### Auditor's responsibilities for the audit of the financial statements

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial statements. The objectives of my audit are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with 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 the financial statements. 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.

A further description of my responsibilities for the audit of the financial statements is located on the Auditing and Assurance Standards Board website. This description forms part of my auditor's report and can be found at [https://www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf)

## Report on the audit of controls

### Opinion

I have undertaken a reasonable assurance engagement on the design and implementation of controls exercised by Main Roads. The controls exercised by Main Roads are those policies and procedures established to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with the State's financial reporting framework (the overall control objectives).

In my opinion, in all material respects, the controls exercised by Main Roads are sufficiently adequate to provide reasonable assurance that the controls within the system were suitably designed to achieve the overall control objectives identified as at 30 June 2025, and the controls were implemented as designed as at 30 June 2025.

### The Commissioner's responsibilities

The Commissioner is responsible for designing, implementing and maintaining controls to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities are in accordance with the *Financial Management Act 2006*, the Treasurer's Instructions and other relevant written law.

## Auditor General's responsibilities

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the suitability of the design of the controls to achieve the overall control objectives and the implementation of the controls as designed. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3150 *Assurance Engagements on Controls* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements and plan and perform my procedures to obtain reasonable assurance about whether, in all material respects, the controls are suitably designed to achieve the overall control objectives and were implemented as designed.

An assurance engagement involves performing procedures to obtain evidence about the suitability of the controls design to achieve the overall control objectives and the implementation of those controls. The procedures selected depend on my judgement, including an assessment of the risks that controls are not suitably designed or implemented as designed. My procedures included testing the implementation of those controls that I consider necessary to achieve the overall control objectives.

I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

## Limitations of controls

Because of the inherent limitations of any internal control structure, it is possible that, even if the controls are suitably designed and implemented as designed, once in operation, the overall control objectives may not be achieved so that fraud, error or non-compliance with laws and regulations may occur and not be detected. Any projection of the outcome of the evaluation of the suitability of the design of controls to future periods is subject to the risk that the controls may become unsuitable because of changes in conditions.

## Report on the audit of the key performance indicators

### Opinion

I have undertaken a reasonable assurance engagement on the key performance indicators of Main Roads for the year ended 30 June 2025 reported in accordance with the *Financial Management Act 2006* and the Treasurer's Instructions (legislative requirements). The key performance indicators are the Under Treasurer-approved key effectiveness indicators and key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, the key performance indicators report of Main Roads for the year ended 30 June 2025 is in accordance with the legislative requirements, and the key performance indicators are relevant and appropriate to assist users to assess Main Roads' performance and fairly represent indicated performance for the year ended 30 June 2025.

## Matter of Significance

The Authority received an approval from the Under Treasurer under Treasurer's Instruction 3 Financial Sustainability – Requirement 5.2(i) Key Performance Indicators to temporarily discontinue reporting the key effectiveness indicator 'Percentage Smooth travel exposure' for the year ended 30 June 2025.

The temporary discontinuation was approved due to a delay in obtaining data to measure the key effectiveness indicator. Consequently, this key performance indicator has not been reported. I am required by section 24(1) of the *Auditor General Act 2006* to report on matters of such significance. My opinion is not modified in respect of this matter.

## The Commissioner's responsibilities for the key performance indicators

The Commissioner is responsible for the preparation and fair presentation of the key performance indicators in accordance with the *Financial Management Act 2006* and the Treasurer's Instructions and for such internal controls as the Commissioner determines necessary to enable the preparation of key performance indicators that are free from material misstatement, whether due to fraud or error.

In preparing the key performance indicators, the Commissioner is responsible for identifying key performance indicators that are relevant and appropriate, having regard to their purpose in accordance with Treasurer's Instruction 3 Financial Sustainability – Requirement 5: Key Performance Indicators.

## Auditor General's responsibilities

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the key performance indicators. The objectives of my engagement are to obtain reasonable assurance about whether the key performance indicators are relevant and appropriate to assist users to assess the entity's performance and whether the key performance indicators are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements relating to assurance engagements.

An assurance engagement involves performing procedures to obtain evidence about the amounts and disclosures in the key performance indicators. It also involves evaluating the relevance and appropriateness of the key performance indicators against the criteria and guidance in Treasurer's Instruction 3 - Requirement 5 for measuring the extent of outcome achievement and the efficiency of service delivery. The procedures selected depend on my judgement, including the assessment of the risks of material misstatement of the key performance indicators. In making these risk assessments, I obtain an understanding of internal control relevant to the engagement in order to design procedures that are appropriate in the circumstances.

I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.



My independence and quality management relating to the report on financial statements, controls and key performance indicators

I have complied with the independence requirements of the Auditor General Act 2006 and the relevant ethical requirements relating to assurance engagements. In accordance with ASQM 1 Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements, the Office of the Auditor General maintains a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Other information

The Commissioner is responsible for the other information. The other information is the information in the entity’s annual report for the year ended 30 June 2025, but not the financial statements, key performance indicators and my auditor’s report.

My opinions on the financial statements, controls and key performance indicators does not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, controls and key performance indicators my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and key performance indicators or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I did not receive the other information prior to the date of this auditor’s report. When I do receive it, I will read it and if I conclude that there is a material misstatement in this information, I am required to communicate the matter to those charged with governance and request them to correct the misstated information. If the misstated information is not corrected, I may need to retract this auditor’s report and re-issue an amended report.

Matters relating to the electronic publication of the audited financial statements and key performance indicators

This auditor’s report relates to the financial statements and key performance indicators of the Commissioner of Main Roads for the year ended 30 June 2025 included in the annual report on Main Roads’ website. Main Roads’ management is responsible for the integrity of Main Roads’ website. This audit does not provide assurance on the integrity of Main Roads’ website. The auditor’s report refers only to the financial statements, controls and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of the financial statements and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to contact the entity to confirm the information contained in the website version.

  
Sandra Labuschagne  
Deputy Auditor General  
Delegate of the Auditor General for Western Australia  
Perth, Western Australia  
9 September 2025

PERFORMANCE MEASURES

INTRODUCTION

Our roads play a pivotal role in enabling our daily lives and supporting economic prosperity with reliable and accessible transport infrastructure being a cornerstone for socioeconomic progress.

Our roads are essential in connecting rail, sea, air and inland port facilities to their markets increasing productivity, reducing travel times and creating jobs connecting communities. We use performance measurement to gain insight into, and make judgements about, the effectiveness and efficiency of the services we provide. Our performance measures are integrated within an evaluation and reporting process that is reviewed monthly by our Leadership team.

Alignment with government goals

We contribute towards three goals identified by the Western Australian Government achieved through a service-based outcome approach. The following table identifies the six services that drive our outcomes to deliver road related services to our customers.

Main Roads		Government Goals
Service	Outcome	
Road Safety	A safe road environment	<b>Safe, Strong and Fair Communities</b> Supporting our local and regional communities to thrive
Infrastructure for community access	Improved community access and roadside amenity	
Infrastructure for State Development	Facilitate economic and regional development	<b>WA Jobs Plan</b> Diversifying the economy creating local jobs for the future
Road Network Maintenance	A well-maintained road network	
Road System Management	Reliable and efficient movement of people and goods	<b>Investing in WA’s Future</b> Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities
Road Efficiency Improvements		

Following are key effectiveness and efficiency indicators that measure the extent of impact and success in the delivery and use of resources to provide our services.

Understanding our measures

The report begins with a summary of our service outcomes and measures for each indicator showing the trend over time and the current year results against the State Budget Papers. Following this is a narrative on each of the efficiency and effectiveness indicators for the six outcome-based services. There have been no changes to the approaches or methodology underpinning our measures this year. The following information gives an overview of the approach taken for two of the more prominent measures featured in this report.

Community perception

Four of the measures are derived from an annual Community Perceptions Survey that reflects the satisfaction levels of our customers across the State. An external research company is commissioned to undertake the Community Perceptions Survey and report on the findings on an annual basis. The data is collected by way of online interviews and social media interviews using a developed, structured questionnaire.

The population for the purpose of the research is all Western Australian residents 17 years of age and over. A sample of 710 residents from rural areas (100+ respondents from each region) and 704 residents from the Perth metropolitan area were surveyed. A stratified random sample is taken from the population ensuring that each person is given equal opportunity of being selected. The total sample of 1,414 produced a sampling precision of +/- 2.6% at the 95% confidence interval. That is to say that we would be 95% confident that the results would be within +/-2.6% should a census of the population be undertaken.

In each case, respondents had the opportunity to rate Main Roads performance as terrible, poor, okay, good or excellent in terms of road safety, providing cycleway and pedestrian facilities, road maintenance and overall performance. The reported results represent only the total of okay, good and excellent ratings.

On time and on cost

Eight of our efficiency measures are based on reporting against the delivery of our contracts in terms of time and cost. To recognise the complexity in achieving this, and consistent with approaches taken in other road agencies, all reporting against these measures includes a 10% margin when calculating the outcome. A target of 90% has been established for each of the On Time and On Cost measures based on what is an acceptable outcome considering risk and the variable nature of delivering road contracts. A result within the target range indicates that internal processes and procedures are appropriate, working well and deployed whilst a result below warrants further investigation to determine if there are any underlying systemic issues.

Investigatory criteria

A number of measures refer to Investigatory criteria, for example Network Configuration – Bridges and Smooth Travel Exposure. Investigatory criteria refer to specific and standardised parameters used to assess and evaluate the condition, performance, and maintenance needs of various road assets. These criteria help in making informed decisions in respect to asset management.

SUMMARY OF KEY PERFORMANCE MEASURES AND OUTCOMES

	2022	2023	2024	2025 Target	2025 Actual
% Community Satisfaction of road safety	91	89	90	90	89
Black Spot location indicator	7.28	7.09	6.64	6.64	6.50
% of contracts completed on time	72	77	79	90	85
% of contracts completed on budget	97	86	97	90	98

% Community Satisfaction		89	88	89	90	89
	B Double – 27.5m	98	98	98	97	98
% Road network permitted for use by heavy vehicles	Double road trains – 27.5m	98	98	98	97	98
	Double road trains – 36.5m	82	82	82	80	83
	Triple road trains – 53.5m	44	45	44	45	44
	Roads	94	94	94	94	94
% Network configuration	Bridges	Strength	94	94	94	94
		Width	96	96	96	97
% of contracts completed on time		68	59	50	90	68
% of contracts completed on budget		91	85	90	90	86
Average \$ cost of network management per million vehicle km travelled		6,701	7,128	8,115	6,900	9,531

Average return on construction expenditure	2.91	2.31	1.73	1.64	1.60
% of contracts completed on time	100	100	75	90	100
% of contracts completed on budget	100	100	100	90	100

% Smooth Travel Exposure	n/a	98	n/a	98	n/a
% Community Satisfaction road maintenance	85	82	85	90	85
% Preventative maintenance indicator	86	89	90	85	90
Average \$ cost of network maintenance per lane kilometre of road network	8,373	10,232	9,892	9,879	9,089

% of the year that 100% of the Main Roads’ State road network is available	87	75	83	95	83
% Community satisfaction with cycleways and pedestrian facilities	88	86	88	90	89
% of contracts completed on time	46	58	50	90	100
% of contracts completed on budget	85	83	88	90	100

We use performance measurement to gain insight into, and make judgements about, the effectiveness and efficiency of the services we provide



ROAD SAFETY

Outcome: providing a safe road environment

This service seeks to reduce the State’s road fatality rate to the lowest in Australia by minimising road factors contributing to road trauma and reducing the serious crash injury rate. We demonstrate this through the following measures:

	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
% Community Satisfaction of road safety	91	89	90	90	89
Black Spot location indicator	7.28	7.09	6.64	6.64	6.50
% of contracts completed on time	72	77	79	90	85
% of contracts completed on budget	97	86	97	90	98

Effectiveness indicators

Community satisfaction with road safety

This indicator represents how satisfied the community is with Main Roads’ overall performance in road safety. Overall community satisfaction with the safety of the road network remained high, only dipping one percentile from our target of 90% to 89% in 2025. Satisfaction levels declined in the Great Southern falling from 90% in 2024 to 78% in 2025 and the Mid West–Gascoyne Region falling from 87% to 68% with all other regions recording the same or increased satisfaction levels with South West achieving the most significant increase going from 83% in 2024 to 94% this year.

Black Spot location indicator

The indicator gives a measure of the number of locations on the road network that meet State Black Spot (high risk locations) criteria based on an analysis of crash history. The indicator has a moving target to continue progress in reducing the number of Black Spot locations on the WA road network, with the target being informed by the trend in the number of Black Spot qualifying locations in the previous two years. The indicator uses road crash data from a rolling 5-year period to determine whether the number of locations eligible for State Black Spot funding is increasing or decreasing, proportional to the amount of vehicle travel in the State. While vehicle travel has remained relatively consistent in recent years, total crash numbers have been reducing over time suggesting the reduction in the indicator is due to reduced crash rates.

Efficiency indicators

Percentage of contracts completed on time

This indicator represents the percentage of contracts delivered on time in the Road Safety Service. The result achieved was 85% against a target of 90% with 6 of the 40 eligible contracts not delivered within the expected time frame. Of these, 2 are due to slow progress by the contractor and 3 contracts had changes to scope and design. The remaining contract is in dispute and the claims are under investigation. The overall result is an improvement on the previous year.

Percentage of contracts completed on budget

This indicator represents the percentage of contracts delivered on budget in the Road Safety Service. Of the 40 eligible contracts there was one that is the subject of ongoing negotiations that had not been completed before the end of the financial year. The result is above the target of 90%.

EFFICIENCY AND ROAD SYSTEM MANAGEMENT

Outcome: reliable and efficient movement of people and goods

The Efficiency Service seeks to improve the efficiency, capacity and utilisation of the existing road network whilst the Road System Management Service seeks to optimise real-time management of the network, provide traveller information, asset management planning and to support service delivery throughout the organisation. Together these services contribute to achieving the outcome. We demonstrate this through the following measures:

		2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
% Community Satisfaction		89	88	89	90	89
% Road network permitted for use by heavy vehicles	B Double – 27.5m	98	98	98	97	98
	Double road train – 27.5m	98	98	98	97	98
	Double road train – 36.5m	82	82	82	80	83
	Triple road train – 53.5m	44	45	44	45	44
% Network configuration	Roads	94	94	94	94	94
	Bridges	Strength	94	94	94	94
		Width	96	96	96	97
% of contracts completed on time		68	59	50	90	68
% of contracts completed on budget		91	85	90	90	86
Average \$ cost of network management per million vehicle km travelled		6,701	7,128	8,115	6,900	9,531

Effectiveness Indicators

Community satisfaction

This indicator represents how satisfied the community is with Main Roads’ overall performance in the management and operation of the State Road network. The overall rating remained the same as last year, almost achieving the target of 90% with 89% of survey respondents rating Main Roads’ performance as okay or better.

While satisfaction levels in the Metropolitan Region remained high at 93%, levels throughout the regions varied; The Midwest–Gascoyne’s performance decreased significantly from a high of 90% in 2024 to 66% in 2025 similarly, satisfaction in the Great Southern Region also dropped from a high of 87% to 73%. However, the performances of Wheatbelt (55% to 59%) and South West regions (80% to 90%) both showed improved results.

Road network permitted for use by heavy freight vehicles

This indicator relates to the efficient movement of goods within Western Australia and the percentage of available State roads accessed by the following types of vehicles B-Doubles, Double road trains and Triple road trains. The use of larger vehicles with heavy loads can increase the overall efficiency of freight transport operations, resulting in lower transport costs. However, to maintain road safety and guard against infrastructure damage, restrictions are placed on some trucks. Because of the relatively high efficiency of these vehicles, the proportion of roads accessible to them is an important factor in the overall efficiency of freight transport in this State. The percentage of road network permitted for use by heavy freight vehicles exceeded annual targets, except for 53.5 metre Triple Road Trains. However, the percentages have remained quite consistent across previous years.

Network configuration – roads

This indicator shows the percentage of travel undertaken on roads meeting specific criteria for seal width, carriageway width and curve rating. The indicator gives a measure of the ability of Main Roads to plan for and maintain roads to desirable standards. In 2024–25, 94% of travel was undertaken on roads meeting the seal width, carriageway width and curve rating criteria, which meets the target of 94% for that period. The results over the four-year period show a consistent trend and demonstrate that Main Roads continues to plan and program works to address roads that are below the criteria.

Network configuration – bridges

Like the roads measure, bridges are assessed for strength and width using agreed investigatory criteria. The monitoring of bridge strength and width needs to ensure a safe and efficient road network relating to improved access and transport efficiencies. These measures are indicators for the number of bridges that meet, or are above, the investigatory criteria, recorded as a percentage of the total number of bridges on main roads and highways. Bridges that do not meet the investigatory criteria for strength or width are considered in assessing, scoping and prioritising works, as part of the ten-year bridge strategy.

*Strength* – The results of this indicator show that 94% of the bridges meet the agreed criteria for strength against a target of 94%.

*Width* – In relation to width, 97% of bridges meet the criteria against a target of 96%.

Efficiency Indicators

Percentage of contracts completed on time

This indicator represents the percentage of contracts delivered on time in the Road Efficiency Service. The result achieved was 68% against a target of 90% with 7 of the 20 eligible contracts not delivered within the expected time frame. Three of these contracts were delayed due to slow progress by the contractor. An additional 2 were due to supply and resource issues, with one due to unexpected installation issues during the installation of new LED lights and one due to accommodating additional signage works and lack of sub-contractor availability. The remaining 2 contracts are works in progress. The result is below the target of 90%.

Percentage of contracts completed on budget

This indicator represents the percentage of contracts that were delivered on budget in the Road Efficiency Service. Only 3 of the 22 eligible contracts were not on budget, one was due to increased contract management costs due to extra time taken to complete the contract, the other was due to a change in the scope of works, and the other was a secondary contract for the provision of plant and all variations will be managed within the primary contract. The result of 86% is below the 90% target.

Average cost of network management

This indicator measures the financial efficiency of the Road System Management program in terms of cost per million vehicle kilometres travelled to manage the road system. In order to compare current figures with previous years all figures have been adjusted and reported in terms of current year’s dollars. In respect of the current year, the result of \$9,531 per million vehicle kilometres travelled is higher than the target of \$6,900. This reflects the outcome of the governments wage policy that was not a factor when setting the target. In addition, there continues to be an increased focus on project planning and development and not built solutions to address efficient operation of the network. The outcome is higher than previous year’s results when adjusted applying the Gross State Product Price Index.

STATE DEVELOPMENT

Outcome: facilitating economic and regional development

This service expands the road network in accordance with State and Commonwealth transport and land use strategies that will facilitate the economic and regional development of the State. We demonstrate this through the following measures:

	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
Average return on construction expenditure	2.91	2.31	1.73	1.64	1.60
% of contracts completed on time	100	100	75	90	100
% of contracts completed on budget	100	100	100	90	100

Effectiveness indicators

Return on construction expenditure

New roads and bridge construction adds to the capacity of the road network. Return on Construction Expenditure is based on Benefit Cost Ratio (BCR) estimates of a set of projects undertaken each year. It indicates the extent to which road and bridge construction expenditure will deliver future economic benefits to the community. This indicator represents the expenditure weighted BCR for the State Development Service and Road Efficiency Service for which a BCR has been calculated. The result is slightly below the target with an expenditure weighted average result of 1.60 against the target of 1.64. However there is no significant change in the 2024-25 actual result compared to the target.

Efficiency indicators

Percentage of contracts completed on time

This indicator represents the percentage of contracts delivered on time in the State Development Service. There are no contracts late for this service therefore the results achieved was 100% which is above the target of 90%.

Percentage of contracts completed on budget

This indicator represents the percentage of contracts delivered on budget in the State Development Service. There are no contracts over budget for this Service therefore the result achieved was 100% which is above the target of 90%.



ROAD MAINTENANCE

Outcome: providing a well maintained road network

This service seeks to maintain the existing road and bridge network by maximising asset life and minimising whole of life costs. We demonstrate this through the following measures:

	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
% Smooth Travel Exposure	n/a	98	n/a	98	n/a
% Community Satisfaction road maintenance	85	82	85	90	85
% Preventative maintenance indicator	86	89	90	85	90
Average \$ cost of network maintenance per lane kilometre of road network	8,373	10,232	9,892	9,879	9,089

Effectiveness indicators

Smooth travel exposure

This indicator is based on the percentage of travel undertaken on the State road network meeting specific roughness criteria. This survey of the road network is undertaken every second year and was due to be reported for 2024–25. A delay in obtaining data to measure this indicator arose due to scheduling issues with other jurisdictions and the impact of natural disasters in Queensland and Western Australia. These delays have meant that Main Roads are not able to meet the required timeframes for reporting purposes. The Under Treasurer has given approval under Treasurer’s Instruction 3 Financial Sustainability – Requirement 5.2(i) Key Performance Indicators to temporarily discontinue the reporting of this indicator for the 2024-25 annual report on the understanding that it will be reported in the 2025–26 annual report.

Community satisfaction of road maintenance

This indicator represents how satisfied the community is with Main Roads’ overall performance in the maintenance of the State Road network. The overall satisfaction level remained static in 2025 at 85% coming in under the target of 90%. The Goldfields-Esperance region achieved a significant increase in satisfaction rising from 40% to 59% however, Mid West-Gascoyne had one of its lowest results falling from 77% in 2024 to 57% in 2025.

Preventative maintenance indicator

The Preventative maintenance Indicator provides a measure of the proportion of sealed state road network that has a surfacing age younger than its optimal target age. The indicator provides a measure of proactive maintenance undertaken on the network on an annual basis, sections of the network with a surfacing age younger than the target age are classified as ‘Good’. This year the analysis shows that 90% of the network is ‘Good’, which exceeds the target of 85%. The 2024–25 result exceeds the established target and shows a general improvement over the 4-year period.

Efficiency indicators

Average cost of network maintenance per lane kilometre of road network

This indicator identifies the financial efficiency of road and roadside maintenance works by showing the cost per lane kilometre to maintain acceptable travel conditions on the State roads. To compare current figures with previous years all figures have been adjusted and reported in terms of current year’s dollars which can influence the trend result. This year’s result came in 8.7% below the target, based on current year dollar adjustments and excluding infrastructure depreciation and structural costs. The original target estimate had allowed for increased maintenance costs, and associated budget, which did not fully materialize in the 2024/25 financial year.

COMMUNITY ACCESS

Outcome: improving community access and roadside amenity

This service seeks to provide infrastructure that will increase personal mobility and community access. We demonstrate this through the following measures:

	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
% of the year that 100% of the Main Roads’ State road network is available	87	75	83	95	83
% Community satisfaction with cycleways and pedestrian facilities	88	86	88	90	89
% of contracts completed on time	46	58	50	90	100
% of contracts completed on budget	85	83	88	90	100

Effectiveness indicators

Unplanned road closure on the state road network

Generally 100% of Main Roads Road sealed network is available to all road users; however, there are unplanned road closures due to a number of reasons including flooding, cyclones, bushfires and major road crashes, which may vary in duration. The availability of the sealed road network is measured as a percentage of calendar days that the whole network is available to the road user. Closure is determined by measuring the number of whole days (24 hours commencing from the time the road is closed) that any section of the sealed road network in Western Australia is closed. This year the road network was available 83% of the year, which is below the target of 95%. This low result is attributed to several heavy rainfall events across the Pilbara Region during wet season, including significant closures during February 2025 with the passage of Tropical Cyclone Zelia. In the Mid West Gascoyne Region bushfires in November 2024 resulted in the Indian Ocean Drive also being closed for several days, and Great Southern Region was also impacted by bushfire events across January 2025.

Community satisfaction with cycleways and pedestrian facilities

This indicator represents how satisfied the community is with Main Roads’ performance in the construction, maintenance and management of cycleways and pedestrian facilities. The overall community satisfaction increased slightly from 88% in 2024 to 89% in 2025 against our target of 90%. The results were largely consistent with last year however, Mid West-Gascoyne region had the greatest decline in satisfaction going from 84% in 2024 to 71% in 2025.

Efficiency indicators

Percentage of contracts completed on time

This indicator represents the percentage of contracts delivered on time in the Community Access Service. Of the 6 eligible contracts none were late. The result of 100% exceeds the target of 90%.

Percentage of contracts completed on budget

This indicator represents the percentage of contracts delivered on budget in the Community Access Service. Of the 6 eligible contracts, none were over budget. The result achieved was 100% which exceeds the target of 90%.

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## COMMISSIONER OF MAIN ROADS STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2025

	Notes	2025 \$000	2024 \$000
<b>COST OF SERVICES</b>			
<b>Expenses</b>			
Employee benefits expenses	3.1(a)	174,583	132,934
Supplies and services	3.3	692,972	661,835
Depreciation and impairment expenses of infrastructure assets	5.2.1	622,234	576,245
Depreciation, amortisation and impairment expenses – other	5.1.1, 5.3.1	13,081	9,212
Depreciation and impairment expenses – right-of-use assets	5.4.1	3,933	2,081
Finance costs	7.4	27,700	8,853
Grants and subsidies	3.2	747,812	547,591
Other expenses	3.3	63,009	150,433
<b>Total cost of services</b>		<b>2,345,324</b>	<b>2,089,184</b>
<b>Income</b>			
Sale of goods and services	4.2	6,839	5,127
Commonwealth grants	4.3	1,196,622	1,059,253
Contributions to roadworks	4.4	40,338	51,170
Grants from other bodies	4.5	10,613	13,706
Interest income	4.6	1,307	1,332
Other income	4.7	23,995	24,070
<b>Total income</b>		<b>1,279,714</b>	<b>1,154,658</b>
<i>Gains</i>			
Gain/(loss) on disposal of non-current assets	4.8	25	(489)
<b>Total gains</b>		<b>25</b>	<b>(489)</b>
<b>Total income other than income from State Government</b>		<b>1,279,739</b>	<b>1,154,169</b>
<b>Net cost of services</b>		<b>1,065,585</b>	<b>935,015</b>
<b>Income from State Government</b>			
	4.1		
Service appropriation		1,721,837	1,534,748
Resources received free of charge		1,601	1,064
Income from other public sector entities		247,485	339,967
<b>Total income from State Government</b>		<b>1,970,923</b>	<b>1,875,779</b>
<b>Surplus for the period</b>		<b>905,338</b>	<b>940,764</b>
<b>Other comprehensive income</b>			
<i>Items not reclassified subsequently to profit or loss</i>			
Changes in asset revaluation surplus	9.9	5,509,357	2,538,075
<b>Total other comprehensive income</b>		<b>5,509,357</b>	<b>2,538,075</b>
<b>Total comprehensive income for the period</b>		<b>6,414,695</b>	<b>3,478,839</b>

See also note 2 ‘Schedule of Income and Expenses by Service’.  
The Statement of comprehensive income should be read in conjunction with the accompanying notes.



COMMISSIONER OF MAIN ROADS

STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2025

	Notes	2025 \$000	2024 \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash and cash equivalents	7.1	169,932	272,237
Restricted cash and cash equivalents	7.1	316,449	136,539
Receivables	6.1	307,076	646,844
Inventories	6.3	6,773	9,138
Prepayments	6.4	56,814	73,457
Non-current assets classified as held for sale	9.8	4,664	3,071
<b>Total Current Assets</b>		861,708	1,141,286
<b>Non-Current Assets</b>			
Receivables	6.1	9,031	9,054
Amounts receivable for services	6.2	5,400,244	4,817,117
Inventories	6.3	23,494	18,318
Prepayments	6.4	12,006	6,594
Property, plant and equipment	5.1	841,973	677,376
Infrastructure	5.2	71,624,060	65,040,160
Intangible assets	5.3	10,551	8,839
Right-of-use assets	5.4	33,098	17,252
<b>Total Non-Current Assets</b>		77,954,457	70,594,710
<b>Total assets</b>		<b>78,816,165</b>	<b>71,735,996</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	6.5	480,583	432,370
Lease liabilities	7.2	10,241	5,976
Contract liabilities	6.7	8,849	4,296
Grants liabilities	6.8	230,306	338,968
Borrowings	7.3	456,900	687,220
Employee related provisions	3.1(b)	50,970	43,411
<b>Total Current Liabilities</b>		1,237,849	1,512,241
<b>Non-Current Liabilities</b>			
Payables	6.5	113,374	13,973
Lease liabilities	7.2	23,796	11,754
Employee related provisions	3.1(b)	11,257	8,385
Other provisions	6.6	498	94
<b>Total Non-Current Liabilities</b>		148,925	34,206
<b>Total liabilities</b>		<b>1,386,774</b>	<b>1,546,447</b>
<b>Net assets</b>		<b>77,429,391</b>	<b>70,189,549</b>
<b>Equity</b>			
	9.9		
Contributed equity		9,032,896	8,207,749
Reserves		46,277,364	40,768,007
Accumulated surplus		22,119,131	21,213,793
<b>Total equity</b>		<b>77,429,391</b>	<b>70,189,549</b>

The Statement of financial position should be read in conjunction with the accompanying notes.

COMMISSIONER OF MAIN ROADS

STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 30 JUNE 2025

	Notes	Contributed Equity \$000	Reserves \$000	Accumulated surplus/ (deficit) \$000	Total Equity \$000
<b>Balance at 1 July 2023</b>					
		7,354,125	38,229,932	20,273,029	65,857,086
– Surplus		–	–	940,764	940,764
– Other comprehensive income		–	2,538,075	–	2,538,075
Total comprehensive income for the period		–	2,538,075	940,764	3,478,839
<i>Transactions with owners in their capacity as owners:</i>					
– Capital appropriations	9.9	741,706	–	–	741,706
– Other contributions by owners	9.9	112,980	–	–	112,980
– Distributions to owners	9.9	(1,062)	–	–	(1,062)
Total		853,624	–	–	853,624
<b>Balance at 30 June 2024</b>		<b>8,207,749</b>	<b>40,768,007</b>	<b>21,213,793</b>	<b>70,189,549</b>
<b>Balance at 1 July 2024</b>					
		8,207,749	40,768,007	21,213,793	70,189,549
– Surplus		–	–	905,338	905,338
– Other comprehensive income		–	5,509,357	–	5,509,357
Total comprehensive income for the period		–	5,509,357	905,338	6,414,695
<i>Transactions with owners in their capacity as owners:</i>					
– Capital appropriations	9.9	722,298	–	–	722,298
– Other contributions by owners	9.9	140,557	–	–	140,557
– Distributions to owners	9.9	(37,708)	–	–	(37,708)
Total		825,147	–	–	825,147
<b>Balance at 30 June 2025</b>		<b>9,032,896</b>	<b>46,277,364</b>	<b>22,119,131</b>	<b>77,429,391</b>

The Statement of changes in equity should be read in conjunction with the accompanying notes.

COMMISSIONER OF MAIN ROADS

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2025

	Notes	2025 \$000	2024 \$000
<b>Cash flows from State Government</b>			
Service appropriation		1,138,710	1,004,293
Capital appropriation		762,332	790,199
Contributions to roadworks		200,319	80,616
Road Trauma Trust Fund		44,527	33,054
Natural disaster funds		31,241	197,916
Royalties for Regions Fund		104,684	71,373
<b>Net cash provided by State Government</b>		2,281,813	2,177,451
<i>Utilised as follows:</i>			
<b>Cash flows from operating activities</b>			
<b>Payments</b>			
Employee benefits		(166,551)	(124,357)
Supplies and services		(644,186)	(652,667)
Grants and subsidies		(708,797)	(552,498)
GST payments on purchases		(320,629)	(351,580)
Finance costs		(24,452)	(5,414)
<b>Receipts</b>			
Sale of goods and services		35,681	64,082
Commonwealth grants		1,593,149	1,033,555
Interest received		1,288	1,024
GST receipts on sales		31,075	40,233
GST receipts from taxation authority		295,041	299,543
Other receipts		27,983	7,870
Rent received		6,745	6,356
<b>Net cash provided by/(used in) operating activities</b>	7.1.2	126,347	(233,853)
<b>Cash flows from investing activities</b>			
<b>Payments</b>			
Purchase of non-current assets		(54,100)	(53,989)
Purchase of infrastructure assets		(2,034,827)	(2,190,706)
<b>Receipts</b>			
Proceeds from sale of non-current assets		576	(207)
<b>Net cash provided by/(used in) investing activities</b>		(2,088,351)	(2,244,902)
<b>Cash flows from financing activities</b>			
<b>Payments</b>			
Principal elements of lease payments		(11,884)	(6,471)
Amounts due to the Treasurer		–	(107,220)
Repayment of borrowing		(263,910)	–
<b>Receipts</b>			
Proceeds from borrowings		33,590	557,220
<b>Net cash provided by/(used in) financing activities</b>		(242,204)	443,529
Net increase/(decrease) in cash and cash equivalents		77,605	142,225
Cash and cash equivalents at the beginning of the period		408,776	266,551
<b>Cash and cash equivalents at the end of the period</b>	7.1.1	<b>486,381</b>	<b>408,776</b>

The Statement of cash flows should be read in conjunction with the accompanying notes.

COMMISSIONER OF MAIN ROADS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

1 BASIS OF PREPARATION

The Commissioner of Main Roads (Main Roads) is a Government not-for-profit entity, controlled by the State of Western Australia, which is the ultimate parent.

A description of the nature of its operations and its principal activities have been included in the ‘**Overview**’ which does not form part of these financial statements. These annual financial statements were authorised for issue by the accountable authority of Main Roads on 8 September 2025.

Statement of compliance

The financial statements constitute general purpose financial statements that have been prepared in accordance with Australian Accounting Standards, the Framework, Statement of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board as applied by Treasurer’s instructions. Several of these are modified by Treasurer’s instructions to vary application, disclosure, format and wording.

The *Financial Management Act 2006* and Treasurer’s instructions are legislative provisions governing the preparation of financial statements and take precedence over Australian Accounting Standards, the Framework, Statement of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board. Where modification is required and has had a material or significant financial effect upon the reported results, details of that modification and the resulting financial effect are disclosed in the notes to the financial statements.

Basis of preparation

These financial statements are presented in Australian dollars applying the accrual basis of accounting and using the historical cost convention. Certain balances will apply a different measurement basis (such as the fair value basis). Where this is the case, the different measurement basis is disclosed in the associated note. All values are rounded to the nearest thousand dollars (\$’000).

Judgements and estimates

Judgements, estimates and assumptions are required to be made about financial information being presented. The significant judgements and estimates made in the preparation of these financial statements are disclosed in the notes where amounts affected by those judgements and/or estimates are disclosed. Estimates and associated assumptions are based on professional judgements derived from historical experience and various other factors that are believed to be reasonable under the circumstances.

Accounting for Goods and Services Tax (GST)

Income, expenses and assets are recognised net of the amount of goods and services tax (GST), except that the:

- (a) amount of GST incurred by Main Roads as a purchaser that is not recoverable from the Australian Taxation Office (ATO) is recognised as part of an asset’s cost of acquisition or as part of an item of expense; and
- (b) receivables and payables are stated with the amount of GST included.

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

Contributed equity

Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities* requires transfers in the nature of equity contributions, other than as a result of a restructure of administrative arrangements, to be designated as contributions by owners (at the time of, or prior to, transfer) before such transfers can be recognised as equity contributions. Capital appropriations have been designated as contributions by owners by T1 8 Requirement 8.1 (i) and will be credited directly to Contributed equity.



COMMISSIONER OF MAIN ROADS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

2 AGENCY OUTPUTS

This section includes information regarding the nature of funding Main Roads receives and how this funding is utilised to achieve the agency’s objectives.

	Notes
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Schedule of Income and Expenses by Service	2.2

2.1 Agency objectives

Mission

Our aspiration is to provide world class outcomes for our customers through a safe, reliable and sustainable road-based transport system.

Main Roads is predominantly funded by State parliamentary appropriation hypothecated from Motor Vehicle License Fees raised under the *Road Traffic Act 1974*. It also receives grants from the Commonwealth Government.

Services

Main Roads provides the following services:

Service 1: Infrastructure for State Development

The objective of this program is to expand the road network in accordance with Government transport and land use strategies that will facilitate the economic and regional development of the State.

Service 2: Road System Management

The objective of this program is to optimise real time management of the network, provide traveller information and support delivery of projects.

Service 3: Road Efficiency Improvements

The objective of this program is to improve the efficiency, capacity and utilisation of the existing road network.

Service 4: Road Network Maintenance

The objective of this program is to maintain the existing road and bridge network by maximising asset life and minimising whole of life costs.

Service 5: Road Safety

The objective of this program is to reduce the road fatality rate to be the lowest in Australia, minimise road factors contributing to road trauma and reduce the serious crash injury rate.

Service 6: Infrastructure for Community Access

The objective of this program is to provide infrastructure that will improve personal mobility and community access, including increasing the quality of access where appropriate, providing levels of access commensurate with community expectations and meeting minimal levels of appropriate access.

Schedule of Income and Expenses by Service for 2023–24 and 2024–25  
(All Amounts in \$'000)

	Road Safety		Road System Management		Road Efficiency Improvements		Infrastructure for Community Access		Road Network Maintenance		Infrastructure for State Development		Roadworks Capitalised/ Expenses Not Allocated to Outputs		Total	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
COST OF SERVICES																
Expenses																
Employee benefits expense	16,379	11,787	149,777	124,067	26,730	26,357	5,662	4,744	78,099	59,990	9,417	9,330	(111,480)	(103,342)	174,583	132,934
Supplies and services	362,324	309,956	102,329	97,747	1,332,303	1,456,835	113,750	171,033	429,790	487,172	159,687	240,465	(1,807,211)	(2,101,372)	692,972	661,835
Depreciation of infrastructure assets	0	0	0	0	0	0	0	0	622,234	576,245	0	0	0	0	622,234	576,245
Depreciation and amortisation of other non-current assets	4,405	2,855	2,386	1,633	14,232	11,912	3,634	2,711	6,717	5,369	3,633	3,327	(21,926)	(18,594)	13,081	9,211
Depreciation and impairment expenses – right-of-use assets	1,285	579	696	331	4,152	2,415	1,060	550	1,960	1,089	1,060	675	(6,280)	(3,557)	3,933	2,081
Finance Costs	3	201	5,747	2,002	1,719	335	(339)	1,508	20,571	4,808	0	0	0	0	27,700	8,853
Grants and subsidies	63,036	40,508	6,493	3,906	62,154	28,775	247,092	164,188	174,409	139,622	197,005	169,282	(2,377)	1,309	747,812	547,590
Infrastructure assets retired or replaced	0	0	0	0	0	0	0	0	0	0	0	0	63,009	150,433	63,009	150,434
Total cost of services	447,432	365,886	267,428	229,685	1,441,290	1,526,629	370,859	344,733	1,333,779	1,274,295	370,801	423,079	(1,886,266)	(2,075,122)	2,345,324	2,089,184
Income																
Revenue																
Sale of goods and services	1	116	1,419	1,159	424	194	(84)	873	5,079	2,784	0	0	0	0	6,839	5,127
Commonwealth grants and contributions	145,360	140,995	11,016	2,019	841,319	735,691	107,601	1,299	(52,922)	121,250	144,247	57,998	0	0	1,196,622	1,059,253
Contributions to roadworks	716	2,373	721	(5)	21,701	31,219	6,176	5,374	1,610	1,994	9,914	10,215	0	0	40,338	51,170
Grants from other bodies	1,335	1,407	723	805	4,315	5,871	1,102	1,336	2,036	2,647	1,101	1,640	0	0	10,613	13,706
Interest revenue	164	137	89	78	531	571	136	130	251	257	136	159	0	0	1,307	1,332
Other revenue	3,019	2,471	1,636	1,413	9,755	10,311	2,491	2,346	4,604	4,648	2,490	2,880	0	0	23,995	24,070
Total revenue	150,597	147,499	15,104	5,470	878,045	783,858	117,422	11,359	(39,342)	133,580	157,889	72,892	0	0	1,279,714	1,154,658
Gains																
Gain on disposal of non-current assets	3	(50)	2	(29)	10	(209)	3	(48)	5	(94)	3	(58)	0	0	25	(489)
Total gains	3	(50)	2	(29)	10	(209)	3	(48)	5	(94)	3	(58)	0	0	25	(489)
Total income other than income from State Government	150,600	147,449	15,106	5,441	878,055	783,648	117,424	11,311	(39,337)	133,486	157,891	72,834	0	0	1,279,739	1,154,169
NET COST OF SERVICES	296,832	218,437	252,323	224,244	563,235	742,981	253,435	333,422	1,373,115	1,140,809	212,910	350,245	(1,886,266)	(2,075,122)	1,065,585	935,015
INCOME FROM STATE GOVERNMENT																
Service appropriation	112,900	80,403	304,821	274,272	104,657	101,455	350,729	245,830	582,384	588,018	266,348	244,769	0	0	1,721,837	1,534,749
Resources received free of charge	201	109	109	62	651	456	166	104	307	205	166	127	0	0	1,601	1,064
Other State Government Funds	45,888	31,306	0	0	7,939	6,548	12,214	0	19,075	211,846	0	0	0	0	85,116	249,701
Capital contribution	196,676	108,977	6,594	3,262	433,296	461,757	19,080	23,817	85,527	96,265	60,567	111,416	(801,740)	(805,495)	0	0
Revenue from Other Government Agencies	2,882	4,185	888	(8)	87,352	55,076	24,859	9,479	6,482	3,518	39,906	18,017	0	0	162,369	90,266
Total income from State Government	358,548	224,981	312,411	277,589	633,895	625,292	407,048	279,230	693,775	899,853	366,987	374,330	(801,740)	(805,495)	1,970,923	1,875,779
SURPLUS/DEFICIT FOR THE PERIOD	61,716	6,544	60,089	53,345	70,660	(117,688)	153,613	(54,192)	(679,341)	(240,957)	154,077	24,085	1,084,526	1,269,627	905,338	940,764

The schedule of income and expenses should be read in conjunction with accompanying notes

COMMISSIONER OF MAIN ROADS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025 CONTINUED

3 USE OF OUR FUNDING

Expenses incurred in the delivery of services

This section provides additional information about how Main Roads’ funding is applied and the accounting policies that are relevant for an understanding of the items recognised in the financial statements. The primary expenses incurred by Main Roads in achieving its objectives and the relevant notes are:

	Notes	2025 \$000	2024 \$000
Employee benefits expenses	3.1(a)	174,583	132,934
Employee related provisions	3.1(b)	62,227	51,796
Grants and subsidies	3.2	747,812	547,591
Other expenditure	3.3	755,981	812,268

3.1(a) Employee benefits expenses

	2025 \$000	2024 \$000
Employee benefits	258,906	214,333
Termination benefits	–	–
Superannuation – defined contribution plans	27,691	21,888
<b>Total employee benefits expenses</b>	<b>286,597</b>	<b>236,221</b>
Add: AASB 16 Non-monetary benefits (not included in employee benefits expense)	321	321
Less: Employee Contributions (per the statement of comprehensive income)	(274)	(267)
<b>Net employee benefits</b>		
Less: capitalised to infrastructure	(112,061)	(103,341)
	<b>174,583</b>	<b>132,934</b>

**Employee benefits** include wages, salaries and social contributions, accrued and paid annual leave entitlements and paid sick leave; and non-monetary benefits recognised under accounting standards other than AASB 16 (such as medical care, housing, cars and free or subsidised goods or services) for employees.

**Termination benefits** are payable when employment is terminated before normal retirement date, or when an employee accepts an offer of benefits in exchange for the termination of employment. Termination benefits are recognised when Main Roads is demonstrably committed to terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than 12 months after the end of the reporting period are discounted to present value.

**Superannuation** is the amount recognised in profit or loss of the Statement of comprehensive income comprises employer contributions paid to the GSS (concurrent contributions), the WSS, other GESB schemes or other superannuation funds.

**Capitalisation to infrastructure** is where applicable employee benefit expenses are capitalised to the infrastructure assets as cost to construct the asset.

**AASB 16 non-monetary benefits** are non-monetary employee benefits predominantly relating to the provision of vehicle and housing benefits that are recognised under AASB 16 which are excluded from the employee benefits expense.

**Employee contributions** are contributions made to Main Roads by employees towards employee benefits that have been provided by Main Roads. This includes both AASB 16 and non-AASB 16 employee contributions.

3.1(b) Employee related provisions

	2025 \$000	2024 \$000
<b>Current</b>		
<i>Employee benefits provisions</i>		
Annual leave	24,519	21,195
Long service leave	26,263	21,925
	50,782	43,120
<i>Other provisions</i>		
Employment on-costs	188	291
<b>Total current employee related provisions</b>	50,970	43,411

Non-current

<i>Employee benefits provisions</i>		
Long service leave	11,215	8,329
<i>Other provisions</i>		
Employment on-costs	42	56
<b>Total non-current employee related provisions</b>	11,257	8,385

<b>Total employee related provisions</b>	<b>62,227</b>	<b>51,796</b>
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Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave for services rendered up to the reporting date and recorded as an expense during the period the services are delivered.

**Annual leave liabilities** are classified as current, as there is no right at the end of the reporting period to defer settlement for at least 12 months after the reporting period. Assessments indicate that actual settlement of the liabilities is expected to occur as follows:

	2025 \$000	2024 \$000
Within 12 months of the end of the reporting period	20,749	16,091
More than 12 months after the end of the reporting period	3,770	5,104
	24,519	21,195

The provision for annual leave is calculated at the present value of expected payments to be made in relation to services provided by employees up to the reporting date.

**Long service leave liabilities** are unconditional long service leave provisions and are classified as current liabilities as Main Roads does not have the right at the end of the reporting period to defer settlement of the liability for at least 12 months after the reporting period.

Pre-conditional and conditional long service leave provisions are classified as non-current liabilities because Main Roads has the right to defer the settlement of the liability until the employee has completed the requisite years of service.

Assessments indicate that actual settlement of the liabilities is expected to occur as follows:

	2025 \$000	2024 \$000
Within 12 months of the end of the reporting period	6,178	5,165
More than 12 months after the end of the reporting period	31,300	25,089
	37,478	30,254



COMMISSIONER OF MAIN ROADS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025 CONTINUED

3.1(b) Employee related provisions continued

The provision for long service leave is calculated at present value as Main Roads does not expect to wholly settle the amounts within 12 months. The present value is measured taking into account the present value of expected future payments to be made in relation to services provided by employees up to the reporting date. These payments are estimated using the remuneration rate expected to apply at the time of settlement, employee retention rates and discounted using market yields at the end of the reporting period on national government bonds with terms to maturity that match, as closely as possible, the estimated future cash outflows.

**Employment on-costs:** The settlement of annual and long service leave liabilities gives rise to the payment of employment on-costs including workers’ compensation insurance. The provision is the present value of expected future payments.

Employment on-costs, including workers’ compensation insurance premiums, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred. Employment on-costs are included as part of ‘Other expenses’, note 3.3, and are not included as part of Main Roads’ ‘employee benefits expense’. The related liability offset is included in ‘Employment on-costs provision’.

	2025 \$000	2024 \$000
Employment on-costs provision		
Carrying amount at start of period	347	(31)
Additional/(reversal of) provisions recognised	(117)	378
Carrying amount at end of period	230	347

Key sources of estimation uncertainty – long service leave

Key estimates and assumptions concerning the future are based on historical experience and various other factors that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year.

Several estimates and assumptions are used in calculating Main Roads’ long service leave provision. These include:

- Expected future salary rates;
- Discount rates;
- Employee retention rates; and
- Expected future payments.

Changes in these estimations and assumptions may impact on the carrying amount of the long service leave provision.

Any gain or loss following revaluation of the present value of long service leave liabilities is recognised as employee benefits expense.

3.2 Grants and subsidies

	2025 \$000	2024 \$000
Recurrent		
Grants and subsidies to local government and other bodies <sup>(a)</sup>	357,812	269,071
Capital		
Grants and subsidies to local government and other bodies <sup>(b)</sup>	358,659	278,501
Grants of non-current assets to local government and other bodies	31,341	19
Total grants and subsidies	747,812	547,591

(a) Include payments made to Department of Transport. Refer to Note 9.5.

(b) Include payments made to Public Transport Authority. Refer to Note 9.5.

Transferred infrastructure assets at fair value to Local Government and other bodies based on formal proclamation. The transferred assets during the year ended 30 June 2025 include Hearson Cove Road (City of Karratha) and Freight Rail Level Crossings (Public Transport Authority).

Transactions in which Main Roads provides goods, services, assets (or extinguishes a liability) or labour to another party without receiving approximately equal value in return are categorised as ‘Grant and subsidies expenses’. Grants and subsidies can either be operating or capital in nature. These payments or transfers are recognised at fair value at the time of the transaction and are recognised in the reporting period in which they are paid. They include transactions such as: grants, subsidies, other transfer payments made to public sector agencies, local government, non government schools, and community groups.

3.3 Other expenditure

	2025 \$000	2024 \$000
Supplies and services		
Insurance	6,260	5,140
Accommodation, plant and equipment hire costs <sup>(a)</sup>	11,239	11,885
Electricity, gas and water	11,727	11,772
Building maintenance and equipment	10,373	10,870
Advertising	222	268
Communications	5,895	7,289
Contracts for works and services <sup>(b)</sup>	596,254	566,811
Consumables	5,932	4,814
Materials	5,741	2,344
Expected credit losses/(reversal)	1,022	33
Licences, fees and registration	23,683	22,304
Other	14,624	18,305
Total supplies and services expenses	692,972	661,835

(a) Include payments to Department of Finance. Refer to Note 9.5.

(b) Include payments made to Department of Transport and Western Power. Refer to Note 9.5.

Other expenses

Non-current assets retired/replaced	63,138	147,624
Write-down of non-current assets classified as held for sale	(129)	1,348
Write-(back)/down of infrastructure works in progress	–	1,461
Total other expenses	63,009	150,433
Total other expenditure	755,981	812,268

Supplies and services

Supplies and services are recognised as an expense in the reporting period in which they are incurred. The carrying amounts of any materials held for distribution are expensed when the materials are distributed.

Accommodation, plant and equipment hire costs include:

- 1) Short-term leases with a lease term of 12 months or less;
- 2) Low-value leases with an underlying value of \$5,000 or less; and
- 3) Variable lease payments, recognised in the period in which the event or condition that triggers those payments occurs.

**Office rental** is expensed as incurred as Memorandum of Understanding Agreements between Main Roads and the Department of Finance for the leasing of office accommodation contain significant substitution rights.

**Building maintenance and equipment** costs are recognised as expenses as incurred, except where they relate to the replacement of a significant component of an asset. In that case, the costs are capitalised and depreciated.

**Expected credit losses** is recognised for movement in allowance for impairment of trade receivables. Please refer to note 6.1.1 Receivables for more details.

Other expenses

*Non-current assets replaced or retired:* Non-current assets replaced or retired during the year have been expensed at their carrying amount. Projects include Tonkin Gap, Manuwarra Red Dog Highway and Great Northern Highway upgrade and various bridge replacements and roads reseal program.

*Write-down of non-current assets classified as held for sale:* Non-current assets held for sale measured at lower of carrying amount and fair value less selling costs.

COMMISSIONER OF MAIN ROADS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025 CONTINUED

4 MAIN ROADS’ FUNDING SOURCES

This section provides additional information about how Main Roads obtains its funding and the relevant accounting policy notes that govern the recognition and measurement of this funding. The primary income received by Main Roads and the relevant notes are:

	Notes	2025 \$000	2024 \$000
Income from State Government	4.1	1,970,923	1,875,779
Sale of goods and services	4.2	6,839	5,127
Commonwealth grants	4.3	1,196,622	1,059,253
Contributions to roadworks	4.4	40,338	51,170
Grants from other bodies	4.5	10,613	13,706
Interest income	4.6	1,307	1,332
Other income	4.7	23,995	24,070
Gain/(loss) on disposal	4.8	25	(489)

4.1 Income from State Government

	2025 \$000	2024 \$000
Appropriation received during the period:		
Motor vehicle licence fees <sup>(a)</sup>	1,002,669	855,062
Untied funds <sup>(b)</sup>	707,630	668,124
Motor vehicle permit fees <sup>(c)</sup>	9.10 11,099	11,134
Salaries and Allowances Act 1975	439	428
	1,721,837	1,534,748
Resources received free of charge from other public sector entities during the period <sup>(d)</sup> :		
WA Land Information Authority (Landgate)	375	33
Department of Justice (State Solicitor’s Office)	685	827
Department of Water and Environment Regulations	458	–
WA Police Force (Road Safety Commission)	–	57
Department of Finance	27	40
Other	56	107
Total service appropriation received	1,601	1,064
Income from other public sector entities		
Road Trauma Trust Fund <sup>(e)</sup>	45,888	31,306
Natural disaster funds <sup>(f)</sup>	13,986	210,810
Royalties for Regions Fund <sup>(g)</sup>	25,242	7,584
Contributions to roadworks <sup>(h)</sup>	162,369	90,267
Total income from other public sector entities	247,485	339,967
Total income from state government	1,970,923	1,875,779

Service appropriations

Service appropriations are recognised as income at the fair value of consideration received in the period in which Main Roads gains control of the appropriated funds. Main Roads gains control of appropriated funds at the time those funds are deposited in the bank account or credited to the holding account held at Treasury.

(a) Motor vehicle licence fees

Motor vehicle licence fees for cars and light vehicles are raised under the Road Traffic Act 1974. The total licence fees collected in 2024–25 was \$1,406.578 million (2023–24: \$1,293.001 million). An amount of \$1,002.669 million (2023–24: \$855.062 million) was received as a service appropriation and the balance of \$403.909 million (2023–24: \$437.938 million) appropriated as a capital contribution by owners and included under ‘Contributed Equity’ (note 9.9) in the Statement of financial position.

(b) Untied funds

Untied funds are appropriations from the Consolidated Account The total appropriation from the Consolidated Account in 2024–25 was \$1,026.019 million (2023–24: \$971.892 million). This includes a service appropriation of \$707.630 million (2023–24: \$668.124 million) and a capital contribution of \$318.389 million (2023–24: \$303.768 million). The service appropriation includes \$124.503 million cash component (2023–24: \$137.668) and a \$583.127 million (2023–24: \$530.456 million) non cash component.

(c) Motor vehicle permit fees

The vehicle standards for dimensions and mass are prescribed under the Road Traffic (Vehicles) Regulations 2014. Under the regulations, a permit is required to access certain parts of the WA road network for certain types of vehicles. Main Roads charges a fee to issue the permits in accordance with the regulations.

(d) Resources received free of charge from other public sector entities

Resources received free of charge from other public sector entities is recognised as income equivalent to the fair value of assets received or the fair value of services that can be reliably determined and which would have been purchased if not donated.

Other funds received from State Government

(e) Road Trauma Trust Fund

Funds provided by WA Police Force (Road Safety Commission) to undertake road projects improving road safety in Western Australia. Revenue is recognised by reference to the stage of completion of the transaction.

(f) Natural disaster funds

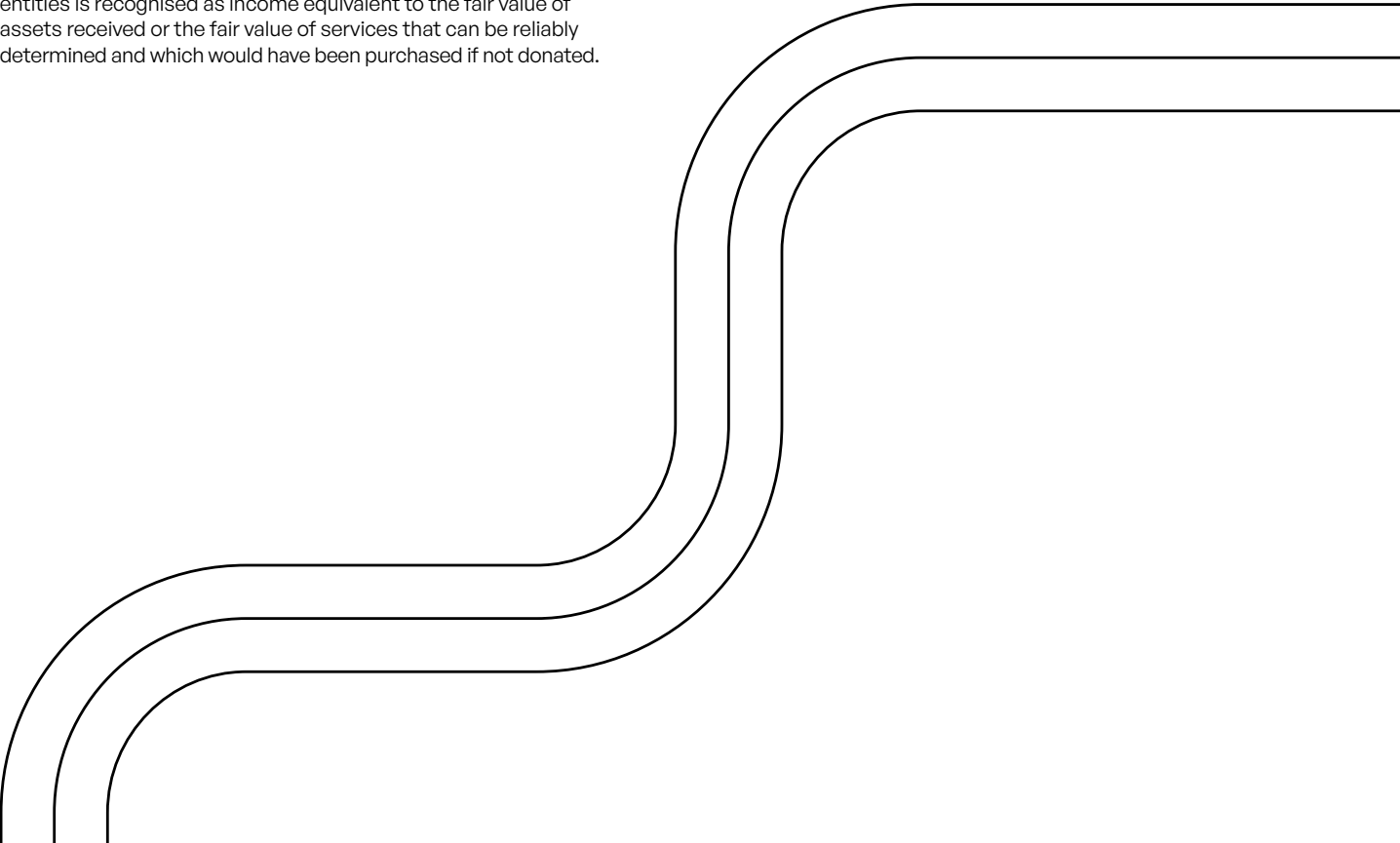
Funds provided by the National Emergency Management Agency for re-opening and re-instatement of roads damaged by declared natural disasters. Revenue is recognised when a claim is made to Department of Fire and Emergency Services.

(g) Royalties for Regions Fund

The recurrent funds are committed to projects and programs in WA regional areas and are recognised as income when Main Roads receives the funds from Department of Primary Industries and Regional Development. Main Roads obtains control of the funds at the time the funds are deposited into Main Roads’ bank account. Main Roads has assessed Royalties for Regions agreements and concludes that they are not within the scope of AASB 15 as they do not meet the ‘sufficiently specific’ criterion.

(h) Contributions to roadworks

This revenue represents contributions by public entities towards the cost of works performed on highways and main roads. Revenue is mainly recognised by reference to the stage of completion of the transaction. Significant contributions were received from Public Transport Authority (\$82.4 million) and Pilbara Port Authority (\$29.2 million).





COMMISSIONER OF MAIN ROADS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025 CONTINUED

4.1 Income from State Government continued

Summary of consolidated account appropriations

For the year ended 30 June 2025

	2025 Budget \$000	2025 Section 25 transfers \$000	2025 Additional funding* \$000	2025 Revised budget \$000	2025 Actual \$000	2025 Variance \$000
Delivery of Services						
Item 83 Net amount appropriated to deliver services	626,522	9,367	72,090	707,979	707,630	(349)
Amount Authorised by Other Statutes						
– Road Traffic Act 2008	969,932	–	43,836	1,013,768	1,013,768	–
– Salaries and Allowances Act 1975	439	–	–	439	439	–
Total appropriations provided to deliver services	1,596,893	9,367	115,926	1,722,186	1,721,837	–
Capital						
Item 147 capital appropriation	328,753	–	–	328,753	318,389	(10,364)
Amount Authorised by Other Statutes						
– Road Traffic Act 2008	403,909	–	–	403,909	403,909	–
Total consolidated account appropriations	2,329,555	9,367	115,926	2,454,848	2,444,135	(10,713)

\*Additional funding includes supplementary funding and new funding authorised under section 27 of the Financial Management Act 2006 and amendments to standing appropriations

4.2 Sale of goods and services

	2025 \$000	2024 \$000
Sale of goods and services	6,839	5,127

This amount represents works undertaken for other private bodies and includes the recovery of expenditure from the Commonwealth Department of Infrastructure, Transport, Regional Development, Communications and the Arts under service delivery arrangements with the Shires of Christmas Island and Cocos (Keeling) Island. The amounts expended or set aside for expenditure during 2024–25 are summarised at note 9.12 ‘Indian Ocean Territories’.

Revenue is recognised in line with AASB 15 or AASB 1058. Revenue from minor works project is recognised based on percentage completed. However, revenue from the sale of goods and disposal of other assets is recognised when the performance obligations are met and can be measured reliably.

4.3 Commonwealth grants

	2025 \$000	2024 \$000
Commonwealth grants		
– Land Transport Infrastructure Projects and other	1,196,622	1,059,253
	1,196,622	1,059,253

Commonwealth grants

Income from grants to construct a recognisable non-financial asset to be controlled by Main Roads is recognised when Main Roads satisfies its obligations under the transfer. Main Roads satisfies the obligations under the transfer over time as the non-financial assets are being constructed. Main Roads typically satisfies the obligations under the transfer when it achieves milestones specified in the grant agreement or spends the grants in constructing the asset. Amounts received in advance of obligation satisfaction are reported at note 6.8.

Land Transport Infrastructure Projects

Specific purpose grants are received from the Commonwealth Government through the National Land Transport Act 2014. The objective of this Act is to assist national and regional economic and social development by improving the performance of land transport infrastructure. Programs funded under this arrangement include the Heavy Vehicle Safety and Productivity and the Black Spot Program along with funding for the National Road Projects.

4.4 Contributions to roadworks

	2025 \$000	2024 \$000
Contributions to roadworks	40,338	51,170

This revenue represents contributions by private bodies towards the cost of works performed on highways and main roads. Revenue is mainly recognised by reference to the stage of completion of the transaction.

4.5 Grants from other bodies

	2025 \$000	2024 \$000
Grants from local government authorities and other bodies		
Transferred infrastructure assets at fair value <sup>(a)</sup>	–	393
Developers contribution to roadworks <sup>(b)</sup>	10,613	13,313
	10,613	13,706

(a) Transferred infrastructure assets at fair value are transfers from Local Government to State Government based on formal proclamation.

(b) The developers contribution to roadworks relate to construction costs met by private developers on roads owned by Main Roads. The roadworks include Melville Mandurah Highway and Ocean Parade intersection, Brookton Highway and Floater Road upgrade, and Pinjarra Williams Road overpass construction.

Revenue is recognised at fair value when Main Roads obtains control over the assets.

Capital grants are recognised as income when Main Roads achieves milestones specified in the grant agreement.

4.6 Interest income

	2025 \$000	2024 \$000
Land Transport Infrastructure Projects interest revenue	758	780
Other interest revenue	549	552
	1,307	1,332

Revenue is recognised as the interest accrues.

COMMISSIONER OF MAIN ROADS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025 CONTINUED

4.7 Other income

	2025 \$000	2024 \$000
Rental income	6,694	6,493
Traffic escort services	13,367	10,664
Assets not previously recognised	767	18
Other	3,167	6,895
	23,995	24,070

Other revenues are mainly recognised at fair value when rent is accrued or Main Roads obtains control over the assets or performance obligations are achieved.

4.8 Gain/(loss) on disposal

	2025 \$000	2024 \$000
Net proceeds from disposal of non-current assets		
Land acquired for roadworks	73	(14)
Land and buildings	597	–
Plant, equipment and vehicles	5	112
	675	98
Carrying amount of non-current assets disposed		
Land acquired for roadworks	38	–
Land and buildings	601	598
Plant, equipment and vehicles	6	51
Right-of-use asset	5	(62)
	650	587
Net gain/(loss)	25	(489)

Realised and unrealised gains are usually recognised on a net basis. These include gains arising on the disposal of non-current assets and some revaluations of non-current assets.

Gains and losses on the disposal of non-current assets are presented by deducting from the proceeds on disposal the carrying amount of the asset and related selling expenses. Gains and losses are recognised in profit or loss in the statement of comprehensive income (from the proceeds of sale).

Selling expenses (e.g. sales commissions netted from agency receipts) are ordinarily immaterial. Where the amounts are material, additional disclosure is made accordingly.

Insured non-current assets written-off as a result of insurable events are treated as other expenses (write-off of assets destroyed by fire/storm/earthquake etc.). The subsequent insurance recovery is treated as other income when it is received or receivable.

5 KEY ASSETS

This section includes information regarding the key assets Main Roads utilises to gain economic benefits or provide service potential. The section sets out both the key accounting policies and financial information about the performance of these assets:

	Notes	2025 \$000	2024 \$000
Property, plant and equipment	5.1	841,973	677,376
Infrastructure	5.2	71,624,060	65,040,160
Intangible assets	5.3	10,551	8,839
Right-of-use assets	5.4	33,098	17,252
Total key assets		72,509,682	65,743,627

5.1 Property, plant and equipment

	2025 \$000	2024 \$000
Land		
At fair value	113,700	96,468
	113,700	96,468
Buildings		
At fair value	195,150	157,450
Accumulated depreciation	(160)	(199)
	194,990	157,251
Buildings under construction		
Construction costs	10,228	5,574
	10,228	5,574
Plant, equipment and vehicles		
At cost	95,781	96,371
Accumulated depreciation	(62,838)	(52,888)
	32,943	43,483
Surplus assets		
At fair value	95,963	87,258
Accumulated depreciation	–	(3)
	95,963	87,255
Land acquired for roadworks		
At fair value	394,149	287,345
	394,149	287,345
Total property, plant and equipment	841,973	677,376



COMMISSIONER OF MAIN ROADS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025 CONTINUED

5.1 Property, plant and equipment continued

Information on fair value measurements is provided in note 8.3.

Reconciliations of the carrying amounts of property, plant, and equipment at the beginning and end of the reporting period are set out in the table below.

Year ended 30 June 2025	Land \$000	Buildings \$000	Buildings under construction \$000	Plant, equipment and vehicles \$000	Surplus assets \$000	Land acquired for roadworks \$000	Total \$000
Carrying amount at 1 July 2024	96,468	157,251	5,574	43,483	87,255	287,345	677,376
Additions <sup>(a)</sup>	9,755	1,905	31,795	2,477	–	440	46,372
Disposals	(728)	–	–	(6)	(111)	(38)	(883)
Classified as held for sale	(233)	(444)	–	–	(1,074)	(6)	(1,757)
Transfers	2,085	12,541	(27,141)	–	–	12,515	–
Transfer (to)/from infrastructure	(4)	–	–	–	(2,060)	(639)	(2,703)
Equity contribution/(distribution)	–	–	–	–	(39)	(430)	(469)
Revaluation increments/ (decrements) <sup>(b)</sup>	6,357	42,702	–	–	12,235	94,195	155,489
Assets not previously recognised/ Grants	–	–	–	(25)	–	767	742
Depreciation	–	(18,965)	–	(12,986)	(243)	–	(32,194)
Carrying amount at 30 June 2025	113,700	194,990	10,228	32,943	95,963	394,149	841,973

- (a) Include payments made to Department of Finance and Department of Justice (State Solicitor’s Office). Refer to Note 9.5.
- (b) Of this amount, \$5.9 million relates to professional and project management fees, which are now included in the value of current use building assets under the current replacement cost basis as required by the prospective application of AASB 2022-10 *Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities*.

Year ended 30 June 2024	Land \$000	Buildings \$000	Buildings under construction \$000	Plant, equipment and vehicles \$000	Surplus assets \$000	Land acquired for roadworks \$000	Total \$000
Carrying amount at 1 July 2023	88,657	128,774	18,228	21,070	77,283	254,963	588,975
Additions <sup>(a)</sup>	8	397	17,837	33,874	–	16,288	68,404
Disposals	–	(630)	–	(20)	(497)	–	(1,147)
Classified as held for sale	–	–	–	–	(4,264)	–	(4,264)
Transfers	4,329	26,161	(30,491)	–	–	1	–
Transfer (to)/from infrastructure	(112)	–	–	–	(168)	(8,065)	(8,345)
Equity contribution/(distribution)	–	–	–	–	–	(556)	(556)
Revaluation increments/ (decrements)	3,586	16,859	–	–	15,091	24,714	60,250
Assets not previously recognised	–	–	–	18	–	–	18
Depreciation	–	(14,310)	–	(11,459)	(190)	–	(25,959)
Carrying amount at 30 June 2024	96,468	157,251	5,574	43,483	87,255	287,345	677,376

- (a) Include payments made to Department of Finance and Department of Justice (State Solicitor’s Office). Refer to Note 9.5.

5.2 Infrastructure

	Notes	2025 \$000	2024 \$000
Roads and principal shared paths			
Earthworks at fair value		19,565,976	17,755,826
Accumulated depreciation		(3,874,108)	(3,792,108)
		15,691,868	13,963,718
Pavement at fair value		11,913,192	11,078,818
Accumulated depreciation		(6,767,385)	(6,430,615)
		5,145,807	4,648,203
Drainage at fair value		4,503,275	4,099,836
Accumulated depreciation		(2,064,098)	(1,958,315)
		2,439,177	2,141,521
Seals at fair value		3,043,729	2,702,060
Accumulated depreciation		(1,655,905)	(1,514,072)
		1,387,824	1,187,988
Land under roads			
At fair value		35,751,082	30,980,033
		35,751,082	30,980,033
Structures			
At fair value		11,442,389	9,810,276
Accumulated depreciation		(3,233,077)	(3,057,658)
		8,209,312	6,752,618
Road furniture			
At fair value		1,342,411	1,071,875
Accumulated depreciation		(559,037)	(511,270)
		783,374	560,605
Infrastructure work in progress			
At cost		2,215,616	4,805,474
		2,215,616	4,805,474
Total Infrastructure		71,624,060	65,040,160

COMMISSIONER OF MAIN ROADS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025 CONTINUED

5.2 Infrastructure continued

Reconciliations of the carrying amounts of infrastructure at the beginning and end of the reporting period are set out in the table below.

Year ended 30 June 2025	Roads and principal shared paths \$000	Land under roads \$000	Structures \$000	Road furniture \$000	Work in progress \$000	Total \$000
Carrying amount at 1 July 2024	21,941,430	30,980,033	6,752,618	560,605	4,805,474	65,040,160
Additions <sup>(a)</sup>	–	–	–	–	1,949,274	1,949,274
Retirements	(51,217)	–	(11,130)	(695)	–	(63,042)
Transfers	2,798,250	82,688	1,418,212	261,070	(4,560,220)	–
Transfer (to)/from land acquired for roadworks	–	2,703	–	–	–	2,703
Revaluation increments/(decrements) <sup>(b)</sup>	493,249	4,685,658	162,609	12,353	–	5,353,869
Highways and main roads reclassified as local roads	(18,346)	–	–	(12,969)	–	(31,315)
Local roads classified as highways and main roads	4,413	–	–	367	5,833	10,613
Equity contribution/(distribution)	(34,788)	–	3,565	–	15,255	(15,968)
Depreciation	(468,315)	–	(116,562)	(37,357)	–	(622,234)
Carrying amount at 30 June 2025	24,664,676	35,751,082	8,209,312	783,374	2,215,616	71,624,060

- (a) Include payments to Department of Justice (State Solicitor’s Office) and Western Power. Refer to Note 9.5.
- (b) No amount is included for demolition costs and service relocation costs under the current replacement cost as required by the prospective application of AASB 2022-10 *Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities*. This is mainly due to information not being available with reasonable effort.

Year ended 30 June 2024	Roads and principal shared paths \$000	Land under roads \$000	Structures \$000	Road furniture \$000	Work in progress \$000	Total \$000
Carrying amount at 1 July 2023	21,376,416	29,099,512	6,207,935	514,995	3,839,711	61,038,569
Additions <sup>(a)</sup>	–	–	–	–	2,227,015	2,227,015
Retirements	(141,730)	–	(5,648)	(199)	–	(147,577)
Transfers	935,333	12,610	234,466	77,382	(1,259,791)	–
Transfer (to)/from land acquired for roadworks	–	8,345	–	–	–	8,345
Revaluation increments/(decrements)	193,696	1,859,585	416,619	7,927	–	2,477,827
Highways and main roads reclassified as local roads	–	(19)	–	–	–	(19)
Local roads classified as highways and main roads	13,706	–	–	–	–	13,706
Write-back of infrastructure work in progress	–	–	–	–	(1,461)	(1,461)
Depreciation	(435,991)	–	(100,754)	(39,500)	–	(576,245)
Carrying amount at 30 June 2024	21,941,430	30,980,033	6,752,618	560,605	4,805,474	65,040,160

- a) Include payments to Department of Justice (State Solicitor’s Office), Western Power and Department of Biodiversity Conservation & Attractions. Refer to Note 9.5.

Property, plant and equipment and infrastructure

Initial recognition

Items of property, plant and equipment and infrastructure, costing \$5,000 or more are measured initially at cost. Where an asset is acquired for no cost or significantly less than fair value, the cost is valued at its fair value at the date of acquisition.

Items of property, plant and equipment and infrastructure costing less than \$5,000 are immediately expensed direct to the Statement of comprehensive income (other than where they form part of a group of similar items which are significant in total).

Subsequent measurement

Subsequent to initial recognition of an asset, the revaluation model is used for the measurement of land, buildings and infrastructure.

Land is carried at fair value. Buildings and infrastructure are carried at fair value less accumulated depreciation and accumulated impairment losses. All other property, plant and equipment are stated at historical cost less accumulated depreciation and accumulated impairment losses.

Land and buildings

Land and buildings are independently valued annually by the Western Australian Land Information Authority (Landgate). The effective date was at 1 July 2024, with valuations performed during the year ended 30 June 2025 and recognised at 30 June 2025.

Land, buildings, surplus assets and land acquired for roadworks were revalued as at 1 July 2024 by the Western Australian Land Information Authority (Landgate) in conjunction with estimations by Main Roads’ management. The valuations were performed during the year ended 30 June 2025 and recognised at 30 June 2025.

In addition, for buildings under the current replacement cost basis, estimated professional and project management fees are included in the valuation of current use assets as required by AASB 2022-10 *Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities*.

These valuations are undertaken annually to ensure that the carrying amount of the assets does not differ materially from their fair value at the end of the reporting period.

Significant assumptions and judgements:

The estimations have been made in relation to the value of certain Metro and Rural properties where the values were not available at the end of the reporting period from information provided by Landgate for the period 1 July 2023 to 1 July 2024. These properties have been valued based on the average percentage increase for the Metro and Rural areas respectively over the period 1 July 2023 to 1 July 2024. The average percentage increases have been determined by calculating the movement in the value of Main Roads’ Metro and Rural properties where Landgate have provided a value. The effective date of the valuations is 1 July 2024. In undertaking the revaluation, fair value was determined by reference to market values of Freehold land \$64.483 million (2023–24: \$73.364) and Buildings \$97.437 million (2023–24: \$104.737). For the remaining balance, fair value of buildings was determined on the basis of current replacement cost and fair value of land was determined on the basis of comparison with market evidence for land with low level utility (high restricted use land). Please refer to note 8.3 Fair value measurement for the remaining balance.

Infrastructure

Infrastructure is independently valued every 3 years by reference to the cost of a new asset and adjusted in the intervening years by reference to a cost index (ABS Road and Bridge Construction Cost Index or rates obtained from professional estimators specialising in road infrastructure works) to ensure the carrying values do not materially differ from fair value. A cost index (ABS Road and Bridge Construction Cost Index) has been applied to roads and principal shared paths (earthworks, drainage, pavements and seals), structures and road furniture assets to ensure asset values do not materially differ from fair value.

Fair value for infrastructure assets is determined by reference to the cost of replacing the remaining future economic benefits embodied in the asset, i.e. the current replacement cost. Current replacement cost is generally determined by reference to the market observable replacement cost of a substitute asset of comparable utility and the gross project size specifications, adjusted for obsolescence and optimisation (where applicable). Obsolescence encompasses physical deterioration, functional (technological) obsolescence and economic (external) obsolescence.

Subsequent transfer

Land acquired for road reserves is initially reported as ‘land acquired for roadworks’ under ‘property, plant and equipment’ until the land is required for road construction. It is then transferred to ‘land under roads’ and reported as part of infrastructure assets.

Land determined to be surplus to the requirements of the road reserve is available for disposal and is transferred to ‘surplus land’ or ‘non-current assets held for sale’ depending on the timetable for disposal.

Wherever possible, the properties are rented or leased until required for roadworks. Income from these properties is recognised as revenue in the financial year it is earned.



COMMISSIONER OF MAIN ROADS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025 CONTINUED

5.2 Infrastructure continued

Revaluation model for land and buildings

*(a) Fair Value where market-based evidence is available:*  
The fair value of land and buildings is determined on the basis of current market values determined by reference to recent market transactions. When buildings are revalued by reference to recent market transactions, the accumulated depreciation is eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount.

*(b) Fair value in the absence of market-based evidence:*  
**Buildings are specialised or where land is restricted:** Fair value of land and buildings is determined on the basis of current use.

**Current use buildings:** Fair value is determined by reference to the cost of replacing the remaining future economic benefits embodied in the asset, i.e. the current replacement cost. Where the fair value of buildings is determined on the current replacement cost basis, the asset cost is adjusted for consumed economic benefit and professional and project management fees are included if reasonably available. Accumulated depreciation is eliminated against the gross carrying amount of the asset and restate the net carrying amount to the revalued amount.

**Restricted use land:** Fair value is determined by comparison with market evidence for land with similar approximate low level utility (high restricted use land). The relevant comparators of land with low level utility is selected by Landgate.

Revaluation model for infrastructure assets

Fair value of infrastructure, other than land under roads, has been determined by reference to the current replacement cost (existing use basis) as the assets are specialised and no market-based evidence of value is available. The replacement cost is determined by Main Roads every third year by reference to the cost of a new asset and adjusted in the intervening years by reference to a cost index (ABS Road and Bridge Construction Cost Index or rates obtained from professional estimators specialising in road infrastructure works) to ensure the carrying values do not materially differ from fair value. A cost index (ABS Road and Bridge Construction Cost Index) is applied to principal shared paths and certain road furniture assets to ensure the carrying values do not materially differ from fair value.

The value of roads and principal shared paths (earthworks, drainage, pavements and seals), structures and road furniture at 30 June 2025 is based on the current replacement cost determined at 30 June 2025. A cost index (ABS Road and Bridge Construction Cost Index or rates obtained by professional estimators) was used at 30 June 2025. The revaluation process resulted in a gain as at 30 June 2025.

When infrastructure is revalued, the accumulated depreciation is restated proportionately with the change in the gross carrying amount of the asset so that the carrying amount of the asset after revaluation equals its revalued amount.

Infrastructure work in progress comprises capital project expenditure at cost, which is capitalised following the completion of projects and the cost of infrastructure assets can be measured reliably.

Main Roads elected to measure fair value of the land under roads using cost approach under AASB 13 (2022-10). The fair value of land under roads (i.e. land under roadways, and road reserves, including land under footpaths, nature strips and median strips) is based on the market value of the land adjoining the road reserve. The land values are provided by geographic location on an annual basis by the Western Australian Land Information Authority (Landgate) as follows:

- Metropolitan area – median value for single residential land for each Local Government Area. Land parcels up to 899 square metres are assumed to have a single residential zoning.
- South West Region – nominal unimproved valuation rates covering the south west of the State from Geraldton to Esperance.
- Balance of State – nominal unimproved valuation rates based on leasehold rates for Crown land.

The most significant assumptions and judgements in estimating fair value are made in assessing whether to apply the current use basis to assets and in determining estimated economic life. Professional judgement by the valuer is sought where the evidence does not provide a clear distinction between market type assets and existing use assets.

Judgement was also applied to exclude the cost to remove and dispose of unwanted existing structures of others, in measuring the current replacement cost of road infrastructure assets (excluding land under roads). This position was determined in accordance with paragraph F14 of AASB 2022-10 and was as a result of the data to determine the cost to remove and dispose of unwanted existing structures not being readily available, as it is a practice Main Roads rarely undertakes.

Derecognition

Upon disposal or derecognition of an item of property, plant and equipment and infrastructure, any revaluation surplus relating to that asset is retained in the asset revaluation surplus.

Asset revaluation surplus

The asset revaluation surplus is used to record increments and decrements on the revaluation of non-current assets on a class of assets basis.

Insurance

Main Roads regularly reviews its insurance arrangements including areas where self-insurance is deemed to be economically justified. Self insurance covers the risks of natural disasters causing damage to infrastructure assets. Currently, these self-insurance areas are:

- roads, bridges and road furniture

5.1.1 Depreciation and impairment expense of property, plant and equipment assets

Charge for the period	2025 \$000	2024 \$000
Depreciation		
Plant, equipment and vehicles	12,986	11,458
Buildings	19,208	14,500
Total depreciation for the period	32,194	25,958
Less: depreciation capitalised to infrastructure	(20,078)	(17,399)
	12,116	8,559

As at 30 June 2025 there were no indications of impairment to property, plant and equipment.

**Capitalisation to infrastructure:** Where applicable depreciation expenses are capitalised to the infrastructure assets as costs to construct the asset.

5.2.1 Depreciation and impairment expenses of infrastructure assets

	2025 \$000	2024 \$000
Charge for the period		
Roads – earthworks	513	506
Roads – pavements	230,808	223,077
Roads – drainage	64,851	60,272
Roads – seal	172,143	152,136
Structures	116,562	100,754
Road furniture	37,357	39,500
Total depreciation for the period	622,234	576,245

There were 165 road seal assets on the road network which had their useful lives reduced as part of the annual assessment of property, plant and equipment, infrastructure and intangible assets at 30 June 2025. These road seal assets are planned to be fully or partially retired during next financial year.

COMMISSIONER OF MAIN ROADS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025 CONTINUED

5.2.1 Depreciation and impairment expenses of infrastructure assets continued

Useful lives

All infrastructure, property, plant and equipment having a limited useful life are systematically depreciated over their estimated useful lives in a manner that reflects the consumption of their future economic benefits. The exceptions to this rule include assets held for sale and land.

Depreciation is generally calculated on a straight line basis, at rates that allocate the asset’s value, less any estimated residual value, over its estimated useful life. Typical estimated useful lives for the different asset classes for current and prior years are included in the table below:

<b>Road Infrastructure:</b>	
Pavement:	
Gravel roads	12 years
Metropolitan asphalt roads	40 years
Rural sealed roads	50 years
Drainage	50 to 80 years
Seals	7 to 19 years
Structures (mainly bridges)	50 to 100 years
Road furniture	5 to 50 years
<b>Property, Plant &amp; Equipment:</b>	
Buildings (includes Surplus buildings)	25 to 40 years
Plant and vehicles	5 to 10 years
Equipment and furniture	5 to 10 years
Computer hardware and software <sup>(a)</sup>	3 to 5 years

(a) Software that is integral to the operation of related hardware

The estimated useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period, with adjustments made where appropriate.

Road earthworks generally have an infinite life. The small percentage of earthworks that are depreciated, have been assessed to be substandard in terms of horizontal alignment and therefore impacted by technical obsolescence. An engineering review is completed annually to identify these segments in accordance with UIG Interpretation 1055 ‘Accounting for Road Earthworks’.

Land has infinite life and is not depreciated. Depreciation is not recognised in respect of land because the service potential has not, in any material sense, been consumed during the reporting period.

Impairment of assets

Non-financial assets, including items of property, plant and equipment and infrastructure assets are tested for impairment whenever there is an indication that the asset may be impaired. Where there is an indication of impairment, the recoverable amount is estimated. Where the recoverable amount is less than the carrying amount, the asset is considered impaired and is written down to the recoverable amount and an impairment loss is recognised.

Where an asset measured at cost is written down to recoverable amount, an impairment loss is recognised through profit or loss.

Where a previously revalued asset is written down to its recoverable amount, the loss is recognised as a revaluation decrement through other comprehensive income.

As Main Roads is a not-for-profit agency, the recoverable amount of regularly revalued specialised assets is anticipated to be materially the same as fair value.

If there is an indication that there has been a reversal in impairment, the carrying amount shall be increased to its recoverable amount. However, this reversal should not increase the asset’s carrying amount above what would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised in prior years.

The risk of impairment is generally limited to circumstances where an asset’s depreciation is materially understated, where the replacement cost is falling or where there is a significant change in useful life. The exception is road earthworks when the alignment of a section of road may be assessed to be deficient and the useful life of the asset is revised from infinite to finite. Each relevant class of assets is reviewed annually to verify that the accumulated depreciation/amortisation reflects the level of consumption or expiration of asset’s future economic benefits and to evaluate any impairment risk from declining replacement costs.

5.3 Intangible assets

	2025 \$000	2024 \$000
<b>Computer software and licences</b>		
At cost	48,095	43,743
Accumulated amortisation	(37,553)	(34,913)
	10,542	8,830
<b>Drainage easements</b>		
At cost	9	9
	9	9
<b>Total intangible assets</b>	<b>10,551</b>	<b>8,839</b>

Reconciliations:

<b>Computer software and licences</b>		
Carrying amount at start of period	8,830	7,852
Additions	4,525	2,826
Disposals	–	–
Transfers	–	–
Amortisation expense	(2,813)	(1,848)
<b>Carrying amount at end of period</b>	<b>10,542</b>	<b>8,830</b>

Initial recognition

Intangible assets are initially recognised at cost. For assets acquired at no cost or for nominal cost, the cost is their fair value at the date of acquisition.

Acquisitions of intangible assets costing \$5,000 or more and internally generated intangible assets costing \$250,000 or more which meet the recognition criteria as per AASB 138.57 *Intangible Assets* (as noted below), are capitalised.

Costs incurred below these thresholds are immediately expensed directly to the Statement of comprehensive income.

An internally generated intangible asset arising from development (or from the development phase of an internal project) is recognised if, and only if, all of the following are demonstrated:

- (a) the technical feasibility of completing the intangible asset so that it will be available for use or sale;
- (b) an intention to complete the intangible asset, and use or sell it;
- (c) the ability to use or sell the intangible asset;
- (d) the intangible asset will generate probable future economic benefit;
- (e) the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and
- (f) the ability to measure reliably the expenditure attributable to the intangible asset during its development.

Costs incurred in the research phase of a project are immediately expensed.

Subsequent measurement

The cost model is applied for subsequent measurement of intangible assets, requiring the asset to be carried at cost less any accumulated amortisation and accumulated impairment losses.



COMMISSIONER OF MAIN ROADS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025 CONTINUED

5.3.1 Amortisation and impairment expense of intangible assets

	2025 \$000	2024 \$000
Amortisation		
Intangible assets	2,813	1,848
Total amortisation for the period	2,813	1,848
Less: amortisation capitalised to infrastructure	(1,848)	(1,195)
	965	653

As at 30 June 2025 no software asset is impaired.

Main Roads held no goodwill assets with an indefinite useful life during the reporting period. At the end of the reporting period there were no intangible assets not yet available for use.

Amortisation of finite life intangible assets is calculated on a straight line basis at rates that allocate the asset’s value over its estimated useful life. All intangible assets controlled by Main Roads, except drainage easements, have a finite useful life and zero residual value. Estimated useful lives are reviewed annually.

The estimated useful lives for each class of intangible asset are:

Computer software <sup>(a)</sup> and licences	3 to 10 years
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(a) Software that is not integral to the operation of any related hardware

**Capitalisation to infrastructure:** Where applicable amortisation expenses are capitalised to the infrastructure assets as cost to construct the asset.

Computer software and licences

Software that is an integral part of the related hardware is recognised as property, plant and equipment. Software that is not an integral part of the related hardware is recognised as an intangible asset. Software costing less than \$5,000 is expensed in the year of acquisition.

Drainage easements

Easements secured over properties for the purpose of road drainage have an indefinite useful life.

Impairment of intangible assets

Intangible assets with indefinite useful lives are tested for impairment annually or when an indication of impairment is identified.

The policy in connection with testing for impairment is outlined in Notes 5.1.1 and 5.2.1.

5.4 Right-of-use assets

	2025 \$000	2024 \$000
Building and office accommodation		
At cost	6,083	2,942
Accumulated depreciation	(2,745)	(1,406)
	3,338	1,536
State Fleet vehicles		
At cost	22,984	19,932
Accumulated depreciation	(11,450)	(8,740)
	11,534	11,192
Plant and equipment		
At cost	21,259	4,835
Accumulated depreciation	(3,033)	(311)
	18,226	4,524
Total right-of-use assets	33,098	17,252

Reconciliations of the carrying amounts of right-of-use assets at the beginning and end of the reporting period are set out in the table below.

	State Fleet vehicles \$000	Buildings and office accommodations \$000	Plants and Equipment \$000	Total \$000
Year ended 30 June 2025				
Carrying amount at 1 July 2024	11,192	1,536	4,524	17,252
Additions <sup>(a)</sup>	5,705	3,141	16,424	25,270
Adjustments	935	–	–	935
Disposals	(146)	–	–	(146)
Impairment losses	–	–	–	–
Depreciation	(6,152)	(1,339)	(2,722)	(10,213)
Carrying amount at 30 June 2025	11,534	3,338	18,226	33,098

(a) Include payments made to Department of Finance (State Fleet)

	State Fleet vehicles \$000	Buildings and office accommodations \$000	Plants and Equipment \$000	Total \$000
Year ended 30 June 2024				
Carrying amount at 1 July 2023	5,375	2,615	–	7,990
Additions <sup>(a)</sup>	9,697	2,192	5,651	17,540
Adjustments	380	–	–	380
Disposals	(2)	(2,220)	(798)	(3,020)
Impairment losses	–	–	–	–
Depreciation	(4,258)	(1,051)	(329)	(5,638)
Carrying amount at 30 June 2024	11,192	1,536	4,524	17,252

(a) Include payments made to Department of Finance (State Fleet)

COMMISSIONER OF MAIN ROADS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025 CONTINUED

5.4 Right-of-use assets continued

Initial recognition

At the commencement date of the lease, Main Roads recognises right-of-use assets are measured at cost comprising of:

- (a) the amount of the initial measurement of lease liability;
- (b) any lease payments made at or before the commencement date less any lease incentives received;
- (c) any initial direct costs; and
- (d) restoration costs, including dismantling and removing the underlying asset.

This includes all leased assets other than investment property right-of-use assets, which are measured in accordance with AASB 140 *Investment Property*.

The corresponding lease liabilities in relation to these right-of-use assets have been disclosed in note 7.2 Lease liabilities.

Main Roads has leases for vehicles, buildings and office accommodations, plants and equipment.

Main Roads has also entered into Memorandum of Understanding Agreements with the Department of Finance for the leasing of office accommodation. These are not recognised under AASB 16 because of substitution rights held by the Department of Finance and are accounted for as an expense as incurred.

Main Roads has elected not to recognise right-of-use assets and lease liabilities for short-term leases (with a lease term of 12 months or less) and low value leases (with an underlying value of \$5,000 or less). Lease payments associated with these leases are expensed over a straight-line basis over the lease term.

Subsequent Measurement

The cost model is applied for subsequent measurement of right-of-use assets, requiring the asset to be carried at cost less any accumulated depreciation and accumulated impairment losses and adjusted for any re-measurement of lease liability.

Depreciation and impairment of right-of-use assets

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the underlying assets.

If ownership of the leased asset transfers to Main Roads at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

Right-of-use assets are tested for impairment when an indication of impairment is identified. The policy in connection with testing for impairment is outlined in notes 5.1.1 and 5.2.1.

5.4.1 Depreciation and impairment expense of right-of-use assets

	2025 \$000	2024 \$000
State Fleet vehicles	6,152	4,258
Building and accommodation	1,339	1,051
Plant and equipment	2,722	329
<b>Total depreciation for the period</b>	<b>10,213</b>	<b>5,638</b>
Less: amortisation capitalised to infrastructure	(6,280)	(3,557)
	<b>3,933</b>	<b>2,081</b>

**Capitalisation to infrastructure:** Where applicable depreciation expenses are capitalised to the infrastructure assets as cost to construct the asset.

Impairment of right-of-use assets

As at 30 June 2025 no right-of-use asset is impaired.

The following amounts relating to leases have been recognised in the statement of comprehensive income:

	2025 \$000	2024 \$000
Lease interest expense (included in Finance cost)	2,127	829
Depreciation expense of right-of-use assets	3,933	2,081
Short-term leases (included in Other Expenditure)	2,190	1,699
Gains or losses from right-of-use assets	5	63
<b>Total amount recognised in the statement of comprehensive income</b>	<b>8,255</b>	<b>4,672</b>

The total cash outflow for leases in 2024–25 was \$11.884 million (2023–24: \$6.470 million). As at 30 June 2025 there were no indications of impairment to right-of-use-assets.

6 OTHER ASSETS AND LIABILITIES

This section sets out those assets and liabilities that arose from Main Roads’ controlled operations and includes other assets utilised for economic benefits and liabilities incurred during normal operations:

	Notes	2025 \$000	2024 \$000
Receivables	6.1	316,107	655,898
Amounts receivable for services (Holding Account)	6.2	5,400,244	4,817,117
Inventories	6.3	30,267	27,456
Prepayments	6.4	68,820	80,051
Payables	6.5	593,957	446,343
Other provisions	6.6	498	94
Contract liabilities	6.7	8,849	4,296
Grant liabilities	6.8	230,306	338,968

6.1 Receivables

	2025 \$000	2024 \$000
<b>Current</b>		
Trade receivables	39,282	23,792
Other debtors	496	484
Allowance for impairment of trade receivables	(1,293)	(271)
Trade debtors – unbilled receivables	36,811	49,650
GST receivable	59,533	71,867
Accrued revenue	172,247	501,322
<b>Total current</b>	<b>307,076</b>	<b>646,844</b>
<b>Non-current</b>		
Trade receivables	9,031	9,054
<b>Total non-current</b>	<b>9,031</b>	<b>9,054</b>
<b>Total receivables</b>	<b>316,107</b>	<b>655,898</b>



COMMISSIONER OF MAIN ROADS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025 CONTINUED

6.1 Receivables continued

Trade receivables are initially recognised at their transaction price or, for those receivables that contain a significant financing component (if applicable), at fair value. Main Roads holds the receivables with the objective to collect the contractual cash flows and therefore subsequently measured at amortised cost using the effective interest method, less an allowance for impairment.

Main Roads recognises a loss allowance for expected credit losses (ECLs) on a receivable not held at fair value through profit or loss. The ECLs based on the difference between the contractual cash flows and the cash flows that the entity expects to receive. Individual receivables are written off when Main Roads has no reasonable expectations of recovering the contractual cash flows.

For trade receivables, Main Roads recognises an allowance for ECLs measured at the lifetime expected credit losses at each reporting date. Main Roads has established a provision matrix that is based on analysing the aged debtor report to identify the trade receivables not expected to receive based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment. Please refer to note 3.3 for the amount of ECLs expensed in this reporting period.

Accrued revenue is recognised when work is delivered under partnership agreement with the Commonwealth or third party but fund is not yet received. Accrued revenue is recognised at the cost of the delivery.

6.1.1 Movement in the allowance for impairment of trade receivables

	2025 \$000	2024 \$000
Reconciliation of changes in the allowance for impairment of trade receivables:		
Balance at start of period	271	238
Expected credit losses expense	1,060	35
Amounts written off during the year	(38)	(2)
Expected credit losses reversed during the period	–	–
Allowance for impairment at end of period	1,293	271

The maximum exposure to credit risk at the end of the reporting period for trade receivables is the carrying amount of the asset inclusive of any allowance for impairment as shown in the table at note 8.1(c) ‘Financial risk management’.

Main Roads does not hold any collateral as security or other credit enhancements for trade receivables.

6.2 Amounts receivable for services (Holding Account)

	2025 \$000	2024 \$000
Non-current	5,400,244	4,817,117
Total amounts receivable for services at end of period	5,400,244	4,817,117

Amounts receivable for services represents the non-cash component of service appropriations. It is restricted and it can only be used for asset replacement or payment for right of use assets.

The amounts receivable for services are financial assets at amortised cost, and are not considered to be impaired (i.e. there is no expected credit loss of the holding accounts).

6.3 Inventories

	2025 \$000	2024 \$000
Current		
Inventories held for distribution:		
– Construction and maintenance materials	6,773	9,138
Total current	6,773	9,138
Non-current		
Inventories held for distribution:		
– Construction and maintenance materials	23,494	18,318
Total non-current	23,494	18,318
Total inventories at end of period	30,267	27,456

Inventories held for distribution (for roadworks) are measured at cost, adjusted when applicable for any loss of service potential. Costs are assigned on weighted average basis.

Inventories are valued at the lower of cost and net realisable value.

6.4 Prepayments

	2025 \$000	2024 \$000
Current		
Contractors’ advance	50,456	66,267
Prepaid insurance	6,358	7,190
Total current	56,814	73,457
Non-current		
Prepaid environmental offset	5,008	5,795
Prepaid insurance	6,998	799
Total non-current	12,006	6,594
Total prepayments at end of period	68,820	80,051

Prepayments represent payments in advance of receipt of goods or services and that part of expenditure made in one accounting period covering a term extending beyond that period.

Prepaid environmental offset was paid in advance to the Department of Biodiversity, Conservation and Attractions under the Environment Protection Act 1986 to counterbalance the residual impacts on environment from the delivery of infrastructure projects. The balance will be utilised for the future road projects.

COMMISSIONER OF MAIN ROADS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025 CONTINUED

6.5 Payables

	2025 \$000	2024 \$000
Current		
Trade payables	1,698	123
Major contracts and services <sup>(a)</sup>	264,979	331,680
Property acquisitions liability <sup>(b)</sup>	75,347	78,947
Contractors' retention	6,944	8,745
Performance bonds/surety	3,967	3,671
Accrued salaries and wages <sup>(c)</sup>	7,031	9,204
Community infrastructure grant <sup>(e)</sup>	120,617	–
Total current	480,583	432,370
Non-current		
Other payables <sup>(d)</sup>	9,902	13,973
Community infrastructure grant <sup>(e)</sup>	103,472	–
Total non-current	113,374	13,973
Total payables at end of period	593,957	446,343

**Payables** are recognised at the amounts payable when Main Roads becomes obliged to make future payments as a result of a purchase of assets or services. The carrying amount is equivalent to fair value, as settlement for Main Roads is generally within 15-30 days.

- (a) Major contracts and services liability represents the work performed or services delivered under major contracts but invoice not been paid at the end of the reporting period. The liability is mostly settled within a month of the reporting period end.
- (b) A property acquisition liability has been recognised in respect of properties for which a Notice of Resumption under the *Land Administration Act 1997* has been issued and formal possession has taken place but where settlement has not been achieved at the end of the reporting period. Liabilities in such circumstances have been based on valuations and include costs of acquisition.
- (c) Accrued salaries represent the amount due to staff but unpaid at the end of the reporting period. Accrued salaries are settled within a fortnight of the reporting period end. Main Roads considers the carrying amount of accrued salaries to be equivalent to its fair value.
- (d) Other payables represent the purchase of CISCO computer hardware on five year loan.
- (e) Community infrastructure grant liability represents the unspent funds received from the Commonwealth to deliver community infrastructure projects. The grant does not meet the revenue criteria of AASB 15 or AASB 1058 and hence not recognised in Statement of Comprehensive Income.

6.6 Other provisions

	2025 \$000	2024 \$000
Non-current		
Make-good provisions	498	94
Total non-current	498	94
Total other provisions at end of period	498	94

6.6.1 Restoration (make good) provisions

Some leased premises are required to be restored to their original condition at the end of their respective lease terms. A provision needs to be recognised for the present value of the estimated expenditure required to remove any leasehold improvements. These costs are capitalised as part of the cost of leasehold improvements or right-of-use assets and are amortised over the shorter of the lease term and the useful life of the assets.

Under the lease agreement Main Roads has a legal or constructive obligation to restore the site.

A restoration provision is recognised when:

- 1) there is a present obligation as a result of development activities undertaken;
- 2) it is probable that an outflow of economic benefits will be required to settle the obligation; and
- 3) the amount of the provision can be measured reliably.

The make-good provision for future restoration costs is the best estimate of the present value of the expenditure required to settle the restoration obligation at the reporting date. Future restoration costs are reviewed annually and any changes in the estimate are reflected in the present value of the restoration provision at each reporting date.

Movements in other provisions

	2025 \$000	2024 \$000
Make-good provisions		
Carrying amount at start of period	94	94
Movement in provisions	404	–
Carrying amount at end of period	498	94

6.7 Contract liabilities

	2025 \$000	2024 \$000
Current contract liabilities	8,849	4,296
Total contract liabilities at end of period	8,849	4,296

6.7.1 Movement in contract liabilities

	2025 \$000	2024 \$000
Reconciliation of contract liabilities		
Opening balance	4,296	3,873
Additions	30,802	29,444
Revenue recognised in the reporting period	(26,249)	(29,021)
Total contract liabilities at end of period	8,849	4,296

Contract liabilities primarily relate to funds received by Main Roads to construct roads and infrastructure yet to be constructed.

Main Roads expects to satisfy the performance obligations at the end of the reporting period within the next 12 months.



COMMISSIONER OF MAIN ROADS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025 CONTINUED

6.8 Grant liabilities

	2025 \$000	2024 \$000
Current grant liabilities	230,306	338,968
<b>Total grant liabilities at end of period</b>	<b>230,306</b>	<b>338,968</b>

Grant liabilities represent payments received mainly from the Commonwealth for agreed future works under the National Partnership on Infrastructure Projects in Western Australia. Main Roads recognises a grant liability for the excess of the initial carrying amount of a financial asset received in a transfer to enable the entity to construct a recognisable non-financial asset that is to be controlled by Main Roads.

When the obligations of the grant liability are satisfied in accordance with the policy, Main Roads recognises income in Statement of comprehensive income. Information on the Main Roads’ obligations can be found in note 4.3.

6.8.1 Movement in grant liabilities

	2025 \$000	2024 \$000
<b>Reconciliation of grant liabilities</b>		
Opening balance	338,968	165,509
Additions	1,255,950	1,317,552
Income recognised in the reporting period	(1,364,612)	(1,144,093)
<b>Total grant liabilities at end of period</b>	<b>230,306</b>	<b>338,968</b>

6.8.2 Expected satisfaction of grant liabilities

	2025 \$000	2024 \$000
<b>Income recognition</b>		
1 year	230,306	338,968
1 to 5 years	–	–
over 5 years	–	–
	<b>230,306</b>	<b>338,968</b>

7 FINANCING

This section sets out the material balances and disclosures associated with the financing and cashflows of Main Roads.

	Notes
Cash and cash equivalents	7.1
Lease liabilities	7.2
Borrowings	7.3
Finance costs	7.4
Capital commitments	7.5

7.1 Cash and cash equivalents

7.1.1 Notes to the Statement of Cash Flows

Reconciliation of cash

Cash at the end of the financial year as shown in the Statement of cash flows is reconciled to the related items in the Statement of financial position as follows:

	2025 \$000	2024 \$000
Cash and cash equivalents	169,932	272,237
Restricted cash and cash equivalents	316,449	136,539
<b>Total cash and cash equivalents at end of period</b>	<b>486,381</b>	<b>408,776</b>

Restricted cash and cash equivalents

Contractors’ deposits <sup>(a)</sup>	Note 9.7	10,912	12,415
Land Transport Infrastructure Projects <sup>(b)</sup>		12,154	16,485
Commonwealth Paid Parental Leave Scheme <sup>(c)</sup>		12	14
Future maintenance – Concessional loading <sup>(d)</sup>		58,501	62,728
Metronet and Westport SPA <sup>(e)</sup>	Note 9.7	9,427	37,658
Royalties for Regions Fund <sup>(f)</sup>		1,113	7,239
Community infrastructure grant <sup>(g)</sup>		224,330	–
<b>Total restricted cash and cash equivalents at end of period</b>		<b>316,449</b>	<b>136,539</b>

(a) Contractors’ deposits

Amounts withheld from contractors payments pending satisfactory completion of works.

(b) Land Transport Infrastructure Projects

Funds provided as part of National Partnership on Infrastructure Projects in Western Australia. Balance remaining represents interest earned from funds received.

(c) Commonwealth Paid Parental Leave Scheme

Funds held in this account are to be used for purpose of meeting payments to eligible working parents with 18 weeks of Parental Leave Pay.

(d) Future maintenance – Concessional loading

Amount withheld in the restricted cash account received from private companies to fund future maintenance on roads with accelerated damage due to heavy usage by mining companies.

(e) Metronet and Westport special purpose account

Unspent funds are committed to fund Metronet and Westport special purpose account road related projects.

(f) Royalties for Regions Fund

Unspent funds are committed to projects and programs in WA regional areas.

(g) Community infrastructure grant

Unspent funds are committed to deliver various Commonwealth funded programs in WA regional areas. Programs include Thriving Suburbs, Growing Regions and Regional Precincts and Partnerships Program.

For the purpose of the Statement of cash flows, cash and cash equivalent (and restricted cash and cash equivalent) assets comprise cash on hand and short-term deposits with original maturities of three months or less that are readily convertible to a known amount of cash and which are subject to insignificant risk of changes in value.

COMMISSIONER OF MAIN ROADS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025 CONTINUED

7.1.2 Reconciliation of net cost of services to net cash flows provided by/(used in) operating activities

	Notes	2025 \$000	2024 \$000
Net cost of services		(1,065,585)	(935,015)
Non-cash items			
Depreciation expense – infrastructure	5.2.1	622,234	576,245
Depreciation and amortisation expense – other assets	5.1.1, 5.3.1	13,081	9,212
Depreciation expense – right-of-use assets	5.4.1	3,933	2,081
Finance cost		3,248	3,439
Grants to other bodies	3.2	31,341	19
Grants received from other bodies	4.5	(10,613)	(13,706)
Resources received free of charge	4.1	1,601	1,064
Infrastructure assets retired/replaced	3.3	63,009	150,433
Assets not previously recognised	4.7	(767)	(18)
Right-of-use asset related non-cash items		5	88
Net (gain)/loss on sale of property, plant and equipment	4.8	(25)	489
(Increase)/decrease in assets:			
Receivables <sup>(a)</sup>		288,843	(207,338)
Inventories		(2,811)	(17,502)
Prepayments		11,231	450
Increase/(decrease) in liabilities:			
Payables <sup>(a)</sup>		248,562	31,558
Grants and contract liabilities		(104,109)	173,882
Provisions		10,835	3,958
Net GST receipts/(payments) <sup>(b)</sup>		295,041	299,543
Change in GST in receivables/payables <sup>(c)</sup>		(282,707)	(312,735)
Net cash provided by/(used in) operating activities		126,347	(233,853)

(a) Note that the Australian Taxation Office (ATO) receivable/payable in respect of GST and the receivable/payable in respect of the sale/purchase of non-current assets are not included in these items as they do not form part of the reconciling items.

(b) This is the net GST paid/received, i.e. cash transactions.

(c) This reverses out the GST in receivables and payables.

7.2 Lease liabilities

	2025 \$000	2024 \$000
Current	10,241	5,976
Non-current	23,796	11,754
	34,037	17,730

Initial measurement

At the commencement date of the lease, Main Roads recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, Main Roads uses the incremental borrowing rate provided by Western Australia Treasury Corporation.

Lease payments included by Main Roads as part of the present value calculation of lease liability include:

- (a) fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- (b) variable lease payments that depend on an index or a rate initially measured using the index or rate as at the commencement date;
- (c) amounts expected to be payable by the lessee under residual value guarantees;
- (d) the exercise price of purchase options (where these are reasonably certain to be exercised);
- (e) payments for penalties for terminating a lease, where the lease term reflects the agency exercising an option to terminate the lease.

The interest on the lease liability is recognised in profit or loss over the lease term to produce a constant periodic rate of interest on the remaining balance of the liability for each period. Lease liabilities do not include any future changes in variable lease payments (that depend on an index or rate) until they take effect, in which case the lease liability is reassessed and adjusted against the right-of-use asset.

Periods covered by extension or termination options are only included in the lease term by Main Roads if the lease is reasonably certain to be extended (or not terminated).

This section should be read in conjunction with note 5.4.

Subsequent Measurement

Lease liabilities are measured by increasing the carrying amount to reflect interest on the lease liabilities; reducing the carrying amount to reflect the lease payments made; and remeasuring the carrying amount at amortised cost, subject to adjustments to reflect any reassessment or lease modifications.

7.3 Borrowings

	2025 \$000	2024 \$000
Current		
Western Australian Treasury Corporation loans	456,900	687,220
Total current	456,900	687,220

Borrowings refer to interest bearing liabilities mainly raised through Western Australian Treasury Corporation.

Main Roads borrowed the funds to deliver the road projects due to delays in receiving payments from the Commonwealth Government as a result of delayed approval of Project Proposal Reports (PPR).

Interest bearing financial liabilities are classified at amortised cost and are initially recognised at fair value of the consideration received less directly attributable transactions costs.

Subsequent to initial recognition the borrowings are measured at amortised cost using the effective interest method. Gains and losses are recognised in profit or loss when the liabilities are derecognised and through the amortisation process.

Main Roads has not designated any financial liabilities as at fair value through profit or loss.



COMMISSIONER OF MAIN ROADS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025 CONTINUED

7.4 Finance costs

	2025 \$000	2024 \$000
Finance costs		
Interest expense <sup>(a)</sup>	25,573	8,024
Lease interest expense	2,127	829
Total finance costs expensed	27,700	8,853

Finance costs include the costs incurred in connection with the borrowing of funds and interest on borrowings and the interest component of lease liability repayments.

(a) Include payments to Western Australian Treasury Corporation. Refer to Note 9.5.

7.5 Capital commitments

	2025 \$000	2024 \$000
Within 1 year	637,003	973,829
Later than 1 year and not later than 5 years	813,483	359,268
Later than 5 years	–	–
	1,450,486	1,333,097

The total presented for capital commitments are GST inclusive.

8 RISKS AND CONTINGENCIES

This note sets out the key risk management policies and measurement techniques of Main Roads.

	Notes
Financial risk management	8.1
Contingent assets	8.2.1
Contingent liabilities	8.2.2
Fair value measurements	8.3

8.1 Financial risk management

Financial instruments held by Main Roads are cash and cash equivalents, restricted cash and cash equivalents, receivables, payables, Western Australian Treasury Corporation (WATC) borrowings and lease liabilities. Main Roads has limited exposure to financial risks. Main Roads’ overall risk management program focuses on managing the risks identified below.

(a) Summary of risks and risk management

Credit risk

Credit risk arises when there is the possibility of Main Roads’ receivables defaulting on their contractual obligations resulting in financial loss to Main Roads.

Credit risk associated with Main Roads’ financial assets is minimal because the main receivable is the amounts receivable for services (holding account). For receivables other than Government, Main Roads trades only with recognised, creditworthy third parties. Main Roads has policies in place to ensure that sales of products and services are made to customers with an appropriate credit history. In addition, receivable balances are monitored on an ongoing basis with the result that Main Roads’ exposure to bad debts is minimal. Debt will be written-off against the allowance account when it is improbable or uneconomical to recover the debt. At the end of the reporting period there were no significant concentrations of credit risk.

Liquidity risk

Liquidity risk arises when Main Roads is unable to meet its financial obligations as they fall due.

Main Roads is exposed to liquidity risk through its trading in the normal course of business.

Main Roads has appropriate procedures to manage cash flows including drawdowns of appropriations, short term borrowings and monitoring forecast cash flows to ensure that sufficient funds are available to meet its commitments.

(a) Summary of risks and risk management continued

Market risk

Market risk is the risk that changes in market prices such as foreign exchange rates and interest rates will affect Main Roads’ income or the value of its holdings of financial instruments. Main Roads does not trade in foreign currency and is not materially exposed to other price risks. Main Roads’ exposure to market risk for changes in interest rates relate primarily to the short-term debt obligations.

All borrowings are due to the WATC and are repayable at fixed rates with varying maturities. Other than as detailed in the interest rate sensitivity analysis table at note 8.1(e), Main Roads is not exposed to interest rate risk because the majority of cash and cash equivalents and restricted cash are non-interest bearing and it has no borrowings other than the WATC borrowings (fixed interest rate).

(b) Categories of financial instruments

The carrying amounts of each of the following categories of financial assets and financial liabilities at the end of the reporting period are:

	2025 \$000	2024 \$000
Financial assets		
Cash and cash equivalents	169,932	272,237
Restricted cash and cash equivalents	316,449	136,539
Financial assets at amortised cost <sup>(a)</sup>	5,656,818	5,401,148
Total financial assets	6,143,199	5,809,924
Financial liabilities		
Financial liabilities at amortised cost <sup>(a)</sup>	593,957	446,343
Lease liabilities	34,037	17,730
Borrowings	456,900	687,220
Total financial liability	1,084,894	1,151,293

(a) The amount of financial assets and liabilities at amortised cost excludes GST recoverable from or payable to ATO.

(c) Credit risk exposure

The following table details the credit risk exposure on the Main Roads’ trade receivables using a provision matrix.

	Total \$000	Current \$000	1-30 Days \$000	31-60 Days \$000	61-90 Days \$000	>91 Days \$000
30 June 2025						
Expected credit loss rate		0%	0%	0%	0%	23.95%
Estimated total gross carrying amount at default	48,313	33,687	7,663	1,350	215	5,398
Expected credit losses	(1,293)	–	–	–	–	(1,293)
	47,020	33,687	7,663	1,350	215	4,105
30 June 2024						
Expected credit loss rate		0%	0%	0%	90%	87.04%
Estimated total gross carrying amount at default	32,846	18,735	12,801	999	10	301
Expected credit losses	(271)	–	–	–	(9)	(262)
	32,575	18,735	12,801	999	1	39

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025 CONTINUED

8.1 Financial risk management continued

(d) Liquidity risk and interest rate exposure

The following table details Main Roads’ interest rate exposure and the contractual maturity analysis of financial assets and financial liabilities. The maturity analysis section includes interest and principal cash flows. The interest rate exposure section analyses only the carrying amounts of each item.

Interest rate exposures and maturity analysis of financial assets and financial liabilities

2025	Weighted Average Effective Interest Rate %	Interest rate exposure				Nominal Amount \$000	Maturity date				
		Carrying Amount \$000	Fixed interest rate \$000	Variable interest rate \$000	Non- Interest bearing \$000		Up to 1 month \$000	1-3 months \$000	3 months to 1 year \$000	1-5 years \$000	More than 5 years \$000
Financial Assets											
Cash and cash equivalents	-	169,932	-	-	169,932	169,932	169,932	-	-	-	-
Restricted cash and cash equivalents	4.62	316,449	-	316,449	-	316,449	316,449	-	-	-	-
Receivables <sup>(a)</sup>	-	256,574	-	-	256,574	256,574	256,574	-	-	-	-
Amounts receivable for services	-	5,400,244	-	-	5,400,244	5,400,244	-	-	-	-	5,400,244
		6,143,199	-	316,449	5,826,750	6,143,199	742,955	-	-	-	5,400,244
Financial Liabilities											
Payables	-	584,055	-	-	584,055	584,055	584,055	-	-	-	-
Lease liabilities <sup>(b)</sup>	-	34,037	-	-	34,037	34,037	910	1,772	7,584	23,713	58
Other Payables	1.19	9,902	9,902	-	-	9,902	-	-	-	9,902	-
Borrowings	4.16	456,900	456,900	-	-	456,900	-	253,610	203,290	-	-
		1,084,894	466,802	-	618,092	1,084,894	584,965	255,382	210,874	33,615	58

(a) The amount of receivables excludes the GST recoverable from the ATO (statutory receivable).

(b) The amount of lease liabilities includes \$18,472 million from plants, \$3,466 million from leased buildings and \$12,099 million from leased vehicles.

Interest rate exposures and maturity analysis of financial assets and financial liabilities

2024	Weighted Average Effective Interest Rate %	Interest rate exposure				Nominal Amount \$000	Maturity date				
		Carrying Amount \$000	Fixed interest rate \$000	Variable interest rate \$000	Non- interest bearing \$000		Up to 1 month \$000	1-3 months \$000	3 months to 1 year \$000	1-5 years \$000	More than 5 years \$000
Financial Assets											
Cash and cash equivalents	-	272,237	-	-	272,237	272,237	272,237	-	-	-	-
Restricted cash and cash equivalents	4.06	136,539	-	136,539	-	136,539	136,539	-	-	-	-
Receivables <sup>(a)</sup>	-	584,031	-	-	584,031	584,031	584,031	-	-	-	-
Amounts receivable for services	-	4,817,117	-	-	4,817,117	4,817,117	-	-	-	-	4,817,117
		5,809,924	-	136,539	5,673,385	5,809,924	992,807	-	-	-	4,817,117
Financial Liabilities											
Payables	-	432,370	-	-	432,370	432,370	432,370	-	-	-	-
Lease liabilities <sup>(b)</sup>	-	17,730	-	-	17,730	17,730	549	1,091	4,434	11,404	252
Other Payables	1.19	13,973	13,973	-	-	13,973	-	-	-	13,973	-
Borrowings	4.75	687,220	687,220	-	-	687,220	-	-	687,220	-	-
		1,151,293	701,193	-	450,100	1,151,293	432,919	1,091	691,654	25,377	252

(a) The amount of receivables excludes the GST recoverable from the ATO (statutory receivable).

(b) The amount of lease liabilities includes \$4,521 million from plants, \$1,669 million from leased buildings and \$11,540 million from leased vehicles.



COMMISSIONER OF MAIN ROADS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025 CONTINUED

(e) Interest rate sensitivity analysis

The following table represents a summary of the interest rate sensitivity of Main Roads’ financial assets and liabilities at the end of the reporting period on the surplus for the period and equity for a 1% change in interest rates. It is assumed that the change in interest rates is held constant throughout the reporting period.

	Carrying amount \$000	-100 basis points		+100 basis points	
		Surplus \$000	Equity \$000	Surplus \$000	Equity \$000
2025					
Financial Assets					
Restricted cash and cash equivalents	316,449	(3,164)	(3,164)	3,164	3,164
Total Increase/(Decrease)		(3,164)	(3,164)	3,164	3,164
	Carrying amount \$000	-100 basis points		+100 basis points	
		Surplus \$000	Equity \$000	Surplus \$000	Equity \$000
2024					
Financial Assets					
Restricted cash and cash equivalents	136,539	(1,365)	(1,365)	1,365	1,365
Total Increase/(Decrease)		(1,365)	(1,365)	1,365	1,365

8.2 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Statement of financial position but are disclosed and, if quantifiable, are measured at the best estimate.

Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

8.2.1 Contingent assets

The following contingent assets are excluded from the assets within the financial statements:

	2025 \$000	2024 \$000
Remediation for diesel spill	6,000	5,988
	6,000	5,988

Remediation for diesel spill

Main Roads is seeking to recover the cost for a diesel spill caused by third parties.

8.2.2 Contingent liabilities

The following contingent liabilities are excluded from the liabilities within the financial statements:

	2025 \$000	2024 \$000
Contract claims in dispute	35,167	43,594
Resumption claims in dispute	245,447	245,466
	280,614	289,060

Contract claims in dispute

Claims have been submitted by contractors in relation to services provided under roadwork contracts. The contingent liability is the difference between the amount of the claim and the liability estimated and recognised by Main Roads based on legal advice.

Resumption claims in dispute

Claims have been lodged by owners of property acquired for road construction purposes. The contingent liability is the difference between the owner’s claim and the estimated settlement price determined and recognised by Main Roads (under note 6.5 as property acquisition liability) in accordance with an independent valuation.

Contaminated sites

Under the *Contaminated Sites Act 2003*, Main Roads is required to report known and suspected contaminated sites to the Department of Water and Environmental Regulation (DWER). In accordance with the Act, DWER classifies these sites on the basis of the risk to human health, the environment and environmental values. Where sites are classified as ‘contaminated – remediation required or possibly contaminated – investigation required’, Main Roads may have a liability in respect of investigation or remediation expenses.

During the year, Main Roads reported twelve suspected contaminated sites to DWER. Two sites have yet to be classified, two sites were classified as possibly contaminated – investigation required, seven sites were classified as remediated – restricted use and one site was classified as contaminated – remediation required. Main Roads is unable to assess the likely outcome of the classification process, and accordingly, it is not practicable to estimate the potential financial effect or to identify the uncertainties relating to the amount or timing of any outflows. Whilst there is no possibility of reimbursement of any future expenses that may be incurred in the remediation of these sites, Main Roads may apply for funding from the Contaminated Sites Management Account to undertake further investigative work or to meet remediation costs that may be required.

8.3 Fair value measurements

Assets measured at fair value: 2025	Level 1 \$000	Level 2 \$000	Level 3 \$000	Fair value at end of period \$000
Non-current assets classified as held for sale (Note 9.8)	–	4,664	–	4,664
Land (Note 5.1)	–	64,483	49,217	113,700
Buildings (Note 5.1)	–	97,437	97,553	194,990
Surplus assets (Note 5.1)	–	79,870	16,093	95,963
Land acquired for roadworks (Note 5.1)	–	309,196	84,953	394,149
Infrastructure (Note 5.2)	–	–	69,408,444	69,408,444
	–	555,650	69,656,260	70,211,910

Assets measured at fair value: 2024	Level 1 \$000	Level 2 \$000	Level 3 \$000	Fair value at end of period \$000
Non-current assets classified as held for sale (Note 9.8)	–	3,071	–	3,071
Land (Note 5.1)	–	73,364	23,104	96,468
Buildings (Note 5.1)	–	104,737	52,514	157,251
Surplus assets (Note 5.1)	–	60,005	27,250	87,255
Land acquired for roadworks (Note 5.1)	–	242,431	44,914	287,345
Infrastructure (Note 5.2)	–	–	60,234,686	60,234,686
	–	483,608	60,382,468	60,866,076

COMMISSIONER OF MAIN ROADS

NOTES TO THE FINANCIAL STATEMENTS

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8.3 Fair value measurements continued

Valuation techniques and inputs

Level 2 assets

Level 2 fair values of non-current assets held for sale, land, buildings, surplus assets and land acquired for roadworks are derived using the market approach. Market evidence of sales prices of comparable land and buildings in close proximity is used to determine price per square metre.

Non-current assets held for sale have been written down to fair value less costs to sell. Fair value has been determined by reference to market evidence of sale prices of comparable assets.

Level 3 assets

Land, surplus assets and land acquired for roadworks (Level 3 fair values)

Fair value for restricted use land is based on comparison with market evidence for land with low level utility (high restricted use land). The relevant comparators of land with low level utility is selected by the Landgate and represents the application of a significant Level 3 input in this valuation technique. The fair value measurement is sensitive to values of comparator land, with higher values of comparator land correlating with higher estimated fair values of land.

Building assets (Level 3 fair values)

Fair value for current use buildings are determined by reference to the cost of replacing the remaining future economic benefits embodied in the assets, i.e. the current replacement cost. Current replacement cost is generally determined by reference to the market observable replacement cost of a substitute asset of comparable utility and the gross project size specifications adjusted for obsolescence. Obsolescence encompasses physical deterioration, functional (technological) obsolescence and economic (external) obsolescence.

Valuation using current replacement cost utilises the significant Level 3 input of obsolescence estimated by Landgate. The fair value measurement is sensitive to the estimate of obsolescence, with higher values of the estimate correlating with lower estimated fair values of buildings.

In addition, professional and project management fees estimated and added to the current replacement costs provided by Landgate for current use buildings represent significant Level 3 inputs used in the valuation process. The fair value of these assets will increase with a higher level of professional and project management fees.

Infrastructure (Level 3 fair values)

Fair value for infrastructure assets is determined by reference to the cost of replacing the remaining future economic benefits embodied in the asset, i.e. the current replacement cost. Current replacement cost is current cost of an asset less accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired economic benefit, or obsolescence, and optimisation (where applicable) of the asset. Current replacement cost is determined every third year by reference to the cost of a new asset and adjusted in the intervening years by reference to a cost index (ABS Road and Bridge Construction Cost Index or rates obtained from professional estimators specialising in road infrastructure works) to ensure asset carrying values do not materially differ from fair value.

Fair value measurements using significant unobservable inputs (Level 3)

	Non-current asset held for sale \$000	Land \$000	Buildings \$000	Surplus assets \$000	Land acquired for roadworks \$000	Infrastructure \$000
2025						
Fair value at start of period	–	23,104	52,514	27,250	44,914	60,234,686
Additions	–	1	6,738	–	8,272	4,536,480
Revaluation increments/(decrements) recognised in Other Comprehensive Income	–	1,751	27,633	(930)	11,617	5,353,869
Transfers from/(to) Level 2/Level 3	–	24,365	20,545	(7,711)	26,336	–
Disposals	–	(4)	–	(2,378)	(6,186)	(94,357)
Depreciation expense	–	–	(9,876)	(139)	–	(622,234)
Fair value at end of period	–	49,217	97,553	16,093	84,953	69,408,444

	Non-current asset held for sale \$000	Land \$000	Buildings \$000	Surplus assets \$000	Land acquired for roadworks \$000	Infrastructure \$000
2024						
Fair value at start of period	–	21,923	44,659	27,837	34,868	57,198,858
Additions	–	66	3,394	–	2,731	1,281,842
Revaluation increments/(decrements) recognised in Other Comprehensive Income	–	525	4,306	4,307	3,805	2,477,827
Transfers from/(to) Level 2/Level 3	–	590	4,302	(4,804)	5,235	–
Disposals	–	–	(358)	–	(1,725)	(147,596)
Depreciation expense	–	–	(3,789)	(90)	–	(576,245)
Fair value at end of period	–	23,104	52,514	27,250	44,914	60,234,686

Transfers in and out of a fair value level are recognised on the date of the event or change in circumstances that caused the transfer. Transfers are generally limited to assets newly classified as non-current assets held for sale as Treasurer’s Instructions require valuations of land, buildings and infrastructure to be categorised within Level 3 where the valuations will utilise significant Level 3 inputs on a recurring basis.

Basis of Valuation

In the absence of market-based evidence, due to the specialised nature of some non-financial assets, these assets are valued at Level 3 of the fair value hierarchy on a current use basis, which recognises that restrictions or limitations have been placed on their use and disposal when they are not determined to be surplus to requirements. These restrictions are imposed by virtue of the assets being held to deliver a specific community service.

Significant Level 3 inputs used by Main Roads are derived and evaluated as follows:

Selection of land with restricted utility

Fair value for restricted use land is determined by comparison with market evidence for land with low level utility. Relevant comparators of land with low level utility are selected by the Western Australian Land Information Authority (Landgate).

Historical cost per square metre floor area (m²)

The cost of constructing specialised buildings with similar utility area extracted from financial reports of Main Roads, then indexed by movements in CPI.

Consumed economic benefit/obsolescence of asset

These are estimated by the Western Australian Land Information Authority (Landgate).

Historical cost per unit

The fair value of road infrastructure comprising of earthworks, pavements, drainage and seals, structures and road furniture is calculated using construction unit rates determined by a professional estimator and multiplying these by the units of relevant categories that form the infrastructure asset.

The fair value of road infrastructure comprising of principal shared paths and certain road furniture are extracted from financial records of Main Roads and indexed by movements in the ABS Road and Bridge Construction cost index.

Selection of land adjoining road reserve

The fair value of road infrastructure comprising of land under roads is determined by comparison with the unimproved land values for land tax purposes maintained by the Western Australian Land Information Authority (Landgate).



COMMISSIONER OF MAIN ROADS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025 CONTINUED

8.3 Fair value measurements continued

Information about significant unobservable inputs (Level 3) in fair value measurements

Description	Fair value 2025 \$000	Fair value 2024 \$000	Valuation technique(s)	Unobservable inputs
Land, Surplus assets and Land acquired for roadworks	150,262	95,268	Market approach	Selection of land with similar approximate utility
Buildings	97,553	52,514	Current replacement cost	Historical cost per square metre floor area (m²)  Consumed economic benefit/ obsolescence of asset
Infrastructure (Earthworks)	15,691,868	13,963,718	Current replacement cost	Historical cost per cubic metre (m³)
Infrastructure (Pavements, drainage and seals)	8,972,808	7,977,712	Current replacement cost	Historical cost per cubic metre (m³)
Infrastructure (Bridges)	8,209,312	6,752,618	Current replacement cost	Historical cost per cubic metre (m³)
Infrastructure (Road furniture)	783,374	560,605	Current replacement cost	Consumed economic benefit/ obsolescence of asset
Infrastructure (Land under roads)	35,751,082	30,980,033	Market approach	Selection of land adjoining road reserve

Reconciliations of the opening and closing balances are provided in notes 5.1 and 5.2.

9 OTHER DISCLOSURES

This section includes additional material disclosures required by accounting standards or other pronouncements, for the understanding of this financial report.

	Notes
Events occurring after the end of the reporting period	9.1
Initial application of an Australian Accounting Standard	9.2
Future impact of Australian Accounting Standards issued not yet operative	9.3
Key management personnel	9.4
Related party	9.5
Remuneration of auditors	9.6
Special purpose accounts	9.7
Non-current assets classified as held for sale	9.8
Equity	9.9
Supplementary financial information	9.10
Services provided free of charge	9.11
Indian Ocean Territories	9.12

9.1 Events occurring after the end of the reporting period

There were no events occurring after the end of the period that have any financial effect on the results reported in these financial statements.

9.2 Initial application of an Australian Accounting Standard

The following standards are first applied for the reporting period ended on 30 June 2025:

- AASB 2020-1 – Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current
  - AASB 2022-5 – Amendments to Australian Accounting Standards – Lease Liability in a Sale and Leaseback
  - AASB 2022-6 – Amendments to Australian Accounting Standards – Non-current Liabilities with Covenants
  - AASB 2022-10 – Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities
- Judgement was also applied to exclude the cost to remove and dispose of unwanted existing structures of others, in measuring the current replacement cost of road infrastructure assets (excluding land under roads). This position was determined in accordance with paragraph F14 of AASB 2022-10 and was as a result of the data to determine the cost to remove and dispose of unwanted existing structures not being readily available, as it is a practice Main Roads rarely undertakes.
- AASB 2023-1 – Amendments to Australian Accounting Standards – Supplier Finance Arrangements

Apart from the impact noted above from application of AASB 2022-10 there was no material impact from the initial application of the above standards.

9.3 Future impact of Australian Accounting Standards issued not yet operative

Main Roads cannot early adopt an Australian Accounting Standard unless specifically permitted by TI 9 – Requirement 4 *Application of Australian Accounting Standards and Other Pronouncements* or by an exemption from TI 9. Where applicable, Main Roads plans to apply the following Australian Accounting Standards from their application date.

Operative for reporting periods beginning on/after 1 Jan 2025

AASB 2023-5	<i>Amendments to Australian Accounting Standards- Lack of Exchangeability</i>	1 Jan 2025
	This Standard amends AASB 121 and AASB 1 to require entities to apply a consistent approach to determining whether a currency is exchangeable into another currency and the sport exchange rate to use when it is not exchangeable.	
	The Standard also amends AASB 121 to extend the exemption from complying with the disclosure requirements for entities that apply AASB 1060 to ensure Tier 2 entities are not required to comply with the new disclosure requirements in AASB 121 when preparing their Tier 2 financial statements.	
	There is no financial impact.	

Operative for reporting periods beginning on/after 1 Jan 2026

AASB 2024-2	<i>Amendments to Australian Accounting Standards – Classification and Measurement of Financial Instruments</i>	1 Jan 2026
	This Standard amends AASB 7 and AASB 9 as a consequence of the issuance of <i>Amendments to the Classification and Measurement of Financial Instruments</i> (Amendments to IFRS 9 and IFRS 7) by the International Accounting Standards Board in May 2024.	
	The Agency has not assessed the impact of the Standard.	
AASB 2024-3	<i>Amendments to Australian Accounting Standards – Annual Improvements Volume 11</i>	1 Jan 2026
	This Standard amends AASB 1, AASB 7, AASB 9, AASB 10 and AASB 107 as a consequence of the issuance of <i>Annual Improvements to IFS Standards – Volume 11</i> by the International Accounting Standards Board in July 2024.	
	The Agency has not assessed the impact of the Standard.	

COMMISSIONER OF MAIN ROADS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025 CONTINUED

9.3 Future impact of Australian Accounting Standards issued not yet operative continued

Operative for reporting periods beginning on/after 1 Jan 2027		
AASB 18(FP)	<div><div>Presentation and Disclosure in Financial Statements (Appendix D) [for for-profit entities]</div><div>This Standard replaces AASB 101 with respect to the presentation and disclosure requirements in financial statements applicable to for-profit entities.</div><div>This Standard is a consequence of the issuance of International Financial Reporting Standard 18 <i>Presentation and Disclosure in Financial Statements</i> by the International Accounting Standards Board in April 2024.</div><div>This Standard also makes amendments to other Australian Accounting Standards set out in Appendix D of this Standard.</div><div>The Agency has not assessed the impact of the Standard.</div></div>	1 Jan 2027
Operative for reporting periods beginning on/after 1 Jan 2028		
AASB 2014-10	<div><div>Amendments to Australian Accounting Standards – Sale or Contribution of Assets between an Investor and its Associate or Joint Venture</div><div>This Standard amends AASB 10 and AASB 128 to address an inconsistency between the requirements in AASB 10 and those in AASB 128 (August 2011), in dealing with the sale or contribution of assets between an investor and its associate or joint venture.</div><div>There is no financial impact.</div></div>	1 Jan 2028
AASB 2024-4b	<div><div>Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 [deferred AASB 10 and AASB 128 amendments in AASB 2014-10 apply]</div><div>This Standard defers (to 1 January 2028) the amendments to AASB 10 and AASB 128 relating to the sale or contribution of assets between an investor and its associate or joint venture.</div><div>The Standard also includes editorial corrections.</div><div>There is no financial impact.</div></div>	1 Jan 2028
AASB 18(NFP/super)	<div><div>Presentation and Disclosure in Financial Statements (Appendix D) [for not-for-profit and superannuation entities]</div><div>This Standard replaces AASB 101 with respect to the presentation and disclosure requirements in financial statements applicable to not-for-profit and superannuation entities. This Standard is a consequence of the issuance of IFRS 18 <i>Presentation and Disclosure in Financial Statements</i> by the International Accounting Standards Board in April 2024.</div><div>This Standard also makes amendments to other Australian Accounting Standards set out in Appendix D of this Standard.</div><div>The Agency has not assessed the impact of the Standard.</div></div>	1 Jan 2028

9.4 Key management personnel

Main Roads has determined key management personnel to include cabinet ministers and senior officers of Main Roads. Main Roads does not incur expenditures to compensate Ministers and those disclosures may be found in the *Annual Report on State Finances*. The remuneration of the incumbent Commissioner of Main Roads and one other senior officer is met by the Department of Transport.

The total fees, salaries, superannuation, non-monetary benefits and other benefits for senior officers of Main Roads for the reporting period are presented within the following bands:

Compensation of members of the accountable authority		
Compensation Band (\$)	2025	2024
0 – 10,000	1	1
Compensation of senior officers		
Compensation Band (\$)	2025	2024
350,001 – 400,000	1	1
300,001 – 350,000	1	1
250,001 – 300,000	4	3
200,001 – 250,000	3	5
150,001 – 200,000	–	1
0 – 10,000	1	1
	2025 \$000	2024 \$000
Short term employee benefits	2,234	2,497
Post-employment benefits	287	315
Other long term benefits	(18)	9
The total compensation of senior officers	2,503	2,821

Total compensation includes the superannuation expense incurred by Main Roads in respect of senior officers. The change in bands comparing to previous year is mainly due to various acting arrangements.



COMMISSIONER OF MAIN ROADS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025 CONTINUED

9.5 Related party

Main Roads is a wholly owned public sector entity that is controlled by the State of Western Australia.

Related parties of Main Roads include:

- all cabinet ministers and their close family members, and their controlled or jointly controlled entities;
- all senior officers and their close family members, and their controlled or jointly controlled entities;
- other departments and statutory authorities, including related bodies, that are included in the whole of government consolidated financial statements (i.e. wholly-owned public sector entities);
- associates and joint ventures, of a wholly-owned public sector entity; and
- the Government Employees Superannuation Board (GESB)

Significant transactions with government related entities

In conducting its activities, Main Roads is required to transact with the State and entities related to the State. These transactions are generally based on the standard terms and conditions that apply to all agencies. Such transactions include:

- Income from State Government (Note 4.1)
- Capital appropriation (Note 9.9)
- services received free of charge from other government agencies (Note 4.1)
- income from Road Trauma Trust Fund (Note 4.1)
- income from Natural Disaster Fund (Note 4.1)
- income from Royalties for Regions Fund (Notes 4.1 and 9.9)
- contributions to roadworks (Notes 4.1)
- superannuation payments to GESB (Note 3.1(a))
- remuneration for services provided by the Auditor General (Note 9.6)
- contribution from Department of Transport for Westport (Note 9.9)
- payments mainly for road construction and Metronet to Public Transport Authority amounting \$359.4 million (Notes 3.2)
- payments mainly for property construction, management and fleet leasing to Department of Finance amounting \$16.8 million (Notes 3.3 and 5.1)
- payments mainly for Bicycle network, Customer Information Centre service and Building for Tomorrow campaigns to Department of Transport amounting \$38.2 million (Notes 3.2 and 3.3)
- payments mainly for property acquisition used for road construction to State Solicitor’s Office amounting \$49.5 million (Notes 5.1 and 5.2)
- payments mainly for Finance costs and borrowing repayments to Western Australian Treasury Corporation amounting \$288.2 million (Notes 7.3 and 7.4)
- payments mainly for service relocations to Western Power amounting to \$13.7 million (Note 3.3)
- borrowing of \$33.6 million from Western Australian Treasury Corporation (note 7.3)

Material transactions with other related parties

Outside of normal citizen type transactions with Main Roads, there were no other related party transactions that involved key management personnel and/or their close family members and/or their controlled (or jointly controlled) entities.

9.6 Remuneration of auditors

Remuneration paid or payable to the Auditor General in respect of the audit for the current financial year is as follows:

	2025 \$000	2024 \$000
Auditing the accounts, financial statements, controls and key performance indicators	578	527
	578	527

9.7 Special purpose accounts

METRONET and Westport Roads Account

Established under section 16(1)(d) of the FMA. The purpose of the account is to provide a source of funding for the delivery of METRONET and Westport road-related transport infrastructure works including all associated costs.

		2025 \$000	2024 \$000
Balance at start of period		37,658	84,413
Receipts		339,808	246,905
Payments		(368,039)	(293,660)
Balance at end of period	Note 7.1	9,427	37,658

Deposits – Main Roads

Established under section 16(1)(c) of the FMA. The purpose of the account is to hold moneys that are deposit in nature including contractors’ retention and performance bonds to perform the functions under Main Roads Act 1930.

		2025 \$000	2024 \$000
Balance at start of period		12,415	12,915
Receipts		2,479	9,117
Payments		(3,982)	(9,617)
Balance at end of period	Note 7.1	10,912	12,415

Railway Crossing Protection Account

Established under section 32A of the Main Roads Act 1930. The purpose of the account is to provide a source of funding for the cost of improving, maintaining and repairing such crossings under, across or above railways in the State as the Minister may approve on the recommendation of the Commissioner.

		2025 \$000	2024 \$000
Balance at start of period		-	-
Receipts		-	-
Interest received		-	-
Payments		-	-
Balance at end of period		-	-

COMMISSIONER OF MAIN ROADS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025 CONTINUED

9.8 Non-current assets classified as held for sale

The following table represents a summary of assets held for sale:

	2025 \$000	2024 \$000
<i>Freehold land and buildings</i>		
Opening balance	3,071	155
Assets reclassified as held for sale	1,875	2,916
Assets removed from current disposal program	-	-
Assets sold	(282)	-
Write-down of assets from carrying value to fair value less selling costs	-	-
<b>Total non-current assets classified as assets held for sale at end of period</b>	<b>4,664</b>	<b>3,071</b>

Information on fair value measurements is provided in note 8.3.

Main Roads disposes freehold land and buildings where they are no longer required for road construction, falls outside the defined road plan or no longer required for operations. These properties are then offered to sale in public auction or through tender process. If the properties remain unsold after auction and tender process, the properties may then be sold under private treaties. Non-current assets classified as held for sale are expected to settle within 12 months.

Non-current assets (or disposal groups) held for sale are recognised at the lower of carrying amount and fair value less costs to sell, and are disclosed separately from other assets in the Statement of financial position. Assets classified as held for sale are not depreciated or amortised. Fair value is provided by the Western Australian Land Information Authority (Landgate) annually.

9.9 Equity

The Western Australian Government holds the equity interest in Main Roads on behalf of the community. Equity represents the residual interest in the net assets of Main Roads. The asset revaluation surplus represents that portion of equity resulting from the revaluation of non-current assets.

	Notes	2025 \$000	2024 \$000
<b>Contributed equity</b>			
Balance at start of period		8,207,749	7,354,125
<i>Contributions by owners</i>			
Capital contributions		722,298	741,706
<i>Other contributions by owners</i>			
Royalties for Regions Fund – Regional Infrastructure and Headwork Account		79,442	63,789
<i>Transfer of net assets from other agencies</i>			
Public Transport Authority		17,608	-
Westport – Department of Transport		7,296	4,191
Perth City Deal – Department of Transport		35,000	45,000
Department of Planning, Land and Heritage		1,211	-
<b>Total contributions by owners</b>		<b>862,855</b>	<b>854,686</b>
<i>Distributions to owners</i>			
Transfer of net assets to other agencies			
Department of Transport – Westport		(2,452)	(506)
Department of Planning, Land and Heritage		(400)	-
Other		(34,856)	(556)
<b>Total distributions to owners</b>		<b>(37,708)</b>	<b>(1,062)</b>
<b>Total contributed equity at end of period</b>		<b>9,032,896</b>	<b>8,207,749</b>
<b>Reserves</b>			
<i>Asset revaluation surplus</i>			
Balance at start of period		40,768,007	38,229,932
Net revaluation increments/(decrements)			
Earthworks, Drainage, Pavements and Seals		493,251	242,798
Structures		162,609	367,515
Land under roads		4,685,658	1,859,587
Road Furniture		12,351	7,927
Land and Buildings		155,488	60,248
<b>Total asset revaluation surplus at end of period</b>		<b>46,277,364</b>	<b>40,768,007</b>
<b>Accumulated surplus</b>			
Balance at start of period		21,213,793	20,273,029
Result for the period		905,338	940,764
<b>Balance at end of period</b>		<b>22,119,131</b>	<b>21,213,793</b>
<b>Total Equity at end of period</b>		<b>77,429,391</b>	<b>70,189,549</b>



COMMISSIONER OF MAIN ROADS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025 CONTINUED

9.10 Supplementary financial information

(a) Write-offs

During the financial year following assets were written off the Main Roads’ asset register (2024: \$12,000) under the authority of:

	2025 \$000	2024 \$000
The accountable authority	9	12
	9	12

(b) Losses through theft, defaults and other causes

	2025 \$000	2024 \$000
Fixed asset stocktake discrepancies	–	–
Total loss	–	–
Amounts recovered	–	–
Net Losses	–	–

(c) Gifts of public property

	2025 \$000	2024 \$000
Gifts of public property provided by Main Roads	25	20
	25	20

(d) Forgiveness of debt

	2025 \$000	2024 \$000
Forgiveness of debt by Main Roads	–	16
	–	16

(e) Restricted Access Vehicle permits <sup>(a)</sup>

	2025 \$000	2024 \$000
Regulatory fees	11,117	11,126
Transfer payments	11,099	11,134
Cash held in lieu of transfer	47	30

(a) Main Roads collects the Restricted Access Vehicle permits fees in accordance with *Road Traffic (Vehicles) Regulations 2014*. The receipts are paid into the Consolidated Account and are subsequently appropriated to Main Roads.

9.11 Services provided free of charge

	2025 \$000	2024 \$000
Department of Transport – accommodation and transport planning	444	729
Department of Planning, Lands and Heritage – traffic modelling	153	14
Department of Biodiversity, Conservation & Attractions – consultation	621	536
Public Transport Authority – freight rail crossing	13,104	194
Department of Water and Environmental Regulation – consultation	214	234
WA Police Force – consultation & incident management	–	18
Services provided free of charge to other agencies	1,254	117
	15,790	1,842

9.12 Indian Ocean Territories

Main Roads provides road management services to Indian Ocean Territories under service delivery arrangements with the Shires of Christmas Island and Cocos (Keeling) Islands. The amounts expended or set aside for expenditure during 2024–25 are summarised below:

	2025 \$000	2024 \$000
Amount brought forward for recovery	(105)	(9)
Amount received during the period	(37)	(105)
	(142)	(114)
Expenditure during the year	32	9
Amount carried forward for recovery	(110)	(105)

10 EXPLANATORY STATEMENTS

This section explains variations in the financial performance of Main Roads.

This explanatory section explains variations in the financial performance of Main Roads undertaking transactions under its own control, as represented by the primary financial statements.

All variances between annual estimates (original budget) and actual results for 2025, and between the actual results for 2025 and 2024 are shown below. Narratives are provided for major variances which are more than 10% of the comparative and which are also more than 1% of the following:

- Total Cost of Services of the previous year for the Statements of comprehensive income and Statement of cash flows (\$20.89 million), and
- Total Assets of the previous year for the Statement of financial position (\$717.36 million).

COMMISSIONER OF MAIN ROADS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025 CONTINUED

10.1 Statement of comprehensive income variances

	Variance Note	Original Budget 2025¹ \$000	Actual 2025 \$000	Actual 2024 \$000	Variance between estimate and actual \$000	Variance between actual results for 2025 and 2024 \$000
Expenses						
Employee benefits expenses	1, A	147,234	174,583	132,934	27,349	41,649
Supplies and services		678,496	692,972	661,835	14,476	31,137
Depreciation and impairment expenses of infrastructure assets		652,595	622,234	576,245	(30,361)	45,989
Depreciation, amortisation and impairment expenses – other		3,820	13,081	9,212	9,261	3,869
Depreciation and impairment expenses – right-of-use assets		2,878	3,933	2,081	1,055	1,852
Finance costs	2	484	27,700	8,853	27,216	18,847
Grants and subsidies	3, B	555,211	747,812	547,591	192,601	200,221
Other expenses	C	47,815	63,009	150,433	15,194	(87,424)
Total cost of services		2,088,533	2,345,324	2,089,184	256,791	256,140
Income						
Sale of goods and services		–	6,839	5,127	6,839	1,712
Commonwealth grants	D	1,119,730	1,196,622	1,059,253	76,892	137,369
Contributions to roadworks		41,310	40,338	51,170	(972)	(10,832)
Grants from other bodies		–	10,613	13,706	10,613	(3,093)
Interest income		1,500	1,307	1,332	(193)	(25)
Other income		11,426	23,995	24,070	12,569	(75)
Total income		1,173,966	1,279,714	1,154,658	105,748	125,056
Gains						
Gain/(loss) on disposal of non-current assets		–	25	(489)	25	514
Total gains		–	25	(489)	25	514
Total income other than income from State Government		1,173,966	1,279,739	1,154,169	105,773	125,570
NET COST OF SERVICES		914,567	1,065,585	935,015	151,018	130,570
Income from State Government						
Service appropriation	E	1,596,893	1,721,837	1,534,748	124,944	187,089
Resources received free of charge		2,700	1,601	1,064	(1,099)	537
Income from other public sector entities	4, F	352,385	247,485	339,967	(104,900)	(92,482)
Total income from State Government		1,951,978	1,970,923	1,875,779	18,945	95,144
SURPLUS/(DEFICIT) FOR THE PERIOD		1,037,411	905,338	940,764	(132,073)	(35,426)
OTHER COMPREHENSIVE INCOME						
Items not reclassified subsequently to profit or loss						
Changes in asset revaluation surplus		–	5,509,357	2,538,075	5,509,357	2,971,282
Total other comprehensive income		–	5,509,357	2,538,075	5,509,357	2,971,282
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		1,037,411	6,414,695	3,478,839	5,377,284	2,935,856

1. These estimates are published in the State Budget 2024–25, Budget Papers No.2 'Budget Statements'.

10.2 Statement of Financial Position Variances

	Variance Note	Original Budget 2025¹ \$000	Actual 2025 \$000	Actual 2024 \$000	Variance between estimate and actual \$000	Variance between actual results for 2025 and 2024 \$000
ASSETS						
Current Assets						
Cash and cash equivalents		22,405	169,932	272,237	147,527	(102,305)
Restricted cash and cash equivalents		84,848	316,449	136,539	231,601	179,910
Receivables		421,569	307,076	646,844	(114,493)	(339,768)
Inventories		2,739	6,773	9,138	4,034	(2,365)
Prepayments		55,974	56,814	73,457	840	(16,643)
Non-current assets classified as held for sale		155	4,664	3,071	4,509	1,593
Total Current Assets		587,690	861,708	1,141,286	274,018	(279,578)
Non-Current Assets						
Receivables		220	9,031	9,054	8,811	(23)
Amounts receivable for services		5,397,384	5,400,244	4,817,117	2,860	583,127
Inventories		7,215	23,494	18,318	16,279	5,176
Prepayments		4,527	12,006	6,594	7,479	5,412
Property, plant and equipment		584,264	841,973	677,376	257,709	164,597
Infrastructure	G	66,879,450	71,624,060	65,040,160	4,744,610	6,583,900
Intangible assets		6,359	10,551	8,839	4,192	1,712
Right-of-use assets		11,913	33,098	17,252	21,185	15,846
Total Non-Current Assets		72,891,332	77,954,457	70,594,710	5,063,125	7,359,747
TOTAL ASSETS		73,479,022	78,816,165	71,735,996	5,337,143	7,080,169
LIABILITIES						
Current Liabilities						
Payables		405,880	480,583	432,370	74,703	48,213
Lease liabilities		5,126	10,241	5,976	5,115	4,265
Contract liabilities		4,296	8,849	4,296	4,553	4,553
Grants liabilities		165,036	230,306	338,968	65,270	(108,662)
Borrowings		–	456,900	687,220	456,900	(230,320)
Employee related provisions		40,687	50,970	43,411	10,283	7,559
Total Current Liabilities		621,025	1,237,849	1,512,241	616,824	(274,392)
Non-Current Liabilities						
Payables		–	113,374	13,973	113,374	99,401
Lease liabilities		6,649	23,796	11,754	17,147	12,042
Employee related provisions		11,391	11,257	8,385	(134)	2,872
Other provisions		–	498	94	498	404
Total Non-Current Liabilities		18,040	148,925	34,206	130,885	114,719
TOTAL LIABILITIES		639,065	1,386,774	1,546,447	747,709	(159,673)
NET ASSETS		72,839,957	77,429,391	70,189,549	4,589,434	7,239,842
EQUITY						
Contributed equity		9,143,688	9,032,896	8,207,749	(110,792)	825,147
Reserves		40,885,439	46,277,364	40,768,007	5,391,925	5,509,357
Accumulated surplus		22,810,830	22,119,131	21,213,793	(691,699)	905,338
TOTAL EQUITY		72,839,957	77,429,391	70,189,549	4,589,434	7,239,842

1. These estimates are published in the State Budget 2024–25, Budget Papers No.2 'Budget Statements'.



COMMISSIONER OF MAIN ROADS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025 CONTINUED

10.3 Statement of Cash Flows Variances

	Variance Note	Original Budget 2025¹ \$000	Actual 2025 \$000	Actual 2024 \$000	Variance between estimate and actual \$000	Variance between actual results for 2025 and 2024 \$000
CASH FLOWS FROM STATE GOVERNMENT						
Service appropriation	5, H	1,016,626	1,138,710	1,004,293	122,084	134,417
Capital appropriation		762,662	762,332	790,199	(330)	(27,867)
Contributions to roadworks	6, I	97,594	200,319	80,616	102,725	119,703
Road Trauma Trust Fund		36,500	44,527	33,054	8,027	11,473
Natural disaster funds	7, J	193,304	31,241	197,916	(162,063)	(166,675)
Royalties for Regions Fund	8, K	134,768	104,684	71,373	(30,084)	33,311
Net cash provided by State Government		2,241,454	2,281,813	2,177,451	40,359	104,362
CASH FLOWS FROM OPERATING ACTIVITIES						
Payments						
Employee benefits	9, L	(145,295)	(166,551)	(124,357)	(21,256)	(42,194)
Supplies and services		(672,898)	(644,186)	(652,667)	28,712	8,481
Grants and subsidies	10, M	(555,211)	(708,797)	(552,498)	(153,586)	(156,299)
GST payments on purchases	11	(147,054)	(320,629)	(351,580)	(173,575)	30,951
Finance costs	12	(484)	(24,452)	(5,414)	(23,968)	(19,038)
Receipts						
Sale of goods and services	N	38,679	35,681	64,082	(2,998)	(28,401)
Commonwealth grants	13, O	1,119,730	1,593,149	1,033,555	473,419	559,594
Interest received		1,500	1,288	1,024	(212)	264
GST receipts on sales		11,808	31,075	40,233	19,267	(9,158)
GST receipts from taxation authority	14	135,000	295,041	299,543	160,041	(4,502)
Other receipts		10,907	27,983	7,870	17,076	20,113
Rent received		3,200	6,745	6,356	3,545	389
Net cash provided by/(used in) operating activities		(200,118)	126,347	(233,853)	326,465	360,200
CASH FLOWS FROM INVESTING ACTIVITIES						
Payments						
Purchase of non-current assets		(39,262)	(54,100)	(53,989)	(14,838)	(111)
Purchase of infrastructure assets		(2,036,492)	(2,034,827)	(2,190,706)	1,665	155,879
Receipts						
Proceeds from sale of non-current assets		–	576	(207)	576	783
Net cash provided by/(used in) investing activities		(2,075,754)	(2,088,351)	(2,244,902)	(12,597)	156,551
CASH FLOWS FROM FINANCING ACTIVITIES						
Payments						
Principal elements of lease payments		(2,770)	(11,884)	(6,471)	(9,114)	(5,413)
Repayment of borrowing	15, P	(187,200)	(263,910)	–	(76,710)	(263,910)
Amounts due to the Treasurer	Q	–	–	(107,220)	–	107,220
Receipts						
Proceeds from borrowings	16, R	–	33,590	557,220	33,590	(523,630)
Net cash provided by/(used in) financing activities		(189,970)	(242,204)	443,529	(52,234)	(685,733)
Net increase/(decrease) in cash and cash equivalents		(224,388)	77,605	142,225	301,993	(64,620)
Cash balance transferred in		32,196	–	–	(32,196)	–
Cash and cash equivalents at the beginning of the period		299,445	408,776	266,551	109,331	142,225
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD		107,253	486,381	408,776	379,128	77,605

1. These estimates are published in the State Budget 2024–25, Budget Papers No.2 ‘Budget Statements’.

Major estimate and actual (2025) variance narratives:

- 1

Employee benefit expense is higher than anticipated by \$27.3 million (18.6%) mainly due to the transition of the road maintenance function in-house, salary increment enacted with Enterprise Bargaining Agreement and salary backpay.
- 2

Finance cost is higher than anticipated by \$27.2 million due to no budget was allocated for the loan Interest and guarantee fees for the year.
- 3

Grants and subsidies are higher than anticipated by \$192.6 million (34.7%) due to increased grants provided for Metronet related road works (Thornlie-Cockburn Link) and grants provided to Local Government road works. The increase in grants expense is also due to the recognition of notional grants for transfers of completed infrastructure assets including the transfer of Freight Rail Level Crossings to Public Transport Authority.
- 4

Income from other public sector entities is lower than anticipated by \$104.9 million (29.8%) mainly due to over estimate of disaster recovery funds to be received from Department of Fire and Emergency Services as a result of the New Fitzroy Bridge and associated works having a significantly reduced construction costs than budgeted.
- 5

Service appropriation is higher than anticipated by \$122.1 million (12%) mainly due to additional Motor Vehicle Licensing Fees received during the financial year plus supplementary funding received to cover shortfalls in maintenance and information technology costs.
- 6

Contributions to road works is higher than anticipated by \$102.7 million (105.3%) mainly due to higher level of contribution received from other government sector agencies. Projects include Stirling Station bus interchange, Great Northern Highway and Pinga Street Interchange and Belmont Park Redevelopment.
- 7

Natural disaster funds is lower than anticipated by \$162 million (83.8%) due to over estimation of disaster recovery funds to be received from Department of Fire and Emergency Services as a result of the New Fitzroy Bridge and associated works having a significantly reduced construction costs than budgeted.
- 8

Royalties for Regions Fund is lower than anticipated by \$30 million (22.3%) primarily due to underspending on regional infrastructure and headworks projects for Menang Drive and Regional Black Spot Program, which delayed the release of allocated funds.
- 9

Employee benefits expenses are higher than anticipated by \$21.3 million (14.6%) mainly due to the transition of the road maintenance function in-house, salary increment enacted with Enterprise Bargaining Agreement and salary backpay.
- 10

Grants and subsidies is higher than anticipated by \$153.5 million (27.7%) due to increased grants paid for Metronet related road works (Thornlie-Cockburn Link) and grants paid to Local Government road works.
- 11

GST payments on purchases is higher than anticipated by \$173.6 million due to higher GST payment on purchases.
- 12

Finance costs is higher than anticipated by \$23.9 million due to no budget was allocated for the loan Interest and guarantee fees for the year.
- 13

Commonwealth grants is higher than anticipated by \$473.4 million (42.3%) mainly due to milestone payments received towards major infrastructure projects including Bunbury Outer Ring Road and the new Community Infrastructure Grants which is administered by Main Roads on behalf of the Australian Government.
- 14

GST receipts from taxation authority is higher than anticipated by \$160 million due to higher amount of GST paid on purchases during the financial year.
- 15

Repayment of loan is higher than anticipated by \$76.7 million (41%) due to additional Commonwealth Grants that were received during the financial year being used to repay outstanding loans from WATC.
- 16

Proceeds from borrowing is higher than anticipated by \$33.6 million due to additional loan drawdown made during the financial year which was not budgeted.



COMMISSIONER OF MAIN ROADS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025 CONTINUED

Major actual (2025) and comparative (2024) variance narratives

- A Employee benefits expenses increased by \$41.6 million (31.3%) mainly due to the transition of the road maintenance function in-house, salary increment enacted with Enterprise Bargaining Agreement and salary backpay.

B Grants and subsidies are higher by \$200.2 million (36.6%) due to higher grant funding provided for Metronet related road works including Victoria Park-Canning level crossing removal, Thornlie-Cockburn Link, Morley-Ellenbrook Line and transfers of completed infrastructure assets to Local Government including Burrup Peninsula (Hearson Cove Road) to City of Karratha and transfer of Freight Rail Level Crossings to Public Transport Authority.

C Other expenses decreased by \$87.4 million (58.1%) due to less infrastructure asset retirement during this financial year. In 2023-24, projects included Tonkin Gap, Manuwarra Red Dog Highway and Leach Highway Welshpool Road grade separation.

D Commonwealth grants revenue is higher by \$137.3 million (13%) mainly due to significant progress of Commonwealth funded projects including Bunbury Outer Ring Road, Swan River Crossings Fremantle and Stephenson Ave Extension.

E Service appropriation has increased by \$187 million (12.2%) mainly due to higher Motor Vehicle Licensing Fees and increased amount provided to fund services compared to previous year.

F Income from other public sector entities is lower by \$92.5 million (27.2%) mainly due to less disaster recovery funds received from Department of Fire and Emergency Services during the financial year.

G Infrastructure assets increased by \$6.6 billion (10.1%) mainly due to the significant increases in land value associated with land under the roads assets.

H Service appropriation is increased by \$134.4 million (13.4%) mainly due to increased Motor Vehicle Licensing Fees received during the financial year.

I Contributions to road works increased by \$119.7 million (148.5%) mainly due to higher level of contribution received from other government sector agencies compared to previous year. Projects include Stirling Station bus interchange, Great Northern Highway and Pinga Street Interchange and Belmont Park Redevelopment.
- J Natural disaster funds is lower by \$166.7 million (84.2%) due to less disaster recovery funds received from Department of Fire and Emergency Services compared to previous year. The revenue was higher from the previous year for the disaster recovery works after Tropical Cyclone Ellie.

K Royalties for Regions Fund is higher by \$33.3 million (46.7%) due to key milestones reached across several regional infrastructure and headworks projects, including Mandurah Estuary Bridge Duplication, Covalent Lithium Mine Access Road and Burrup Peninsula Hearson Cove Road Realignment.

L Employee benefits expenses is higher by \$42.1 million (33.9%) mainly due to the transition of the road maintenance function in-house, salary increment enacted with Enterprise Bargaining Agreement and salary backpay.

M Grants and subsidies is higher by \$156.3 million (28.3%) due to increased grant payments for Metronet related works including Victoria Park Canning Level Crossing Removal, Thornlie Cockburn Link and Morley Ellenbrook Line.

N Sales of goods and services is lower by \$28.4 million (44.3%) mainly due to lower level of contribution received for third party works compared to previous year.

O Commonwealth grants is higher than by \$559.6 million (54.1%) mainly due to increased milestone payments received towards major infrastructure projects including Bunbury Outer Ring Road and the new Community Infrastructure Grants which is administered by Main Roads on behalf of the Australian Government.

P Repayment of borrowings is higher by \$263.9 million due to the WATC Loan repayment during the financial year. No repayment was made in the previous financial year.

Q The amounts due to the Treasurer lower by \$107.2 million (100%) compared to previous financial year as the amount was repaid.

R Proceeds from borrowing is lower by \$523.6 million (94.0%) due to less loan drawdown made during the financial year.





# Appendices

## MANAGING OUR INFORMATION ASSETS

We follow State Records Commission Standards and ISO 15489:2016 Records Management for recordkeeping practices. This approach is further supported by ISO 16175:2011 Principles and Functional Requirements for Records in Electronic Office Environments. Our Recordkeeping Plan 2022, outlines guidance on evolving workforce requirements and business processes. We have once again achieved re-certification under ISO 9001:2015 Quality Management.

The bulk-scanning and document processing software operates with Kofax TA 7.9, and the records management application will be upgraded to TRIM OpenText Content Manager CM 23.4.1 Hotfix 3.

### OUR SERVICE DELIVERY

Information assets we captured and used include almost 64,500 hardcopy files onsite in various compactus units and in regions; 600 boxes onsite; and 23,500 boxes offsite in external storage. About 182,000 virtual files containing 19.9 million digital items and 23.1 million electronic documents are held in a 45.6-terabyte TRIM database and TRIM electronic document stores. In addition, there are 42.1 million documents in TRIM Content Manager Intelligent Data Operating Layer (IDOL) indexing engines IDOL stores.

Library information assets include 16,500 standards, 30 research databases and 30,000 books or reports. Of the books and reports, 23,000 are digital and include a subscription to Springer eBooks. We also have 470 videos, 8,500 photo negatives, 300 photo albums and 500 slide transparencies. Item records are held in an 8-terabyte TextWorks library database linked to historical information and records held within the TRIM database.

A dedicated ‘Working from Home’ SharePoint website provides our people with information to assist in saving and searching for documents using Microsoft 365 and the TRIM Web Client. Our Information Classification Policy has been implemented across the agency, with Purview configured to label information with protective markings to comply with Western Australian Government policy.

Information Services is also involved in the 100-year anniversary of Main Roads – providing records from photo, film, negative and VHS video collections.

All correspondence received at Don Aitken Centre is processed through Kofax TA7 with a total of 75,793 items processed this year for storage to TRIM. Kofax TA7 provides bulk scanning and document processing using machine learning to automate the capture and storage of information to TRIM for further processing.

Year	Supplier creation	Credit notes	Accounts payable	Statements	Invoices	Scanned general	Plans and drawings	Total
2023	3	349	1,192	2,229	45,469	1,203	2,617	53,062
2024	5	294	729	1,124	66,868	630	3,114	72,764
2025	2	518	985	3,155	68,009	335	2,789	75,793

In addition, there were 4,430 files created, with a total of 3,617 manual documents registered (these are not included in the scanned documents above). For the Road Access Planning/Road Planning Records Team, 869 files were created with 5,518 documents.

Scanned ‘day-boxed’ hardcopy records continue to be legally destroyed in accordance with the General Disposal Authority for Source Records. In addition to our core records activities, best practice recordkeeping and information management were utilised to complete the following projects and initiatives.

- We upgraded the records management application TRIM to OpenText CM 23.4.1, and integrated third-party applications including updates to affected procedures and user guidelines
- We maintained our mandatory in-house Online Records Awareness training course and TRIM Essentials course
- We continued our State Archiving Strategy to remove hardcopy legacy holdings from each of the regions including the following activities
  - Processing around 800 boxes from several regions
    - Derby, Broome, Kununurra (including drawings), Bunbury and Albany
  - Ongoing processing with phase 2 State Records Office Archiving Project regional boxes (840 boxes) including drawings, with the following remaining boxes due for completion by October 2025:
    - » Albany – 215 Boxes
    - » Bunbury – 120 Boxes
    - » Derby – 129 Boxes
    - » Geraldton – 70 Boxes.
- We reviewed and streamlined information management services provided within the Don Aitken Centre.

Our Recordkeeping Code of Practice for the Management of Contract Records is available on our website and guides compliance with the State Records Commission Standard 6: Outsourcing. Under this Code, submission of a Contract Recordkeeping Plan is required from contract companies within 28 days for approval. Contract Recordkeeping Plan reviews are conducted by a records practitioner prior to sign off and 4 reviews of plans were completed this year.

Records management operations and projects are supported by our TRIM support help desk which triaged and dealt with 8,602 customer enquiries over the year as well as performing daily audits to protect critical records from deletion.

OUR DATA MANAGEMENT IN THE FUTURE

As part of our Information and Communications Technology (ICT) Strategy a more holistic approach to managing data and information is underway to improve its lifecycle management, data modelling and effective governance. This is a prerequisite to the success of our digital engineering program of work and the sharing of information across the Transport Portfolio, and other government agencies, whilst addressing agreed focus areas in our ICT Strategy. To support this focus, an Enterprise Data Governance Committee has been established to provide governance and accountability for our data and information management environment, under whose leadership we have developed our Data Governance Framework and Operating Model.

The rollout of the framework, including the policies, procedures and training has commenced. Several tools have been implemented to support the framework including a Data Catalogue, Microsoft Purview and a new data platform which will enable self-service reporting and analytics for end users. The inclusion of data into the Data Catalogue is well underway, with significant business consultation and appropriate assessments to ensure our data is represented accurately.

A Strategic Investment Plan was developed and endorsed by Corporate Executive for the implementation of an Engineering Information Management (EIM) system. The system is designed to improve the management of technical engineering information and drive collaboration and savings during the design, construction and asset management phases for WA’s road infrastructure base. The configuration of EIM for all appropriate retention and disposal schedule needs, security and recordkeeping requirements was validated by Information Services in 2025. Following a staged approach to implementation, EIM is a key corporate business application in moving towards the implementation of digital engineering across the organisation over the next 5 years in support of the Digital Strategy for Western Australia Government 2021–2025.

OUR TRAINING

We continue to support good recordkeeping practices through our TRIM training programs, as we provide a range of courses including customised one-on-one or group sessions as required. Our courses are delivered either online or in-person and where appropriate, our team travel to regional offices to deliver training.

We further support our people by maintaining user guides, training material and webinar recordings that are available to everyone via our intranet (iRoads). We disseminate information via email and news articles on iRoads as a means of educating people on recordkeeping responsibilities, training opportunities and system changes. We ensure our training and TRIM support teams are easily accessible and we encourage people working for us to actively seek our assistance.

Recordkeeping Awareness and TRIM Essentials training modules were released in February 2022 and are provided through LearningHub as mandatory induction courses for all new starters. Our team has significantly increased training output in the past year including the introduction of a stable and consistent training program including regular virtual ‘TRIM ‘n Win’ courses, monthly full-day workshops and a custom course for new file creators.

Our training team handled 495 enquiries, and their training sessions had a total of 668 participants in live, in-person and virtual sessions. The team also facilitated 1,266 online course completions totalling 1,934 participants for the year.

Training program	Participants 2023	Participants 2024	Participants 2025
TRIM Fundamentals			20
TRIM Beginner	56	173	152
TRIM ‘n Win	16	478	304
TRIM File Creator	35		80
Custom	66	99	54
Information Classification	753	720	58
Recordkeeping Awareness	1,079	642	654
TRIM Essentials	676	646	612
Total trained	2,681	2,758	1,934



ADDITIONAL DISCLOSURES

ADDITIONAL FINANCIAL DISCLOSURES

Financial Targets: Actual Results versus Budget Targets

The following table provides a comparison of the financial targets and outcomes against criteria included in the Resource Agreement between the Commissioner of Main Roads, Minister of Transport and the Treasurer.

\$000	2024-25 Target <sup>(1)</sup>	2024-25 Actual	Variation <sup>(2)</sup>
Total Cost of Services	2,408,313	2,345,324	(62,989 ) <sup>(3a)</sup>
Net Cost of Services	1,205,456	1,065,585	(139,871) <sup>(3b)</sup>
Total Equity	74,541,622	77,429,394	2,887,772 <sup>(3c)</sup>
Salary Expense Limit	159,236	155,070	(4,166)
Borrowing Limit	703,400	456,900	(28,865) <sup>(d)</sup>

- (1) As specified in the Budget Statements.
- (2) Additional details are provided in Note 10 – Explanatory Statements to the financial statements.
- (3) Explanations of Variations:

a) Variation in Total Cost of Services:

– The reduction is primarily due to lower-than-expected payments for services and contracts, resulting from delays in the delivery of minor works and other programs.

b) Variation in Net Cost of Services:

– The decrease is mainly attributed to lower-than-anticipated Natural Disaster Funds, and Road Trauma Trust Fund contributed to this outcome.

c) Variation in Total Equity:

– The increase is largely due to rise in the value of land under roads, following revaluation based on current market values.

d) Borrowings:

– Main Roads received approval to borrow up to \$703.4 million, the actual amount borrowed was in \$456.9 million from the Western Australian Treasury Corporation.

\$000	2024-25 Agreed Limit <sup>(1)</sup>	2024-25 Actual	Variation <sup>(2)</sup>
Agreed Working Cash Limit	119,854	90,989	(28,865)

- (1) As specified in the Budget Statements.
- (2) The variation is due to Main Roads unable to repay the outstanding borrowings and refinanced into the next financial year.

Capital works

All disclosures in relation to capital works are included in the Financial Statements and Notes. Our annual Strategic Asset Plan details our 10-year investment needs and drivers. The Strategic Asset Plan adheres to the Department of Treasury’s Strategic Asset Management Framework.

Each major capital project follows the national Austroads project evaluation methodology where a benefit-cost ratio (BCR) is calculated incorporating quantifiable economic data and is supplemented by simplified economic, environmental and social assessments. The BCR records information on the benefits of a project on travel time savings, vehicle operating costs and smoother travel, safety and maintenance. Other benefits and costs are considered via a multi-criteria analysis.

Capital works financial progress is reported to Corporate Executive monthly. Indirect economic benefits are now being measured to assess the wider positive impacts delivered to the economy through enabling infrastructure. To measure project success, we have adopted a post-project evaluation framework which is endorsed by Australian Transport Assessment and Planning and is a key feature of the Infrastructure Sustainability Council of Australia’s Rating Tool, v2.1.

Ethical procurement

Our procurement processes comply with the Western Australian *Procurement Act 2020* and Western Australian Procurement Rules and continue to be certified to ISO 9001:2015. An ongoing compliance program is in place to ensure these policies and procedures are adhered to. Our Supply and Transport Branch provides independent governance over all Main Roads’ procurements and procurement processes. This branch periodically reviews a range of data analytics dashboards that enhance the compliance program and address findings. External probity auditors are engaged to observe the procurement process for all major capital works and complex or sensitive professional services procurements to ensure the principles of probity, equity and accountability are adhered to.

Social and sustainable procurement

The Western Australian Social Procurement Framework, which came into effect on 1 June 2021, was introduced by the WA Government to improve social, economic and environmental benefits in WA communities by leveraging opportunities through state agencies’ procurement activity. The framework brings together all of WA’s social and sustainability procurement policies and, in conjunction with the Social Procurement Framework Practice Guide, gives a clear message that social procurement forms part of value for money decision-making. We have a range of practices and internal policies in place to deliver social and sustainable procurement outcomes that exceed requirements for WA.

We apply the WA Government’s Buy Local Policy 2022 in the evaluation of tenders to provide local businesses with enhanced access to the government market through the application of a range of initiatives and price preferences. The successful contractor is required to report monthly on buy local commitments. The Western Australian Industry Participation Strategy (WAIPS) provides locally based businesses with better opportunity to access and compete for Western Australian Government supply contracts and focus mainly on small and medium-sized enterprises. WAIPS is applied to all contracts that meet the value thresholds and tenderers are required to submit participation plans to detail employment and local subcontracting opportunities that will arise if awarded the contract.

We also apply the State Aboriginal Procurement Policy (APP) which mandates progressive targets for the award of WA Government contracts to Aboriginal businesses and Aboriginal community-controlled organisations. During the financial year, we awarded a total of 451 contracts with an estimated value of \$632 million; of these, 68 contracts totalling an estimated value of \$47 million were awarded to registered Aboriginal businesses in accordance with the Western Australian Procurement Rules. This equates to 15% of the number of contracts awarded, which exceeds the APP minimum target of 4%.

Main Roads has been mandating minimum mandatory targets for Aboriginal employment and business engagement since 2017. During the year, 391,555 hours were worked by Aboriginal people on our contracts, with an Aboriginal business spend of \$191.24 million.

Procurement grievances

Our procedure for dealing with procurement grievances is referenced in all tender documents and is accessible from our website. Endorsed by the Western Australia Road and Rail Construction and Maintenance Industry Advisory Group, the procedure provides for a customer-focused, fair, structured and relationship-based approach to reviewing grievances lodged by contractors. Our procurement processes are fair and equitable. One unsubstantiated grievance was received during the year.

Unauthorised use of credit cards

During the financial year, we held 824 corporate credit cards which had 33,460 credit card transactions totalling \$9,962,207.21. Of these, 36 transactions totalling \$1,176.69 were found to be for personal expenditure. All corporate credit card transactions are reviewed for personal use by our incurring and certifying officers during statement processing. All transactions for personal expenditure were found to be accidental use of the corporate card instead of a personal card and have been repaid.

Pricing policies of services provided

Our supply of goods and services represents works and services carried out for other public sector and private bodies on a cost recovery basis. Details are available in the notes to the Financial Statements. We develop and set relevant pricing policies in accordance with Department of Treasury’s ‘Costing and Pricing Government Services’ guidelines.

Statement of Expenditure

In accordance with Section 175ZE of the Electoral Act 1907, Main Roads Western Australia incurred \$121,900 during 2024–25 in advertising, market research, polling, direct mail and media advertising. Expenditure was incurred in the following areas:

	\$
Advertising Agencies	
Express Print	1,200
Advertising Agencies Total	1,200
Market Research Organisations	
Metrix Consulting Pty Ltd	57,300
Market Research Organisations Total	57,300
Polling Organisations	Nil
Media Advertising Organisations	
Initiative Media Australia Pty Ltd	44,400
Facebook	18,600
Bunbury Print	400
Media Advertising Organisations Total	63,400
Grand Total	121,900

ADDITIONAL ENVIRONMENTAL AND SUSTAINABILITY DISCLOSURES

Infrastructure sustainability rating status

We use the Infrastructure Sustainability (IS) Rating Scheme to evaluate sustainability within our highest value major projects. We have mandated that all projects greater than \$100 million will be formally registered to undergo an IS rating. The table below indicates the status of our registered ratings across the project phases of planning, development, design, and construction. Further information can be found at their project websites including project sustainability reports.

We are seeking to expand sustainability practice within our projects. Our participation as a Pioneer Partner in the Infrastructure Sustainability Council’s IS Essentials tool will potentially help facilitate a sustainability rating scheme suitable for smaller infrastructure projects and lead to improved outcomes in the civil construction sector both for us and local governments. We currently have 2 projects registered for IS Essentials; these are Smart Freeway Mitchell Southbound: Reid Highway to Vincent Street Project and the Causeway Pedestrian and Cyclist Bridges Project.

Program	Project	IS version	Rating phase	Target rating	Tracking status
Bunbury Outer Ring Road	Bunbury Outer Ring Road	2.0/2.1	Design	Silver	Verified Silver Planning Design Rating – pending submission
Tonkin Highway	Tonkin Gap and Associated Works	2.0/2.1	Design	Silver	As Built – verified Silver
Causeway Pedestrian and Cyclists Bridges	Causeway Pedestrian and Cyclist Bridge	IS Essentials	Design	Bronze	Design Rating – pending verification
Smart Freeways Mitchell Freeway	Reid Highway to Vincent Street	IS Essentials	Design	Bronze	Design Rating – verified Silver
Tonkin Highway	Tonkin Highway Extension and Thomas Road Upgrade	2.1	Design	Silver	Verified Bronze Planning Design Rating – tracking
Tonkin Highway	Tonkin Grade Separations Interchanges (Hale to Welshpool)	–	–	–	Project under procurement
EastLink WA	EastLink WA Package 1: Reid Highway Grade Separations – Altone o Drumpellier	–	–	–	Project under procurement
Mandurah Estuary Bridge Duplication	Mandurah Estuary Bridge Duplication	2.1	Design	Silver	Verified Bronze Planning Design Rating – pending verification
Tonkin Highway	Tonkin Grade Separations Interchanges (Kelvin)	2.0	Planning	Bronze	Verified Bronze Planning
Tonkin Highway North Ellenbrook Interchange	Tonkin Highway North Ellenbrook Interchange	2.1	Planning	Silver	Silver



EMISSIONS FROM OPERATIONS AND CONGESTION

As part of a commitment to develop a data-led approach to addressing congestion, based around agreed performance metrics and targets, a cloud-based data factory was developed. This collates and reports road network performance data across major roads in metropolitan Perth. The system collates speed and volume information from multiple data sources across the 4,300 links which currently represent the Perth major road network. Data is recorded on each link for every 15-minute interval dating back to January 2013. Data has been used to estimate emissions trends on state roads and significant local roads in the Perth metropolitan area. We act to directly manage the traffic flow of vehicles. This has consequences for overall environmental impacts, including carbon emissions and air quality, from use of the road network.

The following tables reflect the impact that the roads we directly manage are having on energy use and emissions, which give an indication of the impact on air quality.

Annual Emissions due to Operations

Estimates for Perth Metropolitan State Road Network and Significant Local Roads	2023	2024	2025
MVKT	10,851	11,145	11,640
Fuel Consumed (kl)	1,453,000	1,499,000	1,555,000
Emissions by Type (tonnes per year)			
CO <sub>2</sub>	3,364,000	3,471,000	3,601,000
CH <sub>4</sub>	440	453	470
N <sub>2</sub> O	102	105	109
NO <sub>x</sub>	1,762	1,818	1,886
CO	12,660	13,061	13,549
NM <sub>VOC</sub>	4,393	4,532	4,702
SO <sub>x</sub>	231	238	247
PM <sub>10</sub>	41	42	44

Annual Emissions due to Congestion

Estimates for Perth Metropolitan State Road Network and Significant Local Roads	2023	2024	2025
Fuel Consumed (kl)	67,000	73,000	83,000
Emissions by Type (tonnes per year)			
CO <sub>2</sub>	155,000	169,000	192,000
CH <sub>4</sub>	20	22	25
N <sub>2</sub> O	5	5	6
NO <sub>x</sub>	81	89	101
CO	584	636	723
NM <sub>VOC</sub>	203	221	251
SO <sub>x</sub>	11	12	13
PM <sub>10</sub>	2	2	2

Emissions metrics

Scope 1 or 2 and 3 GHG type (t CO <sub>2</sub> )	2023	2024	2025
Fuel	4,790.4	7,741	11,202
Street and traffic lights	15,659	16,314	16,300
Buildings	2,602.8	2,682	2,530
Air travel*	337	220	510
Projects and maintenance fuel use*	25,660	45,825	41,763
Waste (including project waste)*	2,536	5,469	5,308
Offsets	-3,479	-4,329.1	-5,122.3
Total	48,106	73,922	72,491

\* Note: Air travel, project and maintenance fuel usage and waste are Scope 3 emissions

Scope 1 or 2 and 3 GHG type (t CO <sub>2</sub> )	2023	2024	2025
Scope 1	4,569	7,404	9,822
Scope 2	16,971	17,664	16,869
Sub Total	21,540	25,067	26,691
Offsets	-3,479	-4,329.1	-5,122.3
Total	18,061	20,738	21,569
Scope 3	30,045	53,184	50,922

Energy use by source

Energy source	2023	2024	2025
Electricity usage (MJ) (within)	123,500,274	124,927,460	123,080,223
Installed Renewable Energy (MJ) (within)	4,204,537	5,471,397	5,471,397
Fuel and gas usage (MJ) (within)	50,801,457	105,846,574	140,454,373
Projects and maintenance (outside)	290,834,114	521,217,004	474,548,426

Intensity indicators

Energy source	2023	2024	2025
MJ per km State Road	9,181	12,154	13,851
Scope 1 and 2 t CO <sub>2</sub> per km State Road	1.13	1.32	1.40

Imported road construction materials

Imported road construction material type in tonnes	2023 (000)	2024 (000)	2025 (000)
Sand (t)	1,898.5	2,956.6	197.4
Gravel (t)	451.0	623.3	1,037.3
Crushed rock (t)	225.5	59.4	36.0
Limestone (t)	309.6	9.5	15.9
Aggregate (t)	25.1	73.8	40.4
Asphalt (t)	133.2	33.9	0.0
Bitumen	20.9	0.0	0.1
Bitumen cutter	19.0	0.0	2.2
Emulsion	1.6	0.0	0.5
Steel (t)	10.5	2.1	0.3
Concrete	102.5	46.8	7.3
Cement stabilised backfill	108.5	3.9	3.2
Mulch	42.0	0.0	0.4
Other (t)	14.8	139.7	132.4

Imported recycled & reused construction materials

Recycled and reused material type in tonnes	2023 (000)	2024 (000)	2025 (000)
Sand (t)	3,018.5	293.0	476.4
Road base (t)	97.7	66.1	99.3
Asphalt/profiling (t)	32.6	22.5	0.0
Crushed glass (t)	0.0	0.0	0.0
Rehabilitation purposes (t) – unsuitable material	0.0	0.0	0.0
Other (t)	336.9	16.0	205.8
Imported construction materials with an eco-label (t)	182.7	0.0	29.0



Waste materials to landfill (Waste)

Indicator	2023 (000)	2024 (000)	2025 (000)
Kerbing/concrete (t)	3.3	0.0	1.6
Existing seal (t)	0.0	0.0	9.3
Unsuitable material (t)	53.0	0.3	10.2
Site office/general waste	0.4	0.0	0.7
Contaminated material	0.0	0.0	3.9
Other (roadside litter/waste, plastics) (t)	0.0	198.0	0.7

Materials recycled

Indicator	2023 (000)	2024 (000)	2025 (000)
Sand (t)	13.5	0.0	1.2
Road base (t)	0.0	7.7	0.0
Asphalt/profiling (t)	0.0	0.0	6.4
Steel (t)	0.0	2.3	0.0
Concrete (t)	0.1	0.0	3.7
Office waste, general, roadside litter (t)	0.2	0.2	3.7
Timber	0.0	0.0	0.0
Rock	0.0	7.7	0.0
Other (green waste, plastic, topsoil, hydrocarbons) (t)	238.9	0.0	11.5

Waste management

Areas as varied as design, construction, operation and management continue to incorporate improved waste management practices in our offices and depots. Green Star and 5-Star NABERS ratings (National Australian Build Environment Rating System) were achieved for incorporation of waste management principles in design and construction of offices and depots. Construction contractors are required to follow specific waste management practices.

From an operational perspective, the separation of general office waste and recyclables is encouraged by providing paper recycling bins (240-litre bins in utility areas and smaller bins in office spaces), battery recycling containers and printer cartridge recycling. Documents with sensitive or confidential information are collected in secure bins, shredded, and recycled. Waste collection contractors provide reports on the volumes of general and recyclable waste collected.

Our Don Aitken Centre has further improved waste separation strategy through centralised collection points for organics, co-mingled recycling and general waste. Some offices have removed individual waste bins at workstations, encouraging staff to separate waste at the collection points. Organics recycling is encouraged at other offices where the collection of this waste stream is available.

Our operational depots also support good practice waste management initiatives by separating different waste categories and either recycling or disposing as appropriate. Depot waste may be a by-product of depot activities, such as from laboratories or temporary storage of waste from road projects or maintenance. The depots have waste management plans for asbestos, concrete, steel, aluminium, batteries and waste oil. Recycling and disposal opportunities depend on the availability of these services in the region the depot is located.

We collaborate with community groups and state and local government agencies to reduce litter and illegal dumping. We continue to implement a state-wide litter strategy that supports the Litter Prevention Strategy for Western Australia 2020–25. Our strategy aims to reduce littering and illegal dumping with the focus on roadsides and rest areas, loose loads and abandoned vehicles. The implementation strategy involves boosting public awareness as well as increasing community buy-in and participation in litter reduction programs and behaviours.

To facilitate this objective, we provide a \$30,000 annual sponsorship to Keep Australia Beautiful Council which provides resources for volunteer litter collection activities.

Stakeholder map – stakeholder inclusiveness

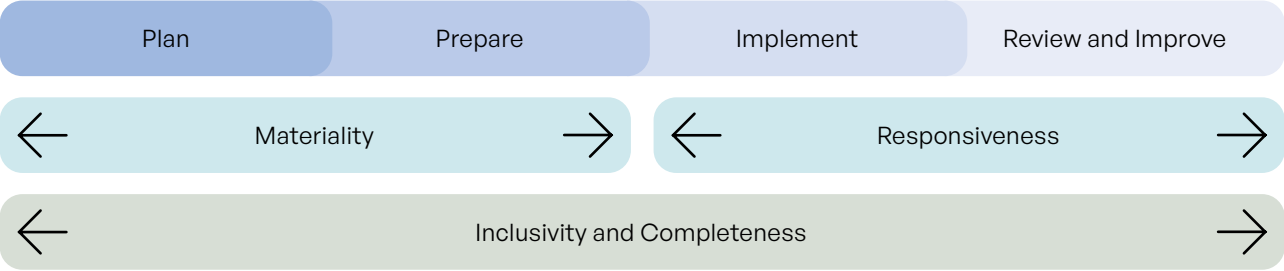
We consider our stakeholders to be any individual or organisation that is impacted by the services we provide or the work that we do. Given our work, our stakeholder group is large and broad; for the purposes of categorisation and to support our engagement approach we define our stakeholders as being either project or corporate stakeholders. Project stakeholders are individuals or organisations interested or impacted by a project or initiative we are undertaking. They are identified during the project planning phase and are tracked, managed and kept informed during the project or initiative through our customer relationship management system, CONNECT. Corporate stakeholders are an individual or organisation interested in or impacted by us who may work with us and influence, or hamper, the work we do. Corporate stakeholders are identified in an annual process that involves help and input from our people across the organisation.

Our approach to stakeholder engagement

We have adopted the AccountAbility organisation’s AA1000 Stakeholder Engagement Standard to help us design, implement and assess our stakeholder engagement activities and to help ensure we deliver sustainable results. The standard’s principles of inclusivity, materiality, responsiveness and impact lay the groundwork for and guide our engagement approach to help ensure:

- people are able and encouraged to provide input into decisions that affect them
- we focus on sustainability issues that have the greatest impact
- we act transparently and accountably when addressing sustainability issues
- we measure and report on the impact of our work.

The AA1000SES principles underpin our engagement process to ensure we can effectively manage expectations on feedback and involvement influencing decision-making, whilst considering project, commercial and political realities:



Frequency of engagement with each project stakeholder group depends on the specific concern or method of engagement identified in project communications and the engagement strategy. Each engagement is tracked and managed through our customer relationship management system. Corporate stakeholder type and frequency of engagement are identified in the annual Corporate Stakeholder Engagement Action Plan and depend on the stakeholder concern and priority level.

Project stakeholder concerns are unique to each project and are identified during the stakeholder engagement planning process. These concerns are determined using a desktop approach that interrogates media, ministerial and customer data sources, and usually depend on risks associated with the project. Responses to topics and concerns are articulated in a project Communication and Engagement Strategy, which differs from project to project.

Corporate stakeholder concerns are determined using a biennial materiality review, performed in accordance with the Global Reporting Initiative. The review draws from our corporate and legislative requirements, key risks, media and ministerial topics as well as peer reporting practices to determine what is important to our stakeholders.

**Land acquisition**

In instances where land is required to improve existing roads or provide new transport corridors, land is acquired by negotiation or ‘formal taking action’ in accordance with the statutory powers contained in the *Land Administration Act 1997 (WA)*. The process of acquiring land can have significant community and social impacts. Where possible, we aim to commence acquisition of land 18 months to 2 years prior to construction commencing. Landowners have certain rights under the Land Administration Act, such as the ability to object to the land-take proposal and are entitled to compensation when land is required from their property for road or associated purposes. Staff from the Transport Portfolio Land and Property Services undertake all aspects of land acquisition and land tenure in relation to the land acquisition. We endeavour to pay fair and reasonable compensation based on valuation assessments by independent licensed valuers. Further information is available on our website.

**ADDITIONAL GOVERNANCE DISCLOSURES**

**Our legislation**

The *Main Roads Act 1930 (WA)* establishes the Commissioner of Main Roads as a body corporate and sets out the powers and duties of the office. The Act also has subsidiary legislation under it: Main Roads (General) Regulations 2023; Main Roads (Control of Advertisements) Regulations 1996 covering powers with respect to advertisements in or near the road reserve; and Main Roads (Engineering Cadets) Regulations 1982 covering the selection and other particulars for cadets.

We are guided and empowered through additional Western Australian legislation including:

- Road Traffic (Events on Roads) Regulations 1991 set out the approvals required from the Commissioner of Main Roads (or their delegate) with respect to events on roads.
- The *Land Administration Act 1997* provides powers for the resumption of and entry onto land.
- Regulation 291 of the Road Traffic Code 2000 allows Main Roads to temporarily close a road, subject to certain conditions.
- Regulation 297 of the Road Traffic Code 2000 provides the Commissioner with the power to erect road signs, traffic signals and install road markings; it also allows an authorised body to undertake certain related activities.
- Section 131 of the *Road Traffic (Administration) Act 2008* makes those responsible for damage to the road jointly and severally liable to Main Roads for damages.
- Section 33 of the *Road Traffic (Vehicles) Act 2012* provides the Commissioner with the authority to modify a mass or dimension requirement, as provided in the regulations.
- Section 40 of the Road Traffic (Vehicles) Act provides the Commissioner with the authority to give an access approval for a complying restricted access vehicle to be on a road.
- Section 44 of the Road Traffic (Vehicles) Act provides for the accreditation of persons in relation to certain heavy vehicles by the Commissioner of Main Roads for the purposes of sections 33(4) and 40(2).
- Regulation 6(da) of Surveillance Devices Regulations 1999 empowers authorised public authorities to monitor traffic on a road as defined in section 6 of the Main Roads Act.
- The *Towing Services Act 2024 (WA)*, a new Act, regulates the towing industry. Amongst other things, this provides the Commissioner of Main Roads with powers to authorise the towing of vehicles.

We have processes and controls in place ensuring our compliance with other legislation and regulations impacting our activities.

**Ministerial directives**

There were no directives issued during the year by the Minister for Transport under section 19(b) of the *Main Roads Act 1930 (WA)*.

**Integrated management system**

Our Integrated Management System brings together our third-party certified systems and processes into a single framework. During the year we undertook a recertification audit confirming we comply with all requirements related to ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018.

**Freedom of information**

The *Freedom of Information Act 1992 (WA)* gives the public a general right to apply for access to documents held by government agencies. An information statement in accordance with the requirements of the Act is available on our website. This statement provides a guide on how to apply for access to documents, as well as information about documents that may be available outside of the freedom of information (FOI) process. During the year, we processed 64 FOI applications. Enquiries about FOI can be emailed to: [foi@mainroads.wa.gov.au](mailto:foi@mainroads.wa.gov.au).

**Customer privacy**

As with all Western Australian Government agencies we are not subject to the *Privacy Act 1988 (Cth)*. However, where possible, we adhere to the Australian Privacy Principles set out in Schedule 1 of the Privacy Act. In 2024 the *Privacy and Responsible Information Sharing Act 2024 (WA)* has been passed by the WA Parliament. Department of the Premier and Cabinet, together with all other agencies are working towards developing policies and processes ahead of this Act becoming operational. The Privacy and Responsible Information Sharing Act aims to protect the personal information of Western Australians and facilitate the responsible sharing of government information.

Main Roads values the privacy of our customers and complies with our CCTV Usage Policy that outlines appropriate use; we do not automatically record on our CCTV cameras. We also operate in accordance with the WA Surveillance Devices Regulations 1999 which were amended in late 2023. Our approach to privacy is available on our website.

**Public interest disclosures**

We are committed to the aims and objectives of the *Public Interest Disclosure Act 2003 (WA)*. We recognise the value and importance of contributions by staff to enhance administrative and management practices and strongly support disclosures being made by staff regarding improper conduct. Public interest disclosure guidelines and information are available on iRoads for all staff or online through the Public Sector Commission.

**Conflicts of interest and acceptance of gifts**

Our Code of Conduct and Integrity Framework require all employees and people working on our behalf to ensure that personal, financial and political interests do not conflict with their public duty or ability to perform in an impartial manner. Where a conflict of interest occurs, it should always be resolved in favour of the public interest rather than personal interest.

All employees and people working on our behalf have a responsibility to declare all conflicts of interest (whether actual, potential or perceived) for recording on the confidential Conflict of Interest Register.

Each Corporate Executive member signs a representation memorandum addressed to the Managing Director which includes a section on personal interests in our contracts. The Chief Finance Officer, Managing Director and Accountable Authority then sign a Management Representation letter to the Auditor General addressing various categories, including internal controls and risk management. To ensure compliance with the Australian Accounting Standard AASB 124, all senior officers sign a Related Party Transaction Disclosure declaring personal details, controlling interests and transactional details. These records are audited to ensure internal control processes are consistently managed.

Our Integrity Framework states that all employees and people working on our behalf must not:

- be influenced, or perceived to be influenced, by the offer or receipt of gifts, benefits or hospitality
- engage in actions where a conflict of interest (whether perceived, potential or actual) arises in the course of their duty or contractual obligations.

All offers of gifts, benefits and hospitality must be declared and recorded in the Gifts and Benefits Register.



ROAD FACTS SUMMARY SHEET

Road Industry Fact Summary	WA	Australia	WA (%)
Area (square km)	2,526,632	7,688,095	32.9
Population	2,965,078	27,194,369	10.9
Licensed drivers and riders <sup>1</sup>	2,050,099	N/A	
Vehicles on register including motorcycles	2,529,000	21,737,000	11.6
Annual vehicle kilometres travelled (VKT) (100 million VKT)	305.0	2,599.1	11.7
Road length excluding DBCA* roads (kilometres)	147,844	N/A	
Fatalities (for calendar year 2024)	188	1,303	14.4
Fatalities/100 million VKT	0.6	0.5	
Fatalities/100,000 persons	6.3	4.8	
Fatalities/10,000 vehicles	0.7	0.6	

<sup>1</sup> Active licences only    N/A : Not available

Sources

Area	ABS Regional Population, 2023–24 – 27 March 2025
Population	ABS Regional Population, 2023–24 – 27 March 2025
Licensed drivers	Drivers and Vehicle Services, Department of Transport – 30 June 2024
Vehicles on register	Australian Infrastructure and Transport Statistics Yearbook 2024
Vehicle kilometres travelled	Australian Infrastructure and Transport Statistics Yearbook 2024
Road length	Main Roads Corporate System (IRIS) – (as at 24 June 2025)
Fatalities (Aus)	BITRE Road Deaths Australia – December 2024
Fatalities (WA) & Serious Injuries (WA)	Main Roads Crash System – (as at 24 June 2025)

\*DBCA: Department of Biodiversity, Conservation and Attractions

ROAD CLASSIFICATIONS

Road Classification (as at 30 June 2025)	Sealed (km)	Unsealed (km)	Total (km)	Sealed (%)
National Land Transport Routes	5,573	0	5,573	100
Highways	5,566	99	5,665	98
Main Roads	7,073	716	7,789	91
Sub-total	18,212	815	19,027	96
Local roads regularly maintained	41,424	86,569	127,993	32
Local roads not regularly maintained	57	767	824	7
Sub-total	41,481	87,336	128,817	32
Roads managed by DBCA*	365	37,750	38,115	1
Total WA road network	60,058	125,901	185,959	32

\* DBCA: Department of Biodiversity, Conservation and Attractions

Sources

Corporate and Local Extracts as at 24 June 2025 from Main Roads Corporate System (IRIS)  
Department of Biodiversity, Conservation and Attractions

Notes

Local road lengths are reported information received from local government.  
Local roads with cross section type ‘unconstructed’ or ‘unknown’ have been excluded.  
Privately maintained roads have been excluded.

# Glossary

Word	Definition
Bypass	An alternative route that enables through-traffic to avoid urban areas
Carriageway	The portion of a road or bridge devoted to the use of vehicles, inclusive of shoulders and auxiliary lanes
Community Engagement	Involving communities when prioritising and developing services in their own area. This includes consultation as well as more active processes so that communities can help to formulate plans or influence local developments.
Corporate Governance	The way we balance compliance against risk-taking as we direct, control and are held accountable for our performance
Freeway	A divided highway for through-traffic with no access for traffic between interchanges and with grade separation at all intersections
Grade Separation	The separation of road, rail or other traffic so that crossing movements, which would otherwise conflict, are at different elevations
Highway	Highways provide connection between capital cities. They are also principal routes between a city and the major producing regions of the state. Highways also service major transport terminals or significant commercial and industrial centres.
Incidence Rate	The number of lost-time injury/diseases divided by the number of employees * 100
Main Road	A principal road in the road system
Maintenance	The work on an existing road and infrastructure to maintain its efficiency or quality
Median	A strip of road that separates carriageways for traffic in opposite directions
MyHR	Main Roads HR self-service interface system for employees
Overlay	The addition of one or more courses of pavement material to an existing road surface to increase strength, and/or to improve ride quality
Overtaking/Passing Lane	An auxiliary lane provided for slower vehicles to allow them to be overtaken
Pavement	The portion of a carriageway placed above the levelled surface or earth or rock for the support of, and to form a running surface for, vehicular traffic
Performance Indicator	A simple measure that allows objective comparisons such as road maintenance costs per kilometre in a region. This can then be compared to other regions and monitored.
Realignment	A change in the geometric form of the original centre-line of a carriageway with respect to the vertical and horizontal axes
Seal	A thin surface layer of sprayed bitumen – a viscous liquid or solid impure mixture, consisting of hydrocarbons and their derivatives, used for road surfacing
Stakeholder	Individuals or groups of people with a direct interest, involvement, or investment in something
Strategy	How a broad objective will be approached
Sustainability	The long-term balance of social, environmental, and economic factors into our activities, decision-making and investment processes

# Acronyms

APP	Aboriginal Procurement Policy
AWEI	Australian Workplace Equality Index
BCR	Benefit Cost Ratio
BORR	Bunbury Outer Ring Road
CaLD	Culturally and Linguistically Diverse
CAT	Central Area Transit
CCTV	Closed-circuit Television
CEED	Cooperative Education for Enterprise Development
CFI	Countering Foreign Interference
CIC	Customer Information Centre
CPA	Certified Practising Accountant
CPS	Community Perception Survey
CRC	Crush Recycled Concrete
DAIP	Disability Access and Inclusion Plan
DCCEEW	Department of Climate Change, Energy, the Environment and Water
DEI	Diversity, Equity and Inclusion
DFES	Department of Fire and Emergency Services
DRG	Diversity Reference Group
EAM	Enterprise Asset Management
EIM	Engineering Information System
EPA	Environmental Protection Authority
EV	Electric Vehicle
FTE	Full-Time Equivalent
FVPIP	Freight Vehicle Productivity Improvement Program
GHG	Greenhouse Gas Emissions
GRI	Global Reporting Initiative
HVS	Heavy Vehicle Services
IRF	International Road Federation
IS	Infrastructure Sustainability



ISCA	Infrastructure Sustainability Council of Australia
ITS	Intelligent Transport System
KPIs	Key Performance Indicators
LGBTQIA+	Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, and Asexual
LTI	Lost-Time Injury
LUMS	Lane Use Management System
NABER	National Australian Built Environment Rating System
OMID	Office of Major Infrastructure Delivery
PBS	Performance Based Standards
PIARC	Permanent International Association of Road Congresses
PID	Public Interest Disclosure
PLIaTS	Performance-Led Innovations at Traffic Signals program
PRIS	Privacy and Responsible Information Sharing
PSC	Public Sector Commission
PSPs	Principal Shared Paths
RAP	Reconciliation Action Plan
RCMS	Roadside Compliance Management System
RNOC	Road Network Operations Centre
RTW	Return To Work
SDG	Sustainable Development Goals
SHW	Safety, Health, and Wellbeing
WAHVA	Western Australia Heavy Vehicle Accreditation Scheme
WALGA	Western Australian Local Government Association
WAMPF	Western Australian Multicultural Policy Framework
WARRIP	Western Australian Road Research and Innovation Program

# Contact information

24 hr Customer Information Centre	138 138
Heavy Vehicle Services Helpdesk	138 486
Hearing and Speech Impaired TTY	133 677

## METROPOLITAN OFFICES

<b>HEAD OFFICE</b> Don Aitken Centre Waterloo Crescent East Perth WA 6004 PO Box 6202 East Perth WA 6892 enquiries@mainroads.wa.gov.au	<b>MATERIALS ENGINEERING</b> 5-9 Colin Jamieson Drive Welshpool WA 6106 (08) 9350 1444
<b>MEDIA ENQUIRIES/PUBLIC AFFAIRS</b> Media Enquiries 138 138	<b>HEAVY VEHICLE SERVICES</b> 525 Great Eastern Highway Redcliffe WA 6104 PO Box 374 Welshpool DC WA 6986 hvs@mainroads.wa.gov.au

## REGIONAL OFFICES

<b>GOLDFIELDS- ESPERANCE</b> <b>Kalgoorlie Office</b> 83 Piesse Street Boulder WA 6432 (08) 9080 1400	<b>KIMBERLEY</b> <b>Derby Office</b> Wodehouse Street Derby WA 6728 (08) 9158 4333 <b>Kununurra Office</b> Messmate Way Kununurra WA 6743 (08) 9168 4777	<b>MID WEST – GASCOYNE</b> <b>Geraldton Office</b> Eastward Road Geraldton WA 6531 (08) 9956 1200 <b>Carnarvon Office</b> 470 Robinson Street Carnarvon WA 6701 (08) 9941 0777	<b>SOUTH WEST</b> <b>Bunbury Office</b> Robertson Drive Bunbury WA 6231 (08) 9724 5600
<b>GREAT SOUTHERN</b> <b>Albany Office</b> 2–6 Kelly Street Albany WA 6330 (08) 9892 0555		<b>PILBARA</b> <b>South Hedland Office</b> 12-16 Brand Street South Hedland WA 6722 (08) 9172 8877	<b>WHEATBELT</b> <b>Northam Office</b> Peel Terrace Northam WA 6401 (08) 9622 4777 <b>Narrogin Office</b> Mokine Road Narrogin WA 6312 (08) 9881 0566