

Transurban Innovate RAP

May 2017 – May 2019



About the Innovate RAP

Reconciliation Action Plans (RAP) are about organisations from every sector turning good intentions into real actions and rising to the challenge of reconciling Australia. A RAP is a business plan that uses a holistic approach to create meaningful relationships, enhance respect and promote opportunities for Aboriginal and Torres Strait Islander Australians.

The Reconciliation Action Plan program includes four types of RAPs, each offering a different level of engagement and support. In developing our second RAP, the Innovate RAP, Transurban commits to completing the actions in this RAP over the next 24 months to assist in achieving the vision of strengthening Aboriginal and Torres Strait Islander communities through inclusion, respect and valuing difference.

The Innovate RAP builds on the relationships Transurban has formed under the Reflect RAP and will involve us developing and exploring new and innovative approaches to deepen cultural awareness and education, create employment opportunities, provide education and career pathways, support Aboriginal and Torres Strait Islander organisations and build ongoing relationships with communities in our markets.

Our Innovate RAP engages employees across our organisation, including Aboriginal and Torres Strait Islander employees, and other stakeholders to achieve our vision for reconciliation.

Message from the CEO

I am pleased to announce Transurban's second Reconciliation Action Plan, our Innovate RAP, in partnership with Reconciliation Australia.

Transurban acknowledges Traditional Owners of Country throughout Australia and recognises the continuing connection to lands, waters and communities. We pay our respect to Aboriginal and Torres Strait Islander cultures; and to Elders both past and present.

Through delivery of our first RAP we learned a tremendous amount about local Aboriginal and Torres Strait Islander communities and the types of initiatives that Transurban can support to strengthen

communities. This document highlights Transurban achievements in our first Reflect RAP and outlines the objectives and actions for our Innovate RAP.

The process of reconciliation is an ongoing journey and Transurban would like to once again publicly express our commitment to continue to be involved in this journey. Our Innovate RAP is our plan on how Transurban is committed to achieving the vision of strengthening Aboriginal and Torres Strait Islander communities through inclusion, respect and valuing difference.

Scott Charlton
Chief Executive Officer

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Snake by Justin Ronberg Japurula
Size: 90cm x 20 cm, Medium: acrylic on canvas
Skin: Luritja, Painted: 2014

The animals and reptiles that Justin paints are totemic spirits. Central/Western Desert Aboriginal artists paint their Dreamings to honour their ancestral spirits. Justin has painted his land just after the rain with the green grass emerging through the desert terrain. The snake has found waterholes and is taking the opportunity for a much needed drink. The 'star bursts' represent the Spinifex, which is found throughout Justin's desert country, and the small roundells are the wild flowers that emerge in a burst of colour from late July to early September.

WARNING: Aboriginal and Torres Strait Islander peoples are warned that this document may contain images of deceased persons.

Overview

Our Vision for Reconciliation

Our vision for reconciliation is the acknowledgement, respect and proud celebration of Aboriginal and Torres Strait Islander cultures by our employees and business partners and equitable standards of living and social mobility for Aboriginal and Torres Strait Islander peoples.

Our Business

Transurban develops and manages toll roads in Australia and the United States of America. We are a top 20 company on the Australian Securities Exchange and have been in business since 1996. With over five million customers globally and more than 1200 employees (1,100 within Australia), our vision is 'To strengthen communities through transport'. Our vision is supported by our values of integrity, collaboration, accountability, ingenuity and respect.

Our strategy focuses on providing transport solutions to heavily urbanised areas in major cities. At the heart of our business strategy is our desire to be a 'partner of choice' for our government clients, customers and local communities. To do that, we have to provide effective transportation solutions to support the growth and well-being of our cities and serve the communities in which we operate. At Transurban we do this through the smart management of our existing road networks, through our active involvement in transport policy debate, and by applying our unique skills to the infrastructure challenges in our markets.

The toll roads we have an ownership stake in include:

MELBOURNE NETWORK	SYDNEY NETWORK
CityLink	Lane Cove Tunnel Cross City Tunnel Eastern Distributor M2 Motorway Westlink M7 M5 Southwest
BRISBANE NETWORK	GREATER WASHINGTON AREA NETWORK
Clem7 Legacy Way Gateway Motorway Logan Motorway Go Between Bridge AirportlinkM7	495 Express Lanes 95 Express Lanes



Transurban employees attend Welcome to Country ceremonies during National Reconciliation Week.

At Transurban we recognise that it is the many and diverse communities that make our cities such great places to live, work and visit. We take a holistic view and see roads as just one piece of the puzzle in a city's transport network. As part of this RAP we continue to explore our own cultural diversity and strive to create a workplace where Aboriginal and Torres Strait Islander employees feel comfortable expressing their heritage and feel proud of Transurban's contribution to the reconciliation journey.

Transurban's RAP

Journey so far

In 2014 Transurban launched our first ever RAP. Key achievements on the Reflect RAP journey included:

National Reconciliation Week celebrations

Transurban acknowledged National Reconciliation Week in May 2015 with internal communications and a screening for employees of the movie *Harry's War*; an award-winning short film focusing on the life of a young Aboriginal soldier, Harry Saunders, who fights for Australia in Papua New Guinea during World War II.

For National Reconciliation Week in May 2016 Transurban held our first ever Welcome to Country Ceremonies in all of our regions within Australia.

- In New South Wales, the event marked the opening of the new Hills M2 office. Andrew Head, Group General Manager, New South Wales was joined by Uncle Allen Madden, an Gadigal elder, who gave a Welcome to Country and Uncle Max Eulo, a Yuin elder, who performed a smoking ceremony.
- In Queensland, Wes Ballantine, Group General Manager, Queensland welcomed Munanjali elder Geraldine Page to Brandl St who performed an Acknowledgement to Country.
- In Victoria, at our headquarters in Collins Street, CEO Scott Charlton, was joined by Leon Egan, a proud Yorta Yorta/Bangerang Gunditjmarra man, who performed an Acknowledgement to Country and shared his personal story and insights with the team.

Each event created great interest and further discussion among the wider Transurban team.



Hills M2 Smoking Ceremony, Uncle Max Eulo, 2016

Career and Education Support

Career Trackers

In 2014/2015 four Aboriginal and Torres Strait Islander university students completed three-month internships within various Transurban business units aligned to their area of university study. As part of the CareerTrackers program, Aboriginal interns, who were mentored by Transurban employees, worked in a variety of areas to give them insight into the skills that are highly valued within a large corporation such as Transurban.

Our Interns joined an end-of-internship gala dinner, which was attended by around 1700 guests including business leaders such as Qantas CEO Alan Joyce, where interns from around Australia shared stories about the positive impact of CareerTrackers on their lives.

Ganbina

Ganbina works with young Aboriginal and Torres Strait Islander peoples to empower them to achieve true social and economic equality with other Australians within the next two generations. Specifically, they equip young people with the education, jobs training and life skills they need to become meaningfully employed and act as positive role models for others. In this way they become effective 'agents of change' within their own communities.

A group of young people from the Ganbina Industry Network program visited our Melbourne headquarters in July 2016. The Year 10 group was treated to a range of interactive discussions with employees from all areas of our business to get a well-rounded view of what life at Transurban is like, but also a personal view from each person about how their career has progressed from school to today. This was followed by a trip to the CityLink traffic control room. The group all agreed that they enjoyed the experience and learnt a lot about what we do to keep people safe.

Finally, a panel discussion with Technology and Customer Operations representatives talked to the group about leadership qualities, career paths, their own stories and the advice they'd give their 16-year-old selves. The group and panel members also discussed the different pathways into the workforce.

Transurban's Innovate RAP

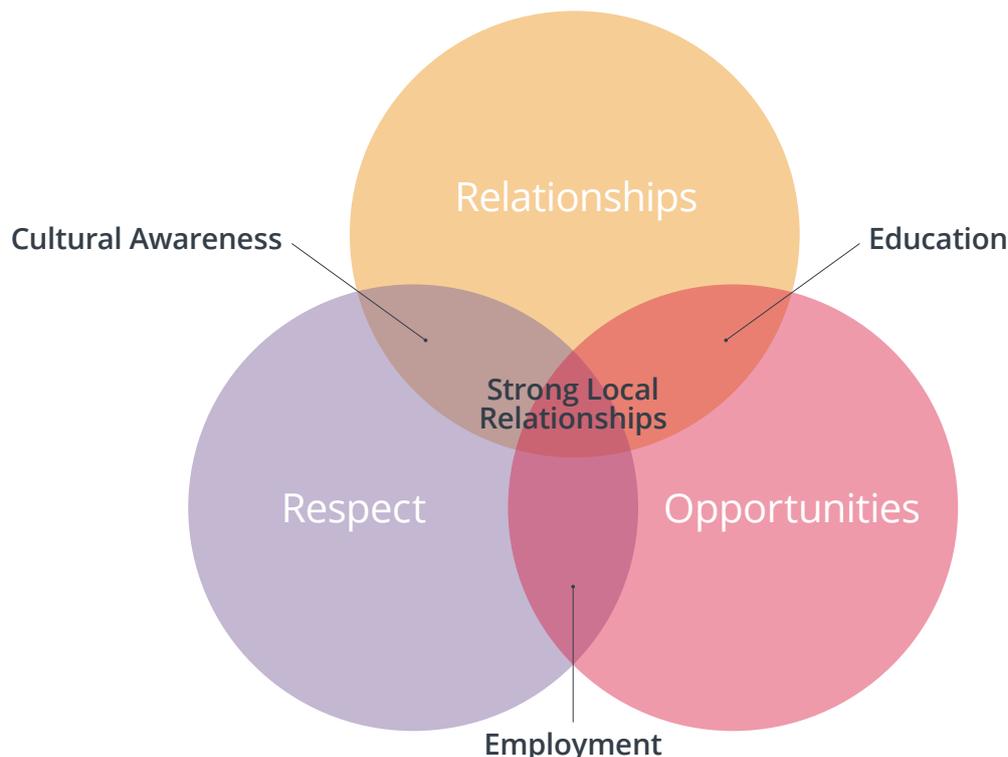
The Innovate RAP forms part of our broader social investment framework which aims to make a positive difference to the communities in which we operate. It is aligned with our diversity vision to 'strengthen the Transurban community through inclusion, respect and valuing difference'. We believe a strong community is a connected community and through our social engagement we seek to **inspire, connect and mobilise communities**.

Our roads, which are part of a broader network of transport infrastructure, help create stronger communities and businesses by providing better connectivity, mobility and transport options. However, we recognise that certain groups, including Aboriginal and Torres Strait Islander peoples, require additional support to achieve greater social and economic participation.

This is why reconciliation is important to Transurban—because we believe that our cities should be great places to live and work—for all Australians. That's why we have decided to continue our reconciliation journey with the development of the Transurban Innovate RAP.

Our Innovate RAP is underpinned by the Reconciliation Australia pillars of **relationships, respect and opportunities** and will deliver meaningful action through Transurban initiatives focused on **cultural awareness, education, employment and strong local relationships**.

The Transurban RAP is championed by our Group General Manager Technology, Lisa Tobin, who leads our Cultural Diversity program. The Transurban RAP Working Group has responsibility for the development and delivery of the actions in this RAP and comprises Diversity Committee members from across the business and Jim Berg, a Gunditjmara Elder. As part of our Innovate RAP we seek the involvement of Aboriginal and Torres Strait Islander employees and receive guidance from external Aboriginal and Torres Strait Islander groups.



Reconciliation Australia pillars and Transurban focus area

Action Plan

Aboriginal and Torres Strait Islander peoples come from a strong, diverse and vibrant cultural history connected with Country. The empowerment of our Nation's First Peoples is vital in creating effective and lasting programs to address inequalities and progress reconciliation in Australia.

To enable this, our Innovate RAP is grouped into four key focus areas, Cultural Awareness, Education, Employment and Strong Local Relationships. These areas focus on connecting with and empowering Aboriginal and Torres Strait Islander communities and organisations in the regions in which Transurban operates.



Yirrganydji Aboriginal men dance, Queensland

Strong Local Relationships

Only through engagement with Australia's First Peoples will reconciliation be successful and lasting. We will build local and national relationships with Aboriginal and Torres Strait Islander communities and organisations and work together with other businesses to support reconciliation initiatives.

Cultural Awareness

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

Education

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.

Employment

Empowering Aboriginal and Torres Strait Islander individuals and companies through direct 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 Islanders have specific workplace needs.

Action List

Relationships

Only through engagement with Australia's First Peoples will reconciliation be successful and lasting. We will build local and national relationships with Aboriginal and Torres Strait Islander communities and organisations where we operate and work together with other businesses to support reconciliation initiatives.

Local Relationships

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
LR1. RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting.	LR1.1 RWG oversees the development, endorsement and launch of the RAP.	May 2017	J.Bassal
	LR1.2 Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG.	May, annual	N.Smith
	LR1.3 Meet at least quarterly to monitor and report on RAP implementation.	June 2017	N.Smith
	LR1.4 Establish Terms of Reference for the RWG.	May 2017	N.Smith
	LR1.5 Develop and distribute an expression of interest to join the RWG to key Aboriginal and Torres Strait Islander peoples within our sphere of influence.	November 2017	N.Smith
LR2. 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.	LR2.1 Organise at least one internal event for NRW each year.	May, annual	J.Bassal
	LR2.2 Register our NRW event via Reconciliation Australia's NRW website.	May, annual	L.Kucharszki
	LR2.3 Disseminate Reconciliation Australia NRW information to employees.	May, annual	L.Kucharszki
	LR2.4 Encourage employees to include a NRW acknowledgement as part of their email signature during NRW.	May, annual	L.Kucharszki
	LR2.5 Encourage staff to participate in external events to recognise and celebrate NRW.	May, annual	M.Pillai
	LR2.6 Ensure our RWG participates in an external event to recognise and celebrate NRW.	June 2017	M.Pillai
	LR2.7 Extend an invitation to Aboriginal and Torres Strait Islander peoples to share their reconciliation experiences or stories.	May 2018	J.Bassal
	LR2.8 Support an external NRW event.	May 2018	J.Bassal
LR3. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes.	LR3.1 Meet with local Aboriginal and Torres Strait Islander organisations in each of our markets to develop guiding principles for future engagement.	June 2018	N.Smith
	LR3.2 Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders.	August 2018	N.Smith
LR4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector.	LR4.1 Implement a strategy to communicate our RAP to internal and external stakeholders.	June 2017	J.Padula
	LR4.2 Conduct annual RAP engagement survey on Close the Gap Day (March) to measure employee awareness and engagement.	March, annual	J.Padula
	LR4.3 Promote reconciliation through ongoing active engagement with all stakeholders.	September, annual	N.Smith
LR5. Investigate transport mobility challenges faced by local Aboriginal and/or Torres Strait Islander communities and identify opportunities.	LR5.1 Determine local transport mobility opportunities such as driver training, transport safety education, transport support.	August 2017	M.Samarapathi
	LR5.2 Scope and develop a business case to address one opportunity.	January 2018	M.Samarapathi
LR6. Ensure current Transurban community programs and grants are accessible to Aboriginal and Torres Strait Islander peoples.	LR6.1 Provide targeted advertising of Transurban Community Grants program in Aboriginal and Torres Strait Islander media and forums and provide assistance in drafting grant applications.	May 2017	J.Bassal
	LR6.2 Investigate and advertise volunteering opportunities within Aboriginal and Torres Strait Islander communities or organisations as part of the Transurban corporate volunteer program.	May 2017	J.Padula
	LR6.3 Investigate opportunities to support/sponsor local Aboriginal and/or Torres Strait Islander initiatives on an ad-hoc or ongoing basis.	December 2017	J.Bassal
LR7. Develop partnerships with stakeholders to share learnings and develop joint reconciliation initiatives.	LR7.1 Create a networking group with key Transurban stakeholders and contractors to share learnings and develop joint reconciliation initiatives.	January 2018	N.Smith
	LR7.2 Start conversations with other leading organisations to share learnings and reconciliation initiatives.	January 2018	N.Smith

Respect

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

Cultural Awareness

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
CA1. Engage employees in cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.	CA1.1 Develop and implement a cultural awareness training strategy for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion).	June 2017	N.Smith
	CA1.2 Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training.	June 2017	N.Smith
	CA1.3 Develop and implement a cultural awareness training program for people leaders and an optional training program for all employees.	July 2017	N.Smith
	CA1.4 Provide opportunities for RWG members, RAP champions, HR managers and other key leadership staff to participate in cultural training.	October 2017	N.Smith
CA2. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning.	CA2.1 Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country.	July 2017	J.Bassal
	CA2.2 Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.	June 2017	L.Kucharszki
	CA2.3 Invite a Traditional Owner to provide a Welcome to Country at least one significant event.	December, annual	L.Kucharszki
	CA2.4 Include Acknowledgement of Country at the commencement of important internal and external meetings.	July 2017	L.Kucharszki
	CA2.5 Organise and display an Acknowledgment of Country plaque in the foyer/reception of each of our offices.	January 2018	M.Samarapathi
	CA2.6 Display an Acknowledgement of Country on our Corporate and Asset/Retail websites.	June 2018	M.Samarapathi
CA3. Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week.	CA3.1 Review HR policies and procedures to ensure there are no barriers to employees participating in NAIDOC Week.	June, annual	L.Phillips
	CA3.2 Provide opportunities for all Aboriginal and Torres Strait Islander employees to participate with their cultures and communities during NAIDOC Week.	July, annual	L.Phillips
	CA3.3 Contact local NAIDOC Week Committees and communicate local NAIDOC Week events to staff and encourage participation.	July, annual	L.Phillips
CA4. Publically celebrate Aboriginal and Torres Strait Islander heritage.	CA4.1 Investigate options for the creation of an Aboriginal and/or Torres Strait Islander mural or artwork in public space along one of our roads.	January 2018	S.Marsh
	CA4.2 Investigate opportunities for ongoing keystone cultural awareness/celebration program, e.g. Song lines knowledge project.	December 2018	J.Bassal
	CA4.3 Offer free advertising space for event flags on Transurban roads for NRW and NAIDOC events where possible.	May 2018	M.Pillai
	CA4.4 Sponsor an Aboriginal and/or Torres Strait Islander event during NRW or NAIDOC week.	July 2018	J.Short

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 direct 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 Islanders have specific workplace needs.

Education

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
ED1. Develop mentoring relationships and support continuing school and university education in industry areas relevant to Transurban.	ED1.1 Develop an ongoing relationship with a national provider for Aboriginal and Torres Strait Islander education support and graduate employment. e.g. Career Trackers, AIME.	August 2017	J.Short
	ED1.2 Support a local provider for Aboriginal and Torres Strait Islander education support in each of Transurban's Australian markets. E.g. Gambina (VIC), Engineering Aid-Aboriginal Engineering Summer School (NSW).	June 2018	J.Short
	ED1.3 Investigate the success and practicalities of other organisation's Aboriginal and Torres Strait Islander graduate and trainee programs and build a business case to develop a Transurban program or integrate within existing graduate program.	December 2018	J.Short
ED2. Investigate scholarship opportunities for Aboriginal and Torres Strait Islander school and university students.	ED2.1 Scope and develop a business case for a scholarship for an Aboriginal and Torres Strait Islander school or university student in an education institution along the Transurban corridor.	March 2018	E.Kartio
ED3. Develop relationships and support organisations to provide education and expertise to Aboriginal and Torres Strait Islander businesses.	ED3.1 Investigate how Transurban can support the development and upskilling of Aboriginal and Torres Strait Islander businesses.	August 2017	M.Samarapathi
ED4. Investigate opportunities for Transurban employees to provide professional services to Aboriginal and Torres Strait Islander Communities.	ED4.1 Scope and develop a business case for Transurban employees to participate in Aboriginal and/or Torres Strait Islander business or community placements. e.g. Jawun.	December 2017	E.Kartio

Employment

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
EM1. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace.	EM1.1 Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment pathways and professional development.	June, annual	A.Robinson
	EM1.2 Review HR and recruitment procedures to create a culturally inclusive workplace for Aboriginal and Torres Strait Islander employees.	December 2017	A.Robinson
	EM1.3 Develop an Aboriginal and Torres Strait Islander professional development strategy.	June 2018	A.Robinson
EM2. Develop and implement strategies to increase Aboriginal and Torres Strait Islander direct employment.	EM2.1 Establish a process to collect information on Aboriginal and Torres Strait Islander employee diversity to inform employment strategies and opportunities.	June 2017	L.Dykes
	EM2.2 Develop and implement an Aboriginal and Torres Strait Islander employment and retention strategy.	January 2018	L.Dykes
	EM2.3 Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.	January 2018	L.Dykes
	EM2.4 Advertise vacancies in Aboriginal and Torres Strait Islander media and investigate the development of relationships with recruitment agencies that specialise in Aboriginal and Torres Strait Islander Employment.	January 2018	L.Dykes
	EM2.5 Include in all job advertisement 'Aboriginal and Torres Strait Islander People encouraged to apply'.	January 2018	L.Dykes
EM3. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation.	EM3.1 Review procurement policies and procedures to identify barriers to Aboriginal and Torres Strait Islander businesses to supply our organisation with goods and services.	September 2017	J.Bassal
	EM3.2 Identify key procurement opportunity areas and develop and communicate a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.	January 2018	J.Bassal
	EM3.3 Develop one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business.	December 2018	J.Bassal
	EM3.4 Investigate Supply Nation membership or similar.	December 2018	J.Bassal

Opportunities (cont.)

Employment (cont.)

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
EM4. Investigate opportunities to encourage Aboriginal and Torres Strait Islander supply chain diversity.	EM4.1 Review contractual requirements for large suppliers and identify suitable targets or requirements for supply chain Aboriginal and Torres Strait Islander inclusion.	July 2017	J.Short
	EM4.2 Include standard Aboriginal and Torres Strait Islander diversity contract conditions and reporting requirements in all new significant contracts.	January 2018	J.Short

Tracking and Reporting

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
GR1. Report RAP achievements, challenges and learnings to Reconciliation Australia.	GR1.1 Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	September, annual	N.Smith
	GR1.2 Investigate participating in the RAP Barometer.	May 2018	N.Smith
GR2. Report RAP achievements, challenges and learnings internally and externally.	GR2.1 Publicly report our RAP achievements, challenges and learnings via our webpage and intranet.	December, annual	J.Padula
GR3. Review, refresh and update RAP.	GR3.1 Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	April 2019	N.Smith
	GR3.2 Send draft RAP to Reconciliation Australia for formal feedback and endorsement.	May 2019	N.Smith

RAP Working Group

RAP MEMBERS	ROLE	REGION
Jim Berg	Gunditjmara Elder	VIC
Neil Smith (RAP Coordinator)	Credit Manager, Customer Operations	VIC
Alice Robinson (RAP Coordinator)	Human Resources Advisor, Human Resources	QLD
Jarrah Bassal (RAP Coordinator)	Senior Sustainability Advisor, Strategy	VIC
Lani Dykes	Talent Acquisition Manager, Human Resources	VIC
Edwar Kartio	Credit Officer, VIC	VIC
Laszlo Kucharszki	Graduate, Finance	VIC
Jada Padula	Corporate Counsel	VIC
Lesley Phillips	Human Resources Advisor, Human Resources	NSW
Meg Pillai	Senior Credit Officer, Customer Operations	VIC
Sandra Marsh	Team Leader Operations Support, NSW	NSW
Manjula Samarapathi	Software Engineer, Technology	VIC
Johnny Short	General Counsel	VIC
Philippa Spark	National Commercial Development, Technology	VIC

RAP Enquiries

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