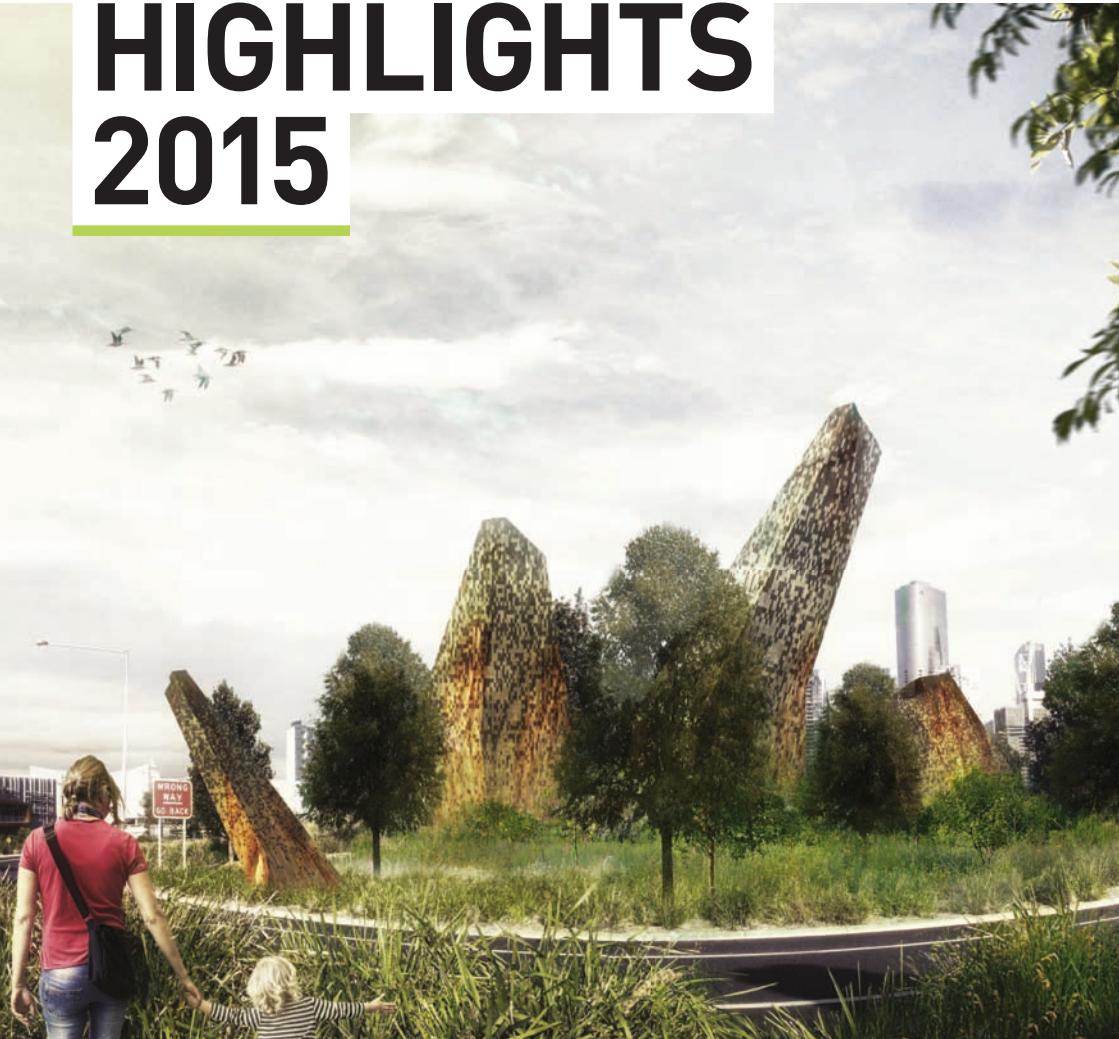




# SUSTAINABILITY HIGHLIGHTS 2015



# FY15 sustainability highlights

---

RECORDABLE EMPLOYEE  
INJURIES

0

COMMUNITY INVESTMENT

\$701,320

TOLL ROADS ADDED  
TO PORTFOLIO

6

FEMALE REPRESENTATION  
AT EXECUTIVE LEVEL

44.4%

EMPLOYEE  
ENGAGEMENT SCORE

68%

PROPORTIONAL EBITDA<sup>1</sup>  
GROWTH

38%

CUSTOMERS

>5M

TOTAL AUSTRALIAN  
CUSTOMER SERVICE OUTLETS

3,500

---

<sup>1</sup> Earnings before interest, tax, depreciation and amortisation

# The year that was

Financial Year 2015 (FY15) was a busy and productive year for Transurban.

Following our acquisition of Queensland Motorways in July 2014, we began integrating the business with the wider Transurban Group and in December announced it had been rebranded as 'Transurban Queensland'.

We completed the 95 Express Lanes project in Northern Virginia, creating a network of managed lanes that serve the Washington DC area; and the M5 West Widening project, which added 50 per cent more capacity to a critical motorway corridor in Sydney.

We also commenced operating the Legacy Way tunnel in Brisbane; broke ground on NorthConnex, a missing link in Sydney's orbital network; and reached financial close on the CityLink Tulla Widening project in Melbourne, which will commence construction in October 2015.

In March we announced our proposal for the Western Distributor motorway in Melbourne and are now working with the Victorian Government to progress this.

While we continue to grow our business, we are focused on the efficient operation of our roads, which our five million customers rely on, and are committed to running our business in a sustainable way. All of our activities are underpinned by our key focus areas:

- Be good neighbours
- Use less
- Think long term.

This booklet highlights some of our projects, programs and initiatives from FY15. To read our full Sustainability Report, please visit [transurban.com/sr15](http://transurban.com/sr15).

## 2014

- 2 Jul ● Queensland Motorways acquisition financial close
- 25 Jul ● Lane Cove Road ramp completed
- 5 Aug ● FY14 full year results announced
- 15 Aug ● CityLink 15th anniversary
- 3 Sep ● Gateway Upgrade North agreement reached
- 9 Oct ● 2014 Sustainability Report released at AGM
- 12 Nov ● Workplace Gender Equality citation announced
- 14 Dec ● 95 Express Lanes opened
- 15 Dec ● M5 West Widening completed
- 19 Dec ● Eastern Distributor 15th anniversary

## 2015

- 31 Jan ● NorthConnex financial close and works commenced
- 30 Apr ● CityLink Tulla Widening agreement reached
- 30 Apr ● Western Distributor proposal announced
- 25 Jun ● Legacy Way Tunnel opened
- 30 Jun ● 100 per cent ownership of 495 and 95 Express Lanes announced

# Be good neighbours



## Increasing service options for our customers

Our customers are increasingly using digital channels, in particular their mobile phones, to interact with us and manage their tolls on the go.

In FY15 we worked to enhance our service offering by making our websites more user-friendly and accessible from mobile devices.

We also significantly increased the number of Australian face-to-face service outlets. Customers can now manage their tolls at 3,500 outlets, many of which operate outside normal business hours, providing customers with greater convenience.

## Making safety everyone's business

In FY15 we maintained our excellent safety record with no recordable injuries across our business for the year.

We also completed 5.7 million construction hours for the 95 Express Lanes (Northern Virginia) and M5 West Widening (Sydney) projects without a lost-time injury.

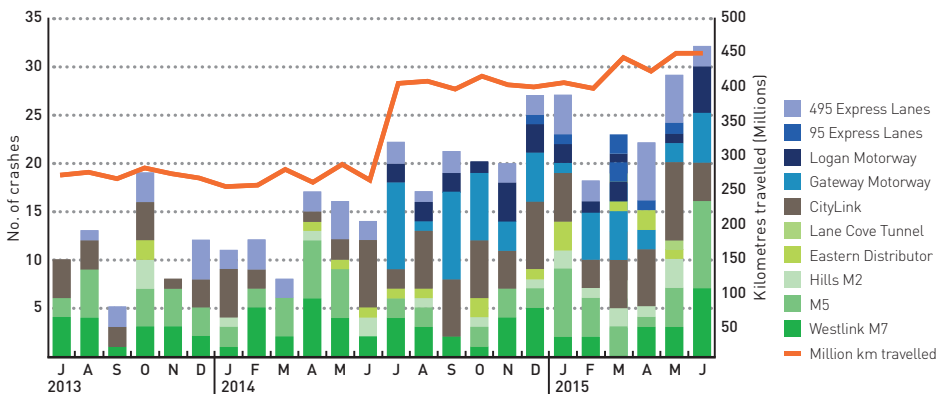
Our employees actively contribute to safety in our workplaces through individual safety KPIs which are linked to group-wide safety outcomes, ensuring everyone is responsible for safety.

## Driving safety on our roads

While our injury crash rate is lower than the broader network by 70 per cent, we are always looking for ways to improve safety across our roads.

In FY15 we created a Road Safety Committee to provide stewardship for our road safety strategies and develop new policies and action plans.

INJURY CRASHES ON TRANSURBAN NETWORKS<sup>2</sup>



<sup>2</sup>In FY15, there were 275 injury crashes on our roads.

# Be good neighbours



## Promoting cultural diversity

Published for the first time in FY15, our Reconciliation Action Plan (RAP) details how we can contribute to improving the standard of living of Aboriginal and Torres Strait Islander peoples, build positive relationships with Indigenous communities and raise awareness about their history and culture. The actions and initiatives outlined in the plan are managed by our RAP champions, who are senior managers in our business.

We also participated in the CareerTrackers program for the first time by hosting four Aboriginal and Torres Strait Islander university students as interns over the summer break in our Sydney and Melbourne offices.

## Gender Equality Employer of Choice

In FY15 we received a Workplace Gender Equality Agency citation in recognition for excellence in supporting gender equality across our business. Currently 44 per cent of our senior leadership roles are filled by women, well above the Australian average of 23 per cent<sup>3</sup>.

We have set clear strategies and objectives to achieve gender equality across all levels of our business and reinforce these with targeted recruitment and work policies, coaching and mentorship programs, succession planning and training courses.

## Supporting community groups that do great work

This year we increased our cash support for community groups and initiatives by 45 per cent, totalling \$701,320. This included

\$200,271 contributed to local charities and community groups through our US Community Grants Programs and newly launched Australian Grants Program.

We received hundreds of applications for grants and were delighted to support many important grassroots projects that enrich our local communities, including school recycling programs, road and pedestrian safety initiatives, support for homeless and youth, land care activities and transport services just to name a few.

## Creating a driving school for refugees

This year we partnered with the Asylum Seeker Resource Centre in Melbourne to establish a driver training school to assist participants obtain their licence—an important qualification that drives employment and social benefits.

The school is under way and operating at capacity, with 70 participants receiving free lessons from volunteer instructors in a dedicated training car.

## Donating tolls to charity

In FY15 we introduced the 'Drive to Donate' program where we donated the value of all tolls collected on the 495 and 95 Express Lanes in Northern Virginia on one Saturday in March to local fire and rescue organisations—totalling US\$80,000.

As part of a permanent arrangement, we also donate one cent from every toll on Legacy Way in Brisbane to Legacy Australia, an organisation that supports the families of service men and women. This will include a guaranteed donation of at least \$100,000 annually for 15 years.

<sup>3</sup>IBISWorld Report, 2015

# Use less



## Reporting on our greenhouse gas emissions

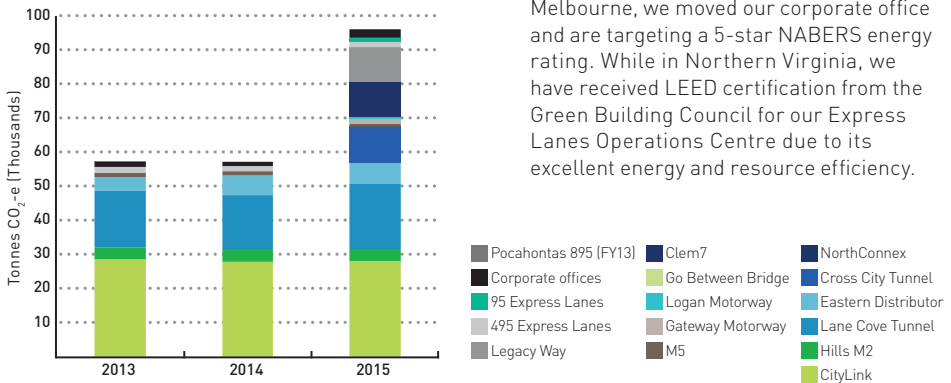
Our roads are designed to reduce congestion and travel times compared with alternative routes, resulting in improved vehicle fuel efficiency and reduced emissions.

Following the acquisition of Queensland Motorways in 2015, we reached a threshold of total greenhouse gas emissions that required us to commence reporting under the National Greenhouse and Energy Reporting Act on assets under our direct operational control.

Our report, which will be submitted in October, includes emissions from our Australian offices, CityLink, M2, Lane Cove Tunnel, Gateway Motorway, Logan Motorway, and the Go Between Bridge.

We also monitor greenhouse gas emissions across our other roads and premises which do not fall under legislative reporting requirements. Transurban's Scope 1 and 2 emissions are shown below, with the increase in FY15 due mainly to the acquisition of Queensland Motorways.

### TRANSURBAN GHG EMISSIONS FY13 – FY15



## 10 in 10

FY15 marked the second year of our 10-year program to reduce our energy consumption by 10 per cent. The main source of our energy use is from tunnel ventilation and lighting and we continue address this by installing energy efficient lighting across our roads, bridges and tunnels. We also install solar panels and purchase GreenPower on our roads, which contribute to low-emission electricity generation.

This year we undertook a number of initiatives to help achieve our target including:

### → increased monitoring of our energy usage

In FY15 we consolidated our energy supply contracts and engaged an energy services firm to monitor our energy use at a national level. With this improved monitoring, we are now developing a list of targeted initiatives that will contribute towards our 10 in 10 energy reduction target.

### → making our premises 'green'

While energy use from our offices represents only a small proportion of our total energy usage, we are committed to reducing our impact wherever we can. In Melbourne, we moved our corporate office and are targeting a 5-star NABERS energy rating. While in Northern Virginia, we have received LEED certification from the Green Building Council for our Express Lanes Operations Centre due to its excellent energy and resource efficiency.

# Think long term



## We're growing our business

In FY15 we acquired six new roads including the Gateway and Logan Motorways, Clem7 Tunnel, Go Between Bridge and Legacy Way in Queensland and the Cross City Tunnel in New South Wales. We also opened the newly-completed 95 Express Lanes in Northern Virginia.

Our expanded portfolio combined with traffic growth on our existing roads underpinned a 38 per cent growth in EBITDA<sup>4</sup> and 39 per cent increase in toll revenue.

## Enhancing our roads

We are enhancing traffic flow and safety on a number of our road networks through major projects. From October 2015, we will start work on a major upgrade to the CityLink / Tullamarine motorway corridor in Melbourne, which will increase the road's capacity by 30 per cent.

In Sydney, we have started work on NorthConnex, a nine kilometre tolled link between the M1 Pacific Motorway and Hills M2, which will reduce the number of heavy vehicles on suburban roads. And in Queensland we are managing the Gateway Upgrade North project on behalf of the State Government. The project will improve road safety and reduce congestion in northern Brisbane.

Also in FY15, we announced a proposal for a new motorway in Melbourne's west. We are working with the Victorian Government to progress the proposed Western Distributor project, which we believe will meet some of the city's most critical traffic, growth and liveability needs.

## Supporting innovation

In 2015 we announced the first recipient of our Innovation Grants Program, awarding \$100,000 to a team from the University of Newcastle in New South Wales, which is developing a new material for road safety barriers.

The material is a type of metallic foam that is highly energy absorbent and could cushion the impact of road accidents. We are supporting the team to develop a prototype and manufacturing processes.

## The Power Street Loop

This year we launched a public competition looking for innovative ideas to transform a vacant site, called the Power Street Loop, next to CityLink in Melbourne's world-class arts precinct.

We challenged teams of creative students and professionals to collaborate and come up with creative design elements and artistic solutions that could breathe new life into the site.

We received more than 50 ideas and chose four winners to go through feasibility testing. In FY16 we plan to begin construction on the winning idea, *Habitat Filter*, which was designed by a group of designers from Melbourne who received \$20,000 in prize money (see cover image).

We have also partnered with Landcare Australia to undertake an ecological regeneration of the site.

<sup>4</sup>Earnings before interest, tax, depreciation and amortisation



VISIT OUR ONLINE REPORT [TRANSURBAN.COM/SR15](https://transurban.com/sr15)



#### Paper specifications

This year's highlights were printed on ecoStar Offset.  
By using ecoStar Offset rather than non-recycled paper  
the environmental impact was reduced by:

#### LANDFILL

**17kg**

#### WATER

**358L**

#### WOOD

**28kg**

#### GREENHOUSE GASES

**3kgCO<sub>2</sub>**

#### ENERGY

**33kWh**



Carbon footprint data evaluated by Labelia Conseil in accordance with the Bilan Carbone® methodology. Calculations are based on a comparison between the recycled paper used versus a virgin fibre paper according to the latest European BREF data (virgin fibre paper) available.

## AUSTRALIA

### MELBOURNE (HEAD OFFICE)

Level 23  
Tower One, Collins Square  
727 Collins Street  
Melbourne  
Victoria 3000

### SYDNEY

Level 9  
1 Chifley Square  
Sydney  
New South Wales 2000

### BRISBANE

7 Brandl Street  
Eight Mile Plains  
Queensland 4113

### MAILING ADDRESS

Locked Bag 28  
South Melbourne  
Victoria 3205

Phone +61 3 8656 8900

Fax +61 3 8656 8585

## UNITED STATES

### WASHINGTON DC AREA

6440 General Green Way  
Alexandria VA 22312  
United States

Phone +1 [571] 419 6100

Email [corporate@transurban.com](mailto:corporate@transurban.com)