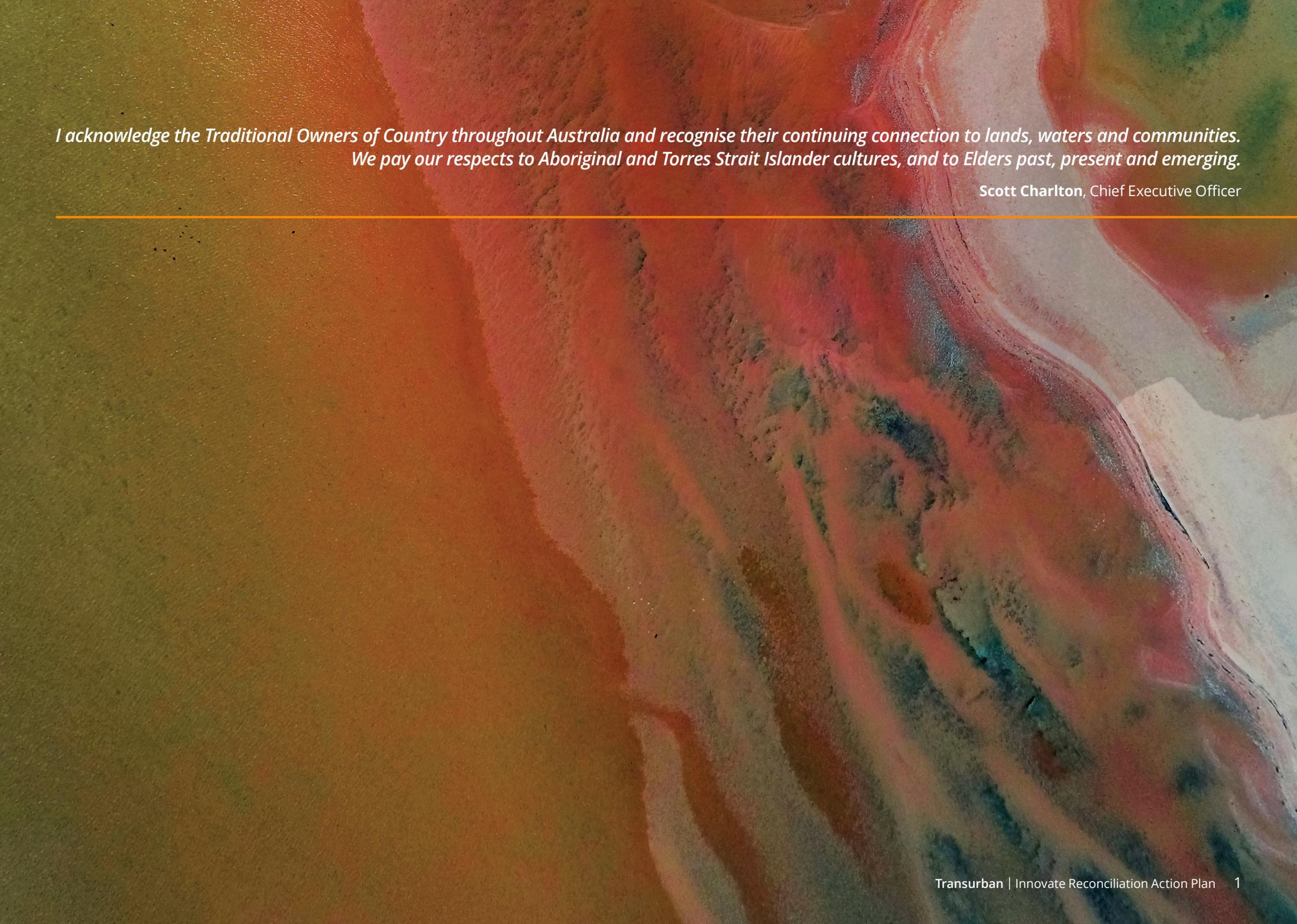


 Transurban

# Innovate Reconciliation Action Plan

March 2020 – March 2022





*I acknowledge the Traditional Owners of Country throughout Australia and recognise their continuing connection to lands, waters and communities.  
We pay our respects to Aboriginal and Torres Strait Islander cultures, and to Elders past, present and emerging.*

Scott Charlton, Chief Executive Officer

## Message from the CEO

On behalf of Transurban, I am proud to launch our third Reconciliation Action Plan (RAP), and second Innovate RAP.

As an owner and operator of roads, Transurban's business purpose is to strengthen communities through transport. Through our second Innovate RAP we seek to deliver on this by creating connections with Aboriginal and Torres Strait Islander people and communities—to provide education and employment opportunities, and to help ensure their voice is represented in corporate Australia.



**Scott Charlton**  
Chief Executive Officer

## Message from the RAP Champion

Transurban's second Innovate RAP builds on the progress made under our Reflect RAP (2014–2016) and our first [Innovate RAP](#) (2017–2019).

After reflecting on our first two RAPs, we have come to realise the value of creating connections in supporting, what must be, a shared journey towards reconciliation.

Therefore a strong focus for our second Innovate RAP is to create meaningful and long-term connections with Aboriginal and Torres Strait Islander people and communities to help inform our actions.

We will also look to our business partners to share learnings and look for opportunities to progress joint reconciliation initiatives, especially with regard to education and employment.

I look forward to progressing our second Innovate RAP and thank Reconciliation Australia for their support.



**Henry Bryne**  
Group Executive Victoria, Strategy and Corporate Affairs

*Reconciliation is hard work—it's a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.*

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

## Message from Reconciliation Australia

On behalf of Reconciliation Australia, I am delighted to see Transurban continue its reconciliation journey and to formally endorse its second Innovate RAP.

Through the development of an Innovate RAP, Transurban continues to play an important part in a community of over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity; institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides Transurban with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, Transurban will strengthen its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish Transurban well as it embeds and expands its own unique approach to reconciliation. We encourage Transurban to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report.

On behalf of Reconciliation Australia, I commend Transurban on its third RAP, and look forward to following its ongoing reconciliation journey.



**Karen Mundine**  
Chief Executive Officer

# Our vision for reconciliation

Our vision for reconciliation is one of unity between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians, where Aboriginal and Torres Strait Islander peoples have access to equitable standards of living and social mobility.

For Transurban this means creating a culture of inclusion, respect and proud celebration of Aboriginal and Torres Strait Islander cultures with our employees and business partners, while respecting the land on which we operate, and the voices of our community neighbours.



## Our business

Transurban owns and operates toll roads in Australia and North America, with a vision to strengthen communities through transport. In Australia we own and operate 15 urban toll roads across Brisbane, Sydney and Melbourne—servicing five million customers.

Transurban works with all levels of government on our road operations and construction projects. These provide vital transport connections to ensure our growing cities continue to thrive and local neighbourhoods are relieved of heavy through-traffic. In doing so, Transurban employs 3,000<sup>1</sup> people, however our day-to-day operations and major infrastructure projects rely on a much larger workforce of around 9,000 people. Transurban currently employs less than one percent of employees who identify as Aboriginal and/or Torres Strait Islander.

The nature of operating road infrastructure means Transurban has contact with many diverse communities that border and access each road. These relationships span the length of a road concession, which can be decades long. For us, it is important to foster positive and sustainable relationships with each community, including Aboriginal and Torres Strait Islander communities.

<sup>1</sup> Direct workforce includes over 1,500 direct employees and temporary workers and over 1,400 workers contracted through our partner organisations primarily in customer service, technology and business operations.



# Our RAP

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At Transurban we recognise that Australia's journey towards reconciliation must involve participation from all parts of society. As a top-15 ASX-listed company in Australia it is important we show leadership on the social values important to our people and the communities we serve.

We have the opportunity to ensure our workplace is a space in which Aboriginal and Torres Strait Islander histories and cultures are understood, respected and celebrated. Beyond this, as a business we are focused on building a diverse workforce, where people of all ages, genders, and cultural backgrounds are encouraged to contribute their unique perspective, including those of Indigenous Australia.

In 2017 Transurban launched an Innovate RAP, which built on the actions and learnings of our Reflect RAP. A high level [summary of our Innovate RAP](#) was released in May 2019 .

Since then, we have spent time reflecting on our progress, and defining our organisation's role in supporting Australia's shared journey towards reconciliation. We believe that supporting education and employment outcomes for Aboriginal and Torres Strait Islander peoples is where we can have the most impact. This is reflected in our second Innovate RAP and builds on the progress made in our first Innovate RAP, outlined over page.

We recognise that our success in this will rely on our ability to engage employees with our reconciliation journey, and our reconciliation initiatives will be strengthened through connection and collaboration with our business partners, industry stakeholders and Indigenous communities.

## RAP Working Group

Transurban's RAP is championed by Henry Byrne, Group Executive of Corporate Affairs and is supported by our RAP Working Group and Indigenous Representative and Civil Works Inspector, Mike Buxton.

Mike has worked at Transurban for five years and is a proud Wiradjuri and Kamilaroi man.

Transurban's RAP Working Group is made up of representatives across Melbourne, Sydney and Brisbane. In forming the RAP Working Group we ensured all business units with related RAP actions were represented, but also opened membership to all interested and passionate volunteers across the business.

Teams represented include: Executive Committee, Social Investment, People and Culture, Procurement, Legal, Operations, Sustainability, Finance, Internal and External Communications, and our construction project teams.



Mike Buxton delivering an Acknowledgment of Country at the opening of Transurban's Logan Enhancement Project



## Education

An important way for Transurban to encourage Aboriginal and Torres Strait Islander people into employment within our business is to invest in education and career support services. In our first Innovate RAP, Transurban explored a number of one-off and ongoing educational support opportunities, and in our second Innovate RAP we plan to consolidate our relationships and focus on providing increased and consistent value to each of our partners, outlined below.

### CareerTrackers

In 2017 we partnered with CareerTrackers and successfully placed four Indigenous university students in internships throughout our business. In 2019 we worked with CareerTrackers to better align the placements offered to the skillsets—and preferred location—of CareerTracker students with the strengths of the business. This resulted in two successful placements in our Queensland office in engineering and finance. In our second Innovate RAP we will look to build on this experience and work closely with CareerTrackers to ensure we are able to offer meaningful and constructive experiences for students and our people, allowing us to learn from each other and support the developing careers of aspiring Aboriginal and Torres Strait Islander peoples.



### Clontarf Foundation

In 2018 we partnered with the Clontarf Foundation in New South Wales. Clontarf provides leadership and development opportunities to young Aboriginal and Torres Strait Islander men by using their interest in football as a way of keeping them engaged in school.

Transurban has provided an initial round of funding in support of placements and has developed an ongoing relationship beyond the funding that includes school visits and awards nights.

### Bubup Wilam

In 2018 we formed a partnership with Bubup Wilam—meaning 'Children's Place' in Woi Wurrung language—an early learning and family centre in Melbourne. Bubup Wilam seeks to instil and strengthen children's strong sense of Aboriginal identity and personal self-esteem as their foundation for lifelong learning, health and wellbeing.

Transurban is providing an initial round of funding that will be used to support operations. Beyond this, we are currently exploring professional mentorship opportunities between Bubup Wilam and Transurban employees.

### **Melbourne Indigenous Transition School**

*In 2017 we formed a relationship with the Melbourne Indigenous Transition School (MITS). MITS is a residential transition school in Melbourne, Australia, that supports Indigenous students from remote and regional communities. Transurban and MITS are keen to work together on projects that help students gain exposure to future career pathways and develop connections to communities within Melbourne.*

### **NSW Aboriginal Education Consultative Group**

*The NSW Aboriginal Education Consultative Group (AECG) is a not-for-profit Aboriginal organisation that provides advice on matters relevant to education and training from the viewpoint of Aboriginal communities. The primary role of the AECG is to promote active participation by Aboriginal people in the consultative decision-making process of education and training related matters. From 2017, WestConnex has partnered with AECG to run an annual Science, Technology, Engineering, the Arts and Mathematics (STEAM) Youth Development Camps for Aboriginal and Torres Strait Islander students along the WestConnex corridor, and Transurban intends to continue to support the program in our second Innovate RAP. STEAM camps are run over three days at the Royal National Park and aim to foster student interest in Science, Technology, Engineering, the Arts and Mathematics. The camps bring together students from different schools along the project corridor and provide the opportunity for students to connect with each other while learning about STEAM subjects and their link to Aboriginal culture.*



## **Employment**

**With road projects and operations spanning Melbourne, Sydney and Brisbane, we are committed to encouraging both direct and indirect employment of Aboriginal and Torres Strait Islander peoples.**

### **Direct employment**

*Our employment policies and procedures have been reviewed to ensure that there are no barriers to Aboriginal and Torres Strait Islander applicants, in fact, we actively encourage their applications in our job postings. A key focus of our second Innovate RAP will be to develop an Aboriginal and Torres Strait Islander recruitment and retention strategy.*

### **Indirect employment**

*A key objective of Transurban's is to encourage supplier diversity and during our first Innovate RAP we developed a Sustainable Procurement Strategy and a Supplier Sustainability Code of Practice. The move to sustainable procurement has resulted in Transurban partnering with Social Traders on a national pilot, and potential opportunities have been identified in traffic management and civil works services. Transurban also has an ongoing partnership with Kulbardi to supply business cards and printing services throughout the business. In our second Innovate RAP we plan to explore opportunities to further Aboriginal and Torres Strait Islander employment and procurement outcomes with our contractors and business partners.*



## **Mobility and inclusion**

**At the core of our business, Transurban's roads help move people around major cities, but we know there can be a lot of barriers to people having access to car travel. A lot of time and support is required to obtain a licence, followed by the cost of owning and operating a car. For some, these costs present a barrier to participation in employment or access to social and community support networks.**

*For this reason an important element of our Innovate RAP was to investigate mobility challenges faced by local Aboriginal and Torres Strait Islander communities and identify opportunities to improve mobility outcomes. As part of our community grants program, an opportunity was identified to support First Hand Solutions Aboriginal Corporation. First Hand Solutions Aboriginal Corporation helps disadvantaged Aboriginal youth obtain a driver's licence, which can become be a barrier to employment and social inclusion. In our second Innovate RAP Transurban intends to continue to support a driver training program with KARI Foundation in Sydney, developed in partnership with our WestConnex team. The driver training program aims to empower Indigenous young people across South Western Sydney. Gaining their driver's licence provides greater opportunity for them to gain independence and full-time employment.*





# The actions— Relationships

Only through engagement with Australia’s First Peoples will reconciliation be successful and lasting. In our second Innovate RAP we will deepen our existing relationships with Aboriginal and Torres Strait Islander organisations and look to partner with industry to develop joint reconciliation initiatives.

NO.	ACTION	DELIVERABLE	TIMELINE	LEAD	SUPPORT
1	Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	March 2021	Social Investment Manager and Senior Corporate Affairs Advisor	RAP Working Group
		Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Review March 2020	Social Investment Manager and Senior Corporate Affairs Advisor	RAP Working Group
2	Celebrate and participate in National Reconciliation Week (NRW), providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to employees.	27 May–3 June 2020 and 2021	People and Culture Consultant	NRW Working Group
		RAP Working Group members to participate in an external NRW event.	27 May–3 June 2020 and 2021	People and Culture Consultant	RAP Working Group
		Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May–3 June 2020 and 2021	People and Culture Consultant	Belonging and Wellbeing and NRW Working Group
		Organise at least one internal NRW event each year.	27 May–3 June 2020 and 2021	People and Culture Consultant	Belonging and Wellbeing and NRW Working Group
		Register all our NRW events on Reconciliation Australia’s <a href="#">NRW website</a> .	27 May–3 June 2020 and 2021	People and Culture Consultant	Belonging and Wellbeing and NRW Working Group



# Relationships

NO.	ACTION	DELIVERABLE	TIMELINE	LEAD	SUPPORT
3	Raise internal and external awareness of our RAP to promote reconciliation across our business and sector.	Implement a strategy to communicate our RAP to internal and external stakeholders and engage staff in reconciliation.	March 2020	Senior Corporate Affairs Advisor	Group Communications and RAP Working Group
		Promote reconciliation and share learnings through ongoing active engagement with all stakeholders and look for opportunities to develop joint reconciliation initiatives.	Review annually in March	Senior Corporate Affairs Advisor	Coordinated by Senior Corporate Affairs Advisor with input from RAP Working Group
4	Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	March 2021	People and Culture Consultant	People and Culture
		Develop, implement and communicate an anti-discrimination policy for our organisation.	March 2021	People and Culture Consultant	People and Culture
		Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	March 2021	People and Culture Consultant	People and Culture
		Educate senior leaders on the effects of racism.	March 2021	People and Culture Organisation Development Lead	People and Culture
5	Investigate transport mobility challenges faced by local Aboriginal and Torres Strait Islander communities and identify opportunities.	Partner with an organisation that removes barriers for Aboriginal and Torres Strait Islanders and improves accessibility for Aboriginal and Torres Strait Islanders.	March 2022	Social Investment Manager	RAP Working Group



# Respect

Through mutual respect and understanding we can work together to address inequality. By sharing and celebrating Aboriginal and Torres Strait Islander cultures and histories with our employees and communities we can help build a strong foundation for reconciliation within Australia.

NO.	ACTION	DELIVERABLE	TIMELINE	LEAD	SUPPORT
6	Engage employees in cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights.	Oversee rollout of cultural awareness training program in consultation with Aboriginal and Torres Strait Islander people/consultants. Training to be integrated into Transurban's overarching employee development strategy and available to all employees.	Review annually in March	People and Culture Organisation Development Lead	People and Culture
		Regularly review cultural learning needs within our organisation.	Review March 2020	People and Culture Learning and Development Advisor	People and Culture
		Continue to identify and provide formal and structured cultural learning activities specific to the needs of key RAP Working Group, HR and leadership staff.	Review March 2020	People and Culture Organisation Development Lead	People and Culture
7	Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Maintain and implement a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Review annually in March	Senior Corporate Affairs Advisor	Corporate Affairs
		Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Review annually in March	Senior Corporate Affairs Advisor	RAP Working Group
		Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Review annually in March	Senior Corporate Affairs Advisor	Internal Communications and RAP Working Group
		Organise and display an Acknowledgement of Country plaque in the foyer/reception of each Australian market head offices.	March 2021	Senior Corporate Affairs Advisor	RAP Working Group



# Respect

NO.	ACTION	DELIVERABLE	TIMELINE	LEAD	SUPPORT
8	Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2020 and 2021	People and Culture Consultant	RAP Working Group
		Promote and encourage participation in external NAIDOC events to all employees.	First week in July, 2020 and 2021	People and Culture Consultant	Internal Communications and RAP Working Group
		Regularly review HR policies and procedures to ensure there are no barriers to employees participating in NAIDOC Week.	March 2020	People and Culture Consultant	People and Culture
9	Publically celebrate Aboriginal and Torres Strait Islander heritage and culture.	Create one Aboriginal and/or Torres Strait Islander mural or artwork in a public space along one of our roads.	March 2022	Senior Corporate Affairs Advisor	Projects and Asset teams in each market
		Investigate opportunities to light up our assets to celebrate NRW/NAIDOC Week with Aboriginal and Torres Strait Islander stakeholders.	May and June annually	Senior Corporate Affairs Advisor	Public Affairs teams in each market



# Opportunities

Through mentoring, training and skills transfer we will support Aboriginal and Torres Strait Islander individuals and organisations to participate and thrive in our communities. Supporting continuing school education and workplace training through ongoing relationships and guidance, we will empower new leaders and learn new insights.

Empowering Aboriginal and Torres Strait Islander individuals and companies through employment addresses current inequalities and supports the creation of role models within communities. As an employer we strive to create a workplace that is inclusive of all people and recognise that Aboriginal and Torres Strait Islander peoples have specific workplace needs.

NO.	ACTION	DELIVERABLE	TIMELINE	LEAD	SUPPORT
<b>FOCUS AREA: EMPLOYMENT</b>					
10	Development and implement strategies to increase Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Maintain understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Review annually in March	Head of Talent Acquisition	People and Culture
		Engage with existing Aboriginal and Torres Strait Islander employees to consult on our recruitment, retention and professional development strategy.	March 2021	Head of Talent Acquisition	People and Culture
		Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	March 2021	Head of Talent Acquisition	People and Culture
		Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders and investigate the development of relationships with recruitment agencies that specialise in Aboriginal and Torres Strait Islander recruitment.	Review annually in March	Head of Talent Acquisition	People and Culture
		Annually review HR and recruitment procedures and policies with an inclusion lens to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.	Annually in March	Head of Talent Acquisition	People and Culture
		Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	March 2022	Head of Talent Acquisition	People and Culture



# Opportunities

NO.	ACTION	DELIVERABLE	TIMELINE	LEAD	SUPPORT
<b>FOCUS AREA: EMPLOYMENT (cont.)</b>					
11	Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation.	Work with a long-term tier-one partners to look for opportunities to increase Aboriginal and Torres Strait Islander employment and/or increase procurement from Aboriginal and Torres Strait Islander owned businesses.	March 2022	Sustainable Procurement Manager	Procurement and RAP Working Group
		Continue to implement the Sustainable Procurement Strategy, including strategies to increase procurement from Aboriginal and Torres Strait Islander suppliers.	March 2022	Sustainable Procurement Manager	Procurement and RAP Working Group
		Communicate the Sustainability Code of Practice to business partners and suppliers.	March 2022	Sustainable Procurement Manager	Corporate Affairs
		Ensure employees are aware of opportunities to procure goods and services from Aboriginal and Torres Strait Islander businesses.	March 2022	Sustainable Procurement Manager	Corporate Affairs
		Investigate Supply Nation membership and/or other Indigenous Business Groups.	Review annually in July	Sustainable Procurement Manager	Corporate Affairs
		Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Review annually in July	Sustainable Procurement Manager	Corporate Affairs
		Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Review annually in July	Sustainable Procurement Manager	Corporate Affairs
<b>FOCUS AREA: EDUCATION</b>					
12	Develop mentoring relationships and support positive education outcomes.	Continue to support Aboriginal and Torres Strait Islander schools and universities in geographical areas that Transurban operates.	Review quarterly during RAP Working Group meetings—January, April, July, October 2020 and 2021	Partnership relationship owners— General Counsel Australia, Head of Road Operations NSW, People and Culture Partner QLD, Head of Legal VIC, Senior Legal Counsel, Finance, Indigenous and Social Inclusion Manager	Social Investment Manager



# Governance

NO.	ACTION	DELIVERABLE	TIMELINE	LEAD	SUPPORT
13	Maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Review annually in March	RAP Champion	RAP Working Group
		Maintain and review the established Terms of Reference for the RWG.	March 2020	Social Investment Manager and Senior Corporate Affairs Advisor	RAP Working Group
		Meet at least four times per year to drive and monitor RAP implementation.	January, April, July, October 2020, 2021	Social Investment Manager and Senior Corporate Affairs Advisor	RAP Working Group
14	Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	March 2020	Social Investment Manager and Senior Corporate Affairs Advisor	RAP Champion
		Engage our senior leaders and other staff in the delivery of RAP commitments.	Review annually in March	RAP Champion	RAP Working Group
		Define and maintain appropriate systems to track, measure and report on RAP commitments.	March 2020	Social Investment Manager and Senior Corporate Affairs Advisor	RAP Working Group
		Maintain an internal RAP Champion from senior management.	Review annually in March	RAP Champion	RAP Working Group
15	Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2020, 2021	Social Investment Manager and Senior Corporate Affairs Advisor	RAP Working Group
		Publicly report our RAP achievements, challenges and learnings, annually.	March 2020, 2021	Social Investment Manager and Senior Corporate Affairs Advisor	RAP Working Group
		Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2020	People and Culture Organisation Development Lead	People and Culture
		Employee engagement with reconciliation to be measured through cultural awareness competency measurements and Transurban's continuous employee listening program.	Review annually in March	People and Culture Organisation Development Lead	People and Culture
16	Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	May 2021	Social Investment Manager and Senior Corporate Affairs Advisor	RAP Working Group

For enquiries about our RAP:

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