

# Diversity and Inclusion Policy

A Transurban Group policy



Transurban is committed to diversity and inclusion at all levels of the organisation, regardless of gender, race (including traits historically associated with race), ethnicity, colour, marital or family status, sexual orientation, gender identity, age, disabilities, religious beliefs, cultural background, socio-economic background, perspective and experience, veteran or military status, or any other category protected under applicable law. This includes employees who may identify across multiple dimensions of diversity eg being part of the LGBTQI+ (lesbian, gay, bisexual, trans-gender, queer, intersex and others) community.

An inclusive culture is one that treats everyone equitably – that is all people are provided with the opportunities they need to succeed and thrive; where they feel valued, respected and able to fully contribute the diversity of their lived experience.

Transurban recognises that diversity and inclusion is both fundamental to the success of our business and also a legislative requirement in some jurisdictions. We value having a workforce that is made up of individuals with diverse skills, backgrounds and experiences, and believe that genuine diversity drives strategic advantage, creates opportunities for innovation and contributes to the achievement of our corporate objectives.

We also understand that our continued success depends on genuinely living our Group values: Integrity, Collaboration, Accountability, Ingenuity and Respect.

This policy applies to all Transurban Group employees, either permanent or temporary. It also covers any person, company or other contracting party engaged to provide service to, or on behalf of the Transurban Group under a contract of service, either directly or indirectly and includes contractors, consultants and agency workers (other workers).

For the purposes of this Policy, Transurban or Transurban Group means Transurban Holdings Limited, Transurban International Limited, Transurban Holding Trust, and their controlled entities.

## Our commitment

We are committed to creating a corporate culture that embraces diversity and a workplace environment built on a foundation of wellbeing; where everyone is treated fairly and with respect, and all employees have equal opportunity to succeed. This includes continuing to develop practices, programs and initiatives that remove barriers and support and assist with improving diversity at all levels of the business:

- ensuring a supportive, harassment-free and inclusive workplace
- building a flexible organisation by providing opportunities for work arrangements and leave options that accommodate the diverse needs of our people at different career and life stages, including those with family and caring responsibilities
- ensuring all employees are paid equitably and monitoring this on a regular basis

- ensuring all employees have the ability to contribute and access opportunities based on their diversity of thought and experience, but regardless of their race, gender, or any other legally protected status
- ensuring employment decisions are transparent, unbiased, equitable and procedurally fair
- applying inclusive decision-making principles to all business decisions, including recruitment, to ensure a wide range of perspectives are encouraged and considered
- increasing the capability of our leaders to take accountability for and drive a culture that values and encourages diversity and inclusion
- supporting and empowering our employees to bring their individual experiences to work, experience psychological safety and wellbeing, and feel a genuine sense of belonging at Transurban
- building the capability of our leaders and people in recognising and disrupting unconscious bias in their decision-making practices
- respecting broad stakeholder diversity by developing strategic partnerships that deliver better economic, community and environmental outcomes

## Diversity and Inclusion objectives

The Board establishes measurable objectives for achieving diversity and inclusion that are contextual to Transurban's circumstances, business strategy and organisational purpose. These can be found on the Group's intranet.

## Governance and reporting

The Board assesses these objectives and the progress in achieving them regularly (at least annually).

Transurban reports annually to security holders on its diversity profile to facilitate greater transparency and accountability in relation to this policy and the objectives set by the Board.

## Responsibilities

Supporting diversity in the workplace is everyone's responsibility. Our people are expected to behave in accordance with our Code of Conduct and our values, including recognising and responding to unacceptable behaviour and taking appropriate action to address conduct inconsistent with Transurban's values.



**Scott Charlton**  
Chief Executive Officer

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