

Financial Inclusion Action Plan

August 2019–2020
Our Foundation FIAP's achievements

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A message from our CEO

Our Foundation FIAP: one year on

When we launched our Foundation FIAP in August 2019, we had no way of knowing what lay ahead. The Australian bushfires and global pandemic have challenged and will continue to challenge the social and financial resilience of our communities in numerous ways.

...In many cases, this saw us accelerate and exceed a number of our commitments...

Having a clear plan already under way to enhance financial inclusion for our customers, communities, employees, business partners and suppliers, allowed us to quickly and effectively respond to these challenges.

In many cases, this saw us accelerate and exceed a number of our commitments.

We committed to delivering and embedding our first dedicated financial vulnerability and hardship assistance service, Linkt Assist. Launched in 2019 as a team of five, the service grew to more than 40 at the height of the pandemic and enabled us to support more than 33,000 Australians with our toll credit scheme. During the FIAP reporting period we provided \$7.4 million of toll credits to those who needed them most.

We committed to paying our small business suppliers within 30 days of receiving an invoice, then collaborated quickly across the business as COVID-19 took hold to halve this commitment to 14 days.

We invested further in new and existing community partnerships to strengthen the capacity of those who are supporting others, establishing a new relationship with The Smith Family, doubling the number of financial counselling scholarships provided to The Salvation Army and almost tripling the number of our community grants to support 65 local community organisations across Australia.

As an Australian-owned business and one of the world's largest toll road operators, it was imperative we played a role in responding to the challenges of 2020. Our first Financial Inclusion Action Plan provided an excellent framework from which to do so, and I am pleased to share the progress and outcomes achieved over the past 12 months.



Scott Charlton
CEO Transurban



As an Australian-owned business and one of the world's largest toll road operators, it was imperative we played a role in responding to the challenges of 2020.



About us

As one of the world's largest toll-road operators, our business is about getting people where they want to go, as quickly and safely as possible to achieve our purpose—"to strengthen communities through transport". This is what drives our approach to designing and building new roads, to researching new vehicle and road safety technology and to doing what we can to break down barriers to financial inclusion for our customers, our communities, our suppliers and our people.

Listed on the Australian Security Exchange (ASX) in 1996, Transurban was established in Melbourne with the development of CityLink, one of the city's major transport corridors. Today we have another

20 toll roads in Sydney and Brisbane, Australia, as well as in the Greater Washington area and Montreal in North America.

...We recognise that strong communities, are financially resilient communities, and that we have a role to play...

In Australia we have 5.5 million account holders, with millions more using our roads occasionally and utilising casual payment options. Every day around 2 million trips are taken on our roads. We are persistent in looking for ways to make travel easier for everyone by using technology to create more efficient roads and a better customer experience.

As an industry leader, we set high standards for our performance on social and environmental issues, and we invest in both to create social inclusion and manage our environmental impacts. Our recently updated Supplier Sustainability Code of Practice and supporting processes also encourage suppliers to go beyond legal compliance in order to support us on our journey to advance social, financial and environmental wellbeing.

We recognise that strong communities, are financially resilient communities, and that we have a role to play.

• Our values

Our values set the agenda for the way we work and how we interact with all of our stakeholders.

These values are:

- integrity
- respect
- accountability
- collaboration
- ingenuity

Our Financial Inclusion Action Plan

Our values underpin our commitment and approach to financial inclusion.

The following 21 actions and stories which bring them to life demonstrate how we enhanced financial inclusion and resilience in the following areas:

Products and services

- Actions that ensure we provide fair, affordable and accessible products and services

Financial capability

- How we intend to foster organisational culture to enhance financial capability of staff, customers and the community

Understanding of financial vulnerability

- How we will investigate, advocate and collaborate for improved responses to financial vulnerability

Economic security

- What we are doing to remove barriers and provide opportunities for economic security, equality and growth



The actions — Products and services

We will continue to review, explore and promote services, platforms and channels to ensure accessibility and inclusion, drawing on the insights of our new financial hardship assistance team to inform future product and service development.

NO.	ACTION	OUTPUT	OUTCOME	STAKEHOLDER	TIMEFRAME	RESPONSIBILITY	SDG ALIGNMENT
1	Deliver Transurban's first dedicated financial and social vulnerability and hardship assistance service, Linkt Assist.	<p>Team appointed, service established and hardship customers transitioned from previous areas of management across QLD, NSW and VIC to Linkt Assist.</p> <p>Linkt Assist online information hub launched and being accessed.</p> <p>Revised Hardship Policy (also provided in languages other than English) being implemented.</p>	<p>Improved support for financially vulnerable customers, staff, suppliers and wider community.</p> <p>Increased ability to meet current financial needs and expenses.</p>	Customers	Ongoing	Customer Team	  
COMPLETION STATUS		COMMENTARY					
In place		<p>The Linkt Assist team is now fully embedded as part of Transurban's culture and has played a critical role in allowing the business to respond quickly and effectively to supporting customers during the COVID-19 pandemic. The team of 11 supports customers experiencing financial hardship across VIC, NSW and QLD. It upsized to 40 during the height of the pandemic to support delivery of a Toll Credit Program, which since April has provided more than \$7.4 million of toll credits to more than 33,000 customers most impacted by COVID-19. 7,000 customers experiencing general hardship have also been supported by Linkt Assist.</p> <p>An online information hub with an updated hardship policy has been launched, providing videos, tools and resources in five languages other than English.</p>					
2	Improve awareness of and access to Linkt Assist, making it easier for vulnerable customers and the community sector to understand their options and access support.	<p>Promotion of Linkt Assist online information hub and educational materials.</p> <p>Information materials co-designed with community sector, produced in plain English and languages other than English.</p> <p>Dedicated contact channels and streamlined process for the community sector.</p>	<p>Improved support for financially vulnerable customers, staff, suppliers and wider community.</p> <p>Increase in awareness and availability of appropriate financial services.</p>	Customers	Ongoing	Customer Team, Customer and Communities Advocacy	  
COMPLETION STATUS		COMMENTARY					
In place		<p>Awareness of and access to Linkt Assist has continued to be enhanced via:</p> <ul style="list-style-type: none"> Attendance at 11 community sector events and conferences (a further three were intended but cancelled due to COVID-19). More than \$60,000 invested in sponsorship to support financial counselling and community legal peak bodies and events. Co-designing all online hub recourses and content with community sector to ensure relevance and appropriate language. Translation of hardship policy and fact sheets into five languages other than English. Regular mentions in Linkt Customer newsletters which have the following reach in each state—Sydney: 135,000, Brisbane: 250,000, Victoria: 400,000. Introduction of a dedicated line for the community sector, which has received over 300 calls. A streamlined process for support introduced for community sector, based on trust. 					

Products and services

NO.	ACTION	OUTPUT	OUTCOME	STAKEHOLDER	TIMEFRAME	RESPONSIBILITY	SDG ALIGNMENT
3	Review, streamline and improve the processes and program of support behind Linkt Assist to ensure it evolves in line with best practice.	Development of Linkt Assist Future State Service Blueprint, identifying process improvements and phased plan for implementation.	Improved support for financially vulnerable customers, staff, suppliers and wider community. Increased pathways and tools for ongoing support for vulnerable groups.	Customers	Aug 2020	Customer Team	  

COMPLETION STATUS	COMMENTARY
In place	<p>A Linkt Assist Future State Service Blueprint was developed to define our roadmap to becoming an industry leading service, identifying key areas of focus and a phased implementation plan.</p> <p>Five key enhancements have been implemented:</p> <ul style="list-style-type: none"> • Linkt Assist became a national team supporting Transurban's three markets. • A Voice of Customer survey measuring NPS and Customer Satisfaction when a hardship outcome is reached. • Five tolling educations videos have been produced and are shared with customers as part of our hardship offering. • Hardship and vulnerability training was rolled out to all customer facing teams both on and offshore. • Family Violence Guidelines for Customers developed. <p>Further initiatives progressing include:</p> <ul style="list-style-type: none"> • Engagement with enforcement agencies to advocate for a fines recall process. • Two pilot customer programs intended to provide holistic welfare support and greater access to other corporate hardship programs.

• *Transurban has been collaborating with WEstjustice and a number of Victorian community legal representatives for some time now on how it can better support our clients experiencing hardship, and it has been pleasing to see both its genuine commitment to this task, as well as the significant progress it has made.*

Shifrah Blustein, Policy and Projects Lawyer, WEstjustice

Products and services

NO.	ACTION	OUTPUT	OUTCOME	STAKEHOLDER	TIMEFRAME	RESPONSIBILITY	SDG ALIGNMENT
4	Review Linkt consumer products and channels against emerging data and insights from Linkt Assist to evaluate appropriateness for customers experiencing hardship and vulnerability and inform future product and service development.	Report on key product and service recommendations to Customer Experience Team and Business Leaders.	Improved support for financially vulnerable customers, staff, suppliers and wider community.	Customers	Aug 2020	Customer Team	  
COMPLETION STATUS		COMMENTARY					
Partially completed		<p>A review of products, fees and payment options has been undertaken to inform our new technology platform (to be launched in 2021).</p> <p>Some of the agreed changes that will be progressively implemented to benefit vulnerable customers include plans to:</p> <ul style="list-style-type: none"> • Offer a cash payment option in all markets. • Remove requirement of a credit/debit card to open an account. • Introduce a post-paid, pay-as-you-go account in QLD, subject to regulatory approval. • Change Victorian post-paid account to pay-as-you-go with daily sweep instead of 30-day charging to avoid bill shock. • Provide option to search and pay for a single toll (helps casual users pay for tolls without setting up an account or pass). • Improve payment plans to make it easier for people experiencing financial difficulty to clear debts. • Improve management of Debt Collection Agencies. 					
5	Continue to maintain and evolve a broad suite of products and services to ensure accessibility for all customers, including occasional users.	<p>Maintain and promote fee-free account options, in person payment channels and toll invoice fee waiver program.</p> <p>Upgraded mobile application and online service available.</p> <p>Promote and maintain LinktGO app enabling trip by trip payment.</p> <p>Trip Compare Tool allowing transparent review of trip value compared to alternate routes available.</p>	<p>Improved support for financially vulnerable customers, staff, suppliers and wider community.</p> <p>Increased ability to meet current financial needs and expenses.</p>	Customers	Ongoing	Customer Team	  
COMPLETION STATUS		COMMENTARY					
In place		<p>Transurban continues to maintain and offer a fee-free Everyday Consumer Account along with pay-in-person payment channels (United Petrol, Puma, selected Newsagencies).</p> <p>A First Time Fee Waiver program remains in place which waives toll notice fees for people unfamiliar with and inadvertently using toll roads.</p> <p>Upgrades to mobile and online services included expanding promotion of our hardship policy and Linkt Assist in both online and app.</p> <p>There have been 1.6 million downloads of the Linkt account management app with more than 300,000 active users each month. The LinktGO mobile app which targets casual users has been downloaded over 275,000 times and has around 43,000 active users.</p> <p>The Trip Compare Tool has continued to be maintained and enhanced, providing customers with the ability to compare the value of toll roads with alternative free routes.</p>					



Case study

Linkt Assist— when life doesn't go to plan (ie. 2020 ...)

Linkt Assist was launched in February 2019 to help customers going through tough times, after extensive engagement with financial counsellors,

community welfare and legal assistance practitioners.

The team of five had just been embedded as a national service and was making great strides in supporting those having difficulty paying their tolling

...Almost overnight we were confronted with the harsh reality the community sector had recognised for some time—anyone can experience vulnerability, and it can happen at any time...

bills, when first the Australian bushfires, and then COVID-19 hit.

Almost overnight we were confronted with the harsh reality the community sector had recognised for some time—anyone can experience vulnerability, and it can happen at any time.

As Transurban rapidly moved to introduce a toll credit scheme to support those who needed it most, Linkt Assist expanded to a team of more than 40 at the height of the pandemic to cope with the demand. In the past year the team has supported more than 7000 customers with general hardship support, while also providing in excess of \$7.4 million of toll credit support to more than 33,000 customers impacted by the pandemic.

We have also been focusing on how we can continue to enhance the service to ensure Linkt Assist can adequately respond to the anticipated challenges post the pandemic.

Linkt Assist 360 is a partnership we co-designed with Good Shepherd Australia New Zealand, which will enable Linkt Assist to warmly transfer customers experiencing complex vulnerabilities into the Good Shepherd team, to provide the tailored welfare support they need to get back on their feet.

For more information on Linkt Assist see linkt.com.au/assist



Financial capability

We will further develop and roll out our vulnerability training and awareness strategy to internally foster a culture of social and financial inclusion, while working with external stakeholders and partners on early intervention and education strategies to build the capacity and resilience of both our customers and communities.

NO.	ACTION	OUTPUT	OUTCOME	STAKEHOLDER	TIMEFRAME	RESPONSIBILITY	SDG ALIGNMENT
6	Build greater onshore and offshore customer service capability to identify and support vulnerable customers and enhance awareness of financial and social vulnerabilities across the entire company.	All customer-facing employees and key leadership teams trained in financial hardship and vulnerability awareness including; Onshore customer teams; Offshore contact centre team; Customer Leadership Team; Executive Leadership Team. Vulnerability awareness strategy for non-customer facing employees developed. Review of Service Excellence program complete and relevant recommendations provided.	Organisational culture enables staff to better identify and support financially vulnerable groups. Improved support for financially vulnerable customers, staff, suppliers and wider community.	Customers and Employees	Aug 2020	Customer Team	   
COMPLETION STATUS		COMMENTARY					
Partially completed		<p>In partnership with Good Shepherd ANZ we co-designed a hardship and vulnerability training program and rolled out across: Senior Leadership Teams; Australian-based customer facing employees across VIC, NSW and QLD; and all offshore operations based in Manila, the Philippines.</p> <p>30 sessions were delivered to 211 customer-facing agents. 98 per cent of training participants advised that they would recommend the training to their colleagues through a post-training survey.</p> <p>Our plans to roll out our vulnerability awareness strategy for non-customer facing employees were delayed due to COVID-19 and a shift in focus towards family violence (FV), with dedicated FV awareness training now scheduled for November 2020.</p> <p>While a formal review of the Service Excellence program has not been undertaken, we have invested in a dedicated Training, Quality and Knowledge Manager who will be determining ongoing training and delivery needs.</p>					
7	Collaborate with the community sector on education and early intervention initiatives to increase understanding of how tolling works, how to avoid tolling debt and how to gain financial hardship support.	Established relationships/partnerships with community sector. Co-designed Tolling Education modules for community sector and customers. Sponsor and/or participate in financial counselling, community legal and community welfare conferences across QLD, NSW and VIC.	Increased pathways and tools for ongoing support for vulnerable groups. More partnerships and collaboration to support vulnerable groups.	Customers and Community	Tolling modules: Dec 2019, Other actions: Ongoing	Customer Team, Customer and Community Advocacy	   
COMPLETION STATUS		COMMENTARY					
In place		<p>Collaboration with the community sector on education and early intervention initiatives has increased, demonstrated and supported by:</p> <ul style="list-style-type: none"> • Membership of Thriving Communities Partnership and attendance at state chapter events of VIC, NSW and QLD (and regular webinars since COVID-19). • Membership and attendance at FIAP CoP quarterly events. • Sponsorship of six and attendance at 11 peak body FC and community legal events. • Partnership with The Salvation Army to co-design five tolling education videos with an early-intervention focus for the community sector and customers. • New partnership with The Smith Family, which is supporting more than 400 students access education. 					

Financial capability

NO.	ACTION	OUTPUT	OUTCOME	STAKEHOLDER	TIMEFRAME	RESPONSIBILITY	SDG ALIGNMENT
8	Support Australia's financial counselling sector through piloting and funding a Diploma of Financial Counselling scholarship program.	Partnership with Salvation Army and Eva Burrows College. Five scholarships awarded.	Increase in targeted and scalable resources to build financial capabilities. More partnerships and collaboration to support vulnerable groups. Planning for future: Increased protective economic supports (eg. savings, retirement, planning, superannuation, housing).	Community	Ongoing	Customer Team, Customer and Communities Advocacy	  
COMPLETION STATUS		COMMENTARY					
In place		<p>In response to the anticipated aftermath of COVID-19, a total of 12 scholarships were ultimately awarded.</p> <p>Support to Australia's financial counselling sector was provided through an initial pilot of five Diploma of Financial Counselling scholarships, via a partnership with Eva Burrows College and The Salvation Army.</p> <p>When COVID-19 hit, an additional five scholarships were also approved and funded in the period.</p> <p>A decision was also made to re-purpose the funding we had set aside to fund the Financial Counselling Association of NSW (FCAN) 2020 conference, towards funding two FCAN Diploma of Financial Counselling Scholarships.</p>					
9	Review Transurban's existing sponsorship/social investment portfolio and Community Grants selection criteria and explore opportunities to strengthen financial literacy and capability.	Completed review and recommendations provided to Social Investment Manager.	More partnerships and collaboration to support vulnerable groups.	Community	Aug 2020	Customer and Communities Advocacy, Social Investment Manager	  
COMPLETION STATUS		COMMENTARY					
In place		<p>A corporate wide review of Transurban's existing approach to sponsorships, partnerships social investment, advocacy and inclusion has taken place, resulting in a restructure which has brought all these roles together under the FIAP Champion (Customer and Communities Advocate). A review of the community selection grants criteria and social investment frameworks has been completed, with financial inclusion criteria and references added.</p> <p>Specific examples of how applying a financial inclusion lens to prospective partnerships include expanding a basic proposal to support The Smith Family's Learning for Life Program, to also include supporting over 190 students to participate in the Certificate 1, Financial Services program, which helps young people living in disadvantage learn skills to better manage their money and make more informed financial decisions.</p> <p>The partnership also includes supporting the co-design of an educational case study on how to avoid financial and legal pitfalls of buying a first car. We are now in the process of developing a wider social inclusion framework to guide all relevant business decisions going forward.</p>					

Financial capability

NO.	ACTION	OUTPUT	OUTCOME	STAKEHOLDER	TIMEFRAME	RESPONSIBILITY	SDG ALIGNMENT
10	Enhance financial literacy and capability of employees by continuing to promote and provide financial wellbeing learning, resources and tools to all our people across Australia, through preferred partners and LinkedIn learning platform.	Delivery of a workplace financial wellbeing program and increased employee participation in online learning programs.	<p>Increase in targeted and scalable resources to build financial capabilities.</p> <p>Improved support for financially vulnerable customers, staff, suppliers and wider community.</p> <p>Increased financial capability of individuals.</p>	Employees	Ongoing	People and Culture	
COMPLETION STATUS		COMMENTARY					
In place		<p>In February we launched a dedicated 'Spotlight on: Financial Wellbeing and Inclusion' month, which promoted a number of personal financial information sessions for employees to get involved in such as:</p> <ul style="list-style-type: none"> • First Home Buyers • Planning for Retirement • Property Investing • One-on-One Financial Health Checks • Superannuation education with Australian Super • Novated lease. <p>March saw a focus on Diversity and Inclusion which involved the delivery of a CommBank education session on Financial Strategies for women, as well as a focus on promoting flexibility, paid parental leave and carers responsibilities.</p> <p>In June we delivered a 'Spotlight on Flexibility' campaign.</p> <p>These were promoted via our intranet and people leaders' emails, sent to our people leaders. We also continued to promote the Money Assist service provided by our EAP throughout the year.</p>					

• *Our financial counsellors in Queensland and New South Wales collaborated with Transurban to help inform the business case for its first dedicated hardship team Linkt Assist and it has been great to see they haven't stopped there. We are now working with them on a scholarship program supporting our staff to undertake a Diploma of Financial Counselling and some tolling education modules to help people better understand the tolling system, how to avoid getting into debt and how to seek help through the hardship team if they need it.*

Tony Devlin, Moneycare Manager, The Salvation Army



Case study

Community partnerships— helping those that help others



How do we help make strong communities? We invest in partnerships that help people get where they want to go.

Whether it's supporting people to access education, get a job, learn to drive, participate in local community activities or stay safe on our roads—our social investment activity has been increasingly focused on partnerships that reduce barriers to inclusion and enhance social and financial capability.

2020 saw us invest an additional \$1.5m in targeted responses to the bushfires and COVID-19.

This included a new partnership with The Smith Family, which provides young Australians from disadvantaged backgrounds with the extra tools and support they need to succeed at school.

We're supporting 240 children on their flagship Learning for Life program and helping over 190 students participate in their Certificate 1, Financial Services program. The program helps young people living in disadvantage learn skills to better manage their money and make more informed financial decisions. We've also worked with our stakeholders to co-design a targeted education module for the program, educating students on the potential financial and legal pitfalls of buying a first car.

We also doubled our efforts to support employees of our partner The Salvation Army, to train as financial counsellors during these difficult times.

Our scholarships to study a Diploma of Financial Counselling will not only make it easier for Salvation Army employees to achieve this important qualification, but will ultimately help to ensure there are more financial counsellors available to support our communities in the aftermath of bushfires, floods and the current COVID-19 pandemic.

Now more than ever we are going to need strong community support services, to help keep our communities strong.

Understanding of financial vulnerability

We will continue our focus to better understand, value and respond to potential barriers to financial inclusion and wellbeing experienced by customers, communities, suppliers and employees, be they cultural, gender-based, financial, physical or related to life-events.

NO.	ACTION	OUTPUT	OUTCOME	STAKEHOLDER	TIMEFRAME	RESPONSIBILITY	SDG ALIGNMENT
11	Explore ways we can more proactively engage with customers through data, insights and analytics to better identify customers who may be experiencing hardship and improve the overall experience for all customers.	Data and analytics recommendations developed to drive improvements for customer experience and better identify customers who may be experiencing hardship, with appropriate recommendations for action presented.	Organisational culture enables staff to better identify and support financially vulnerable groups. Improved support for financially vulnerable customers, staff, suppliers and wider community.	Customers	Jan 2020	Head of Data, Insights and Analytics	  
COMPLETION STATUS		COMMENTARY					
Partially completed		<p>Over the last 12 months, our Customer Data, Insights and Reporting team has trialled a model to identify customer segments by their likelihood to pay. To date, they have tested differentially engaging customers in the 'more likely to pay' segment, through delayed collections activity, in addition to introducing more customer centric (softer) messaging and reducing our reliance on early suspension communications and the issuance of toll invoices.</p> <p>The trial found such an approach resulted in significantly reduced suspension rates and less toll invoices being issued.</p> <p>This exercise is being used to inform our new customer technology platform, due for launch in 2021.</p> <p>The development of a hardship/financial stress trigger or predictive model is also high on the list of objectives for this financial year.</p>					
12	Continue to work with state authorities and relevant stakeholders to explore and advocate for more supportive and flexible processes for the treatment of fines for Linkt Assist customers.	Engagement with relevant state authorities and stakeholders. Participation in Tolling Enforcement Working Group (QLD) and relevant forums in NSW and VIC.	Policies, processes and actions implemented to address economic inequality. Improved social, community and government support.	Customers and Community	Ongoing	Customer Team, Customer and Communities Advocacy	 
COMPLETION STATUS		COMMENTARY					
In place		<p>We have continued to work with state authorities and relevant stakeholders to advocate for more supportive and flexible processes for the treatment of fines via a number of formal and informal engagement forums:</p> <ul style="list-style-type: none"> In Victoria, we successfully lobbied for the reestablishment of a regular forum bringing together Fines Victoria, Victoria Police, Department of Justice and other toll road operators (Connect East). This meeting will now occur quarterly. In QLD, the Tolling Working Group met twice in 2019. They have tapered off in 2020 due to COVID-19, however Transurban is in the process of trying to reinstate the working group with the relevant government authorities. There have been weekly NSW MOU meetings (which include Transport for NSW and the other toll road operators) with a strong focus on projects aimed at improving the customer experience and enabling the ability to provide reminders to customers when invoices remain outstanding via email/SMS. 					

Understanding of financial vulnerability

NO.	ACTION	OUTPUT	OUTCOME	STAKEHOLDER	TIMEFRAME	RESPONSIBILITY	SDG ALIGNMENT
13	Investigate and evaluate opportunities to partner with a Thriving Communities Partnership (TCP), FIAP and/or appropriate corporate organisation to pilot an initiative to enhance support of vulnerable customers.	Recommendation made for an appropriate initiative and partnership.	Improved support for financially vulnerable customers, staff, suppliers and wider community. More partnerships and collaboration to support vulnerable group.	Customers and Community	Aug 2020	Customer Teams, Customer and Communities Advocacy	   
COMPLETION STATUS		COMMENTARY					
In place		<p>The Australian bushfires and COVID-19 pandemic accelerated a number of our plans in this area. We moved quickly from recommendations to approval of the following partnership initiatives aimed at enhancing long term support of vulnerable customers:</p> <ul style="list-style-type: none"> The Thriving Communities Partnership (TCP) One Stop One Story Hub pilot. Partnership with Good Shepherd Australia New Zealand, to co-design a pilot program aimed at providing holistic welfare support for Linkt Assist's most vulnerable customers. <p>We also worked with TCP, community sector advocates and people with lived experience of family violence to co-design better practice Family Violence Guidelines to guide the way our business protects and supports victims/survivors of family violence into the future.</p>					
14	Review Transurban's second Innovate Reconciliation Action Plan (RAP) with a financial inclusion lens to consider opportunities to strengthen relationships and financially inclusive initiatives supporting Aboriginal and Torres Strait Islander businesses, individuals and communities.	FIAP champion to join the RAP committee and working groups. Financial Inclusion review complete and relevant suggestions for improvement provided.	Increase in strategies to address economic inequality (eg. equitable pay, mentoring, superannuation, education, housing). Policies, processes and actions implemented to address economic inequality.	Community	Aug 2020	RAP Working Group	 
COMPLETION STATUS		COMMENTARY					
In place		<p>Our second Innovate Reconciliation Action Plan was launched in March 2020, after our initial RAP didn't achieve all the results the business was aiming for. The FIAP Champion joined the RAP Working Group, as part of a wider restructure of the group aimed at increasing accountability and effectiveness.</p> <p>A review to enhance financial inclusion and capability in existing partnerships was completed, resulting in recommendations to share information regarding Linkt Assist and early intervention resources within partnerships such as the Kari Driver Mentor program in NSW and similar programs in Victoria and QLD. A new RAP Manager has been appointed, and reports through to the FIAP Champion (Customer and Communities Advocate).</p> <p>Another key initiative of Transurban's refreshed RAP is to address the low number of team members who identify as Aboriginal and Torres Strait Islander through the development of Transurban's first Indigenous Talent and Recruitment Strategy.</p>					



Case study

Stronger together— working with others to strengthen shared outcomes



As a business, Transurban recognises we have a role to play in enhancing the social and financial resilience of our customers and wider communities. We also recognise we can't do this alone.

The past year has helped to firmly cement that complex situations require diversity of thought, experience and expertise to effectively address. Working with experts in the field, people with lived experience, the community sector and even other corporates facing similar challenges is key to informing effective and relevant solutions.

This is why we became foundation members of the Thriving Communities Partnership (TCP) in 2018, which aims to build more resilient communities and stronger businesses, by bringing together the corporate, community and government sectors to collaborate and explore ways we can identify, respond to and reduce vulnerability in our communities.

This year, we became one of five corporate partners to seed fund the Australian-first, digital platform, the One Stop One Story Hub. Along with AGL, the Commonwealth Bank, Telstra, and Yarra Valley Water, we will co-design and pilot the Hub with the Thriving Communities Partnership and the community sector. Expected to launch in July 2021, the Hub is intended to make it easier for Australians experiencing vulnerability to connect to the extensive support they are eligible for across a range of essential service sectors, instead of needing to individually contact and navigate the often complex systems of each organisation.

We also worked closely with TCP, community advocates, and people with lived experience to co-design leading practice Family Violence Guidelines in 2020, to ensure we better protect and support customers impacted by family violence.

These are just a few of examples of how we collaborate and seek input to inform our efforts to enhance financial inclusion and capability. In particular we would like to thank the following organisations for their ongoing input and advice, supporting us to better support those who need it most.

- *The financial counselling peak bodies of Australia, Victoria, New South Wales and Queensland (FCA, FCRC, FCAN and FCAQ)*
- *The community legal and legal aid peak bodies of Victoria, New South Wales and Queensland (VLA, NSW Legal Aid, QLD Legal Aid and Queensland Community Legal)*
- *The Salvation Army and its Moneycare program*
- *Good Shepherd Australia New Zealand*
- *WEstjustice*
- *Queensland Council of Social Services (QCOSS)*
- *Financial Inclusion Action Plan Community of Practice*
- *The Smith Family.*



Thriving
Communities
Partnership

Connect. Collaborate. Impact

Economic security

We will use the FIAP process to bring together and continue to drive targeted initiatives from across the organisation focused on creating an equitable employment environment and protecting and enhancing the economic status of potentially vulnerable stakeholders. This will be supported with a particular focus on our sustainable procurement and sustainability strategies, aligned to the United Nations Sustainable Development Goals.

NO.	ACTION	OUTPUT	OUTCOME	STAKEHOLDER	TIMEFRAME	RESPONSIBILITY	SDG ALIGNMENT
15	Standardise our Sustainable Procurement processes and encourage suppliers to go beyond legal compliance in order to advance social and environmental responsibility and increase diversity across our supply chain workforce.	<p>Increased opportunities for entry for small and under-represented businesses with a focus on those owned by or supporting women, the Aboriginal and Torres Strait Islander communities, people with disabilities, the long-term unemployed and/or social enterprises.</p> <p>Implementation of updated Transurban Procurement Policy and Supplier Sustainability Code of Practice (reviewed to align with sustainability strategy and UN SDGs).</p> <p>Tender response schedules for high impact projects (where Procurement is involved) encouraging suppliers to demonstrate responses to areas such as: corporate sustainability, labour and human rights, diversity and inclusion and community shared value.</p> <p>Ongoing partnering with suppliers to increase the use of diversity businesses and enhancement of labour and human rights.</p>	<p>Increased understanding of barriers to FI, FR and FW (including economic inequality).</p> <p>Increase in strategies to address economic inequality (eg. equitable pay, mentoring, superannuation, education, housing).</p> <p>Policies, processes and actions implemented to address economic inequality.</p>	Suppliers	Ongoing	Procurement Team	    
COMPLETION STATUS		COMMENTARY					
In place		<p>We have continued to standardise and evolve our procurement policies and processes to ensure we are advancing social, financial and environmental outcomes and increasing opportunities for under-represented businesses.</p> <p>Ongoing use of Tender Response Schedules in high impact projects managed by the Sourcing Team, are encouraging suppliers to demonstrate how they are going beyond legal compliance to achieve more sustainable outcomes.</p> <p>We also continue to use our ongoing partnerships with suppliers to increase opportunities for small and under represented businesses, encouraging and supporting our suppliers to increase their use of diversity businesses. Examples of this include:</p> <ul style="list-style-type: none"> our ongoing Shared Value supplier development model with Ability Works Australia (local social enterprise in Melbourne), which has assisted Ability Works to enter new service revenue streams within the Infrastructure market, and increase their employee base by 15 per cent even through the COVID-19 pandemic. our M8 and M4-M5 Link projects, which are part of WestConnex in Sydney, have spent more than \$32 million to date (since project commencement) with accredited Aboriginal businesses across the many supplier contacts available for tender. <p>We've also held workshops with key executive representatives from 14 supplier organisations, to raise awareness of the Modern Slavery Act and track their progress.</p>					

Economic security

NO.	ACTION	OUTPUT	OUTCOME	STAKEHOLDER	TIMEFRAME	RESPONSIBILITY	SDG ALIGNMENT
16	Encourage suppliers to demonstrate commitment to addressing family violence through their human resources policies and procedures.	Standardised tender response requirement (for high impact commodities, where procurement is involved) to provide option for demonstrating appropriate family violence response.	<p>Improved support for financially vulnerable customers, staff, suppliers and wider community.</p> <p>Increase in strategies to address economic inequality (eg. equitable pay, mentoring, superannuation, education, housing).</p> <p>Policies, processes and actions implemented to address economic inequality.</p>	Suppliers	Ongoing	Procurement Team	  
COMPLETION STATUS		COMMENTARY					
In place		<p>Suppliers have continued to be encouraged to demonstrate their commitment to addressing family violence.</p> <p>Our standard tender response requirement (seeking evidence on how this issue is addressed) is in place, and included for all high impact commodities where procurement is involved. There were 10 such events managed by the Sourcing team during this period where this question was asked and contracts were awarded to a supplier. Out of this data set, seven responded in the affirmative that they had put Domestic Violence Leave provisions in place for their employees.</p>					
17	Continue to provide and promote access to Domestic Violence Support for all employees through policy, leave provision, Employee Assistance Program (EAP), awareness and education programs.	<p>Domestic violence support arrangements are in place and being utilised.</p> <p>Staff are aware of available support and resources.</p>	<p>Improved support for financially vulnerable customers, staff, suppliers and wider community.</p> <p>Increase in awareness and availability of appropriate financial services.</p>	Employees	Ongoing	People and Culture	  
COMPLETION STATUS		COMMENTARY					
In place		<p>Transurban enhanced its focus on Family Violence this year, undertaking a process facilitated by Thriving Communities Partnership to co-design better practice family violence guidelines, which are being used to inform a review and update of the existing Domestic Violence Support policy for employees.</p> <p>DV Family Violence awareness training planned for March/April 2020 was cancelled due to COVID-19, however digital programs are being investigated with a plan to offer in November. People and Culture was also represented on the Family Violence Guidelines Working Group and continues to be represented on the development and roll out of the associated action plan to support the Guidelines.</p> <p>An internal communications campaign has been developed to roll out in November, to further highlight employee support and benefits available.</p>					

Economic security

NO.	ACTION	OUTPUT	OUTCOME	STAKEHOLDER	TIMEFRAME	RESPONSIBILITY	SDG ALIGNMENT
18	Better support small business suppliers through becoming a signatory to the Business Council of Australia's (BCA) Supplier Payment Code, (a voluntary initiative that commits Transurban to pay eligible small business suppliers on-time and within 30 days of receiving a correct invoice) and support suppliers to improve efficiency of invoicing systems.	<p>Small business suppliers receive prompt and on-time payments.</p> <p>Small business suppliers supported to implement new technologies and practices to speed up invoicing.</p> <p>Compliance with a set of best-practice standards.</p>	<p>Increase in strategies to address economic inequality (eg. equitable pay, mentoring, superannuation, education, housing).</p> <p>Policies, processes and actions implemented to address economic inequality.</p>	Suppliers	Ongoing	Procurement Team	   
COMPLETION STATUS		COMMENTARY					
In place		<p>Transurban is a signatory to the BCA Australian Supplier Payment Code and has continued to increase efforts to ensure small business suppliers are paid promptly, with 95.74 per cent of invoices paid to suppliers identified as small businesses paid within 30 days once they had been received.</p> <p>In response to COVID-19 we also moved quickly to expedite payment terms to small business from 30 to 14 days.</p> <p>We also supported small business suppliers through implementing a new procurement system which no longer charges suppliers any fees for system access, and allows suppliers to submit invoices in their standard PDF format (significantly improving their efficiency).</p>					
19	Continue to host and promote an independent Whistleblower line for members of Transurban's extended supply chain to confidentially raise potential issues, providing transparency to any external party that may wish to contact Transurban confidentially about any suspicions of misconduct.	<p>Enhanced ability to detect and act on possible misconduct at an early stage.</p> <p>Line is hosted and promoted on Transurban's website and supplier portal.</p>	<p>Increase in strategies to address economic inequality (e.g. equitable pay, mentoring, superannuation, education, housing).</p> <p>Policies, processes and actions implemented to address economic inequality.</p>	Suppliers	Ongoing	Procurement, Head of Risk	 
COMPLETION STATUS		COMMENTARY					
In place		<p>Our Whistleblower service is in place.</p> <p>The Transurban suppliers webpage has had 5,769 hits, with the policy downloaded 78 times. The Whistleblower service page which sits on the Corporate Governance section was viewed 189 times. There are plans in place to further promote this line over the next year.</p>					

Economic security

NO.	ACTION	OUTPUT	OUTCOME	STAKEHOLDER	TIMEFRAME	RESPONSIBILITY	SDG ALIGNMENT
20	Progress gender equality and gender pay equity across Transurban by continuing to work towards gender diversity, equal opportunities and pay for women.	Our employees are able to access and enjoy the same rewards, resources and opportunities regardless of gender.	<p>Policies, processes and actions implemented to address economic inequality.</p> <p>Reduced economic inequalities (including gender gap).</p>	Employees	Ongoing	People and Culture	 
COMPLETION STATUS		COMMENTARY					
In place		<p>Transurban continues to maintain a gender pay gap of less than 1 per cent.</p> <p>Female representation targets are set by the Board and monitored. Our Diversity and Equity in the Workplace policies have been reviewed during the year and we've continued to remain a Workplace Gender Equality Agency (Australia) Employer of Choice Citation since 2015.</p>					
21	Continue to promote and provide employee benefits that contribute to financial resilience such as flexible ways of working, lifestyle leave and salary sacrificing services, as well as promote additional relevant services available under the Employee Assistance Program (EAP).	Employees are aware of and feel able to access employee benefits available as and when they need to enhance their physical, emotional, mental and financial wellbeing.	<p>Improved support for financially vulnerable customers, staff, suppliers and wider community.</p> <p>Increase in awareness and availability of appropriate financial services.</p>	Employees	Ongoing	People and Culture	 
COMPLETION STATUS		COMMENTARY					
In place		<p>We continued to promote and provide employee benefits intended to contribute to financial resilience, increasing promotion of flexible ways of working and leave options in response to the pandemic.</p> <p>As such Transurban was well placed to adapt to the COVID-19 restrictions, having always had a focus on flexible working:</p> <ul style="list-style-type: none"> • 89 per cent of employees feel they have the flexibility they need (2020 Our Voice survey) and over 95 per cent of workforce were able to work from home during lockdown. • Four per cent of our permanent workforce have purchased lifestyle leave in the past 12 months. Next offer to be made in October 2020. • Six per cent of employees are part-time. • Seven per cent of Australian employees have formal flexible work arrangements in place, although informal arrangements are also available. • Five employees accessed the confidential Money Assist program offered by our EAP provider. 					

We have been working closely with Transurban to co-design targeted financial vulnerability and hardship training for multiple layers of the organisation—from senior leaders right through to the call centre—not just the hardship team itself. It has been really rewarding to witness the commitment it is bringing to embedding a culture of sensitivity to financial vulnerability—right across the business.

Stella Avramopoulos, CEO Good Shepherd Australia New Zealand



Case study

Sustainable procurement— sustaining communities

Our communities are comprised of the thousands of large and small organisations that supply Transurban with the goods and services that keep our business and therefore our cities moving. This is why we use our purchasing power to support small and under-represented businesses, such as those owned by or supporting women, the Aboriginal and Torres Strait Islander communities, people with disabilities, the long-term unemployed and social enterprises.

We are increasingly seeking to partner with suppliers who can positively contribute to:

- *enhancing labour and human rights, including those related to modern slavery*
- *increasing the diversity of our workforce*
- *supporting family violence survivors, by demonstrating they have appropriate policies and procedures in place*
- *enhancing community shared value.*

Our Ability Works partnership is just one example of how we bring this commitment to life.

Ability Works is a not-for-profit social enterprise providing employment opportunities for people with disabilities and those facing significant barriers to employment. It employs around 150 people in areas including wire and metal fabrication, digital document scanning services and packing and assembly.

...We provide Ability Works additional support through our employee volunteering program...

Transurban has a long standing partnership with Ability Works using a shared value model. Ability Works tests our returned e-tags and manages our incoming mail in compliance with our strict internal processes. Over 500 e-tags are tested daily.

We also provide Ability Works with additional support through our employee volunteering program and in recent times have been leveraging our partnership with Aurecon (a global engineering and infrastructure company) to further support Ability Works—a model which has assisted Ability Works to enter new service revenue streams within the Infrastructure market, and increase their employee base by 15 per cent even through the COVID-19 pandemic.



Statement by the FIAP Partnership Group



On behalf of the FIAP Partnership Group, I would like to acknowledge and congratulate Transurban for your ongoing public commitment to financial inclusion and financial resilience.

Together we are embarking on a journey to explore, learn and grow—both as a program through this Foundation FIAP and as partners undertaking the important process of reducing inequalities and promoting inclusive growth in our communities.

Financial hardship can impact us all, at any stage in our lives—through the FIAP, our hope is that every organisation will be able to respond in time and every time to ensure financial hardship can be identified early, managed and overcome. By building capacity, awareness and greater access to appropriate products and services, organisations will see the social and economic benefits in their engagement, outcomes and prosperity of customers and employees.

The FIAP Partnership Group exists to support the growing community of practice to identify opportunities to better respond to financial risks, develop meaningful actions across key

stakeholders and measure the social and economic impact. Drawing on our individual expertise the FIAP Partnership Group will provide implementation, evaluation and quality assurance support to ensure key actions you have identified are (i) on track to achieve the intended impact and (ii) engaging those stakeholders in most need of support. We are proud to be on this important journey with Transurban.

At the heart of the FIAP program is the belief that together we can achieve more. Transurban joins the growing community of organisations that understand they play a critical role in Australia's financial future— together we can reduce inequalities and realise inclusive growth for all Australians.

Sincerely,

A handwritten signature in black ink, appearing to read "Vinita", written in a cursive style.

Vinita Godinho
General Manager, Advisory
Good Shepherd Microfinance
On behalf of the FIAP Partnership Group

Supported by





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 **FIAP**
Financial Inclusion
Action Plan