# 2014-15 public report form submitted by Transurban Limited to the Workplace Gender Equality Agency

## Organisation and contact details

<table>
<thead>
<tr>
<th>Organisation registration</th>
<th>Legal name</th>
<th>Transurban Limited</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABN</td>
<td>96098143410</td>
<td></td>
</tr>
<tr>
<td>ANZSIC</td>
<td>5299 Other Transport Support Services n.e.c.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Organisation details</th>
<th>Trading name/s</th>
<th>TCL</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASX code (if relevant)</td>
<td>Locked Bag 28</td>
<td></td>
</tr>
<tr>
<td>Postal address</td>
<td>SOUTH MELBOURNE VIC 3205</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Australia</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(03) 8656 8900</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reporting structure</th>
<th>Ultimate parent</th>
<th>Transurban Limited</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of employees covered in this report submission</td>
<td>655</td>
<td></td>
</tr>
<tr>
<td>Other organisations reported on in this report</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manager occupational categories</td>
<td>Reporting level to CEO</td>
<td>Employment status</td>
</tr>
<tr>
<td>---------------------------------</td>
<td>------------------------</td>
<td>-------------------</td>
</tr>
<tr>
<td>Grand total: all managers</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>F</th>
<th>M</th>
<th>Total employees</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>35</td>
<td>93</td>
<td>128</td>
</tr>
<tr>
<td>Employment status</td>
<td>No. of employees (excluding graduates and apprentices)</td>
<td>No. of graduates (if applicable)</td>
<td>No. of apprentices (if applicable)</td>
</tr>
<tr>
<td>-------------------</td>
<td>--------------------------------------------------------</td>
<td>----------------------------------</td>
<td>-----------------------------------</td>
</tr>
<tr>
<td>Part-time</td>
<td>F: 0</td>
<td>M: 0</td>
<td>0</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>0</td>
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<tr>
<td>Casual</td>
<td>F: 0</td>
<td>M: 0</td>
<td>0</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>0</td>
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<tr>
<td>Full-time</td>
<td>F: 0</td>
<td>M: 0</td>
<td>0</td>
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<tr>
<td>permanent</td>
<td></td>
<td></td>
<td>0</td>
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<tr>
<td>contract</td>
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<td>0</td>
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<tr>
<td>Part-time</td>
<td>F: 0</td>
<td>M: 0</td>
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<tr>
<td>permanent</td>
<td></td>
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<td>0</td>
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<tr>
<td>contract</td>
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<td></td>
<td>0</td>
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<tr>
<td>Casual</td>
<td>F: 0</td>
<td>M: 0</td>
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<td>Full-time</td>
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<td>M: 0</td>
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<tr>
<td>permanent</td>
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<tr>
<td>contract</td>
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<tr>
<td>Part-time</td>
<td>F: 0</td>
<td>M: 0</td>
<td>0</td>
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<tr>
<td>permanent</td>
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<td>0</td>
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<tr>
<td>contract</td>
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<td></td>
<td>0</td>
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<tr>
<td>Casual</td>
<td>F: 0</td>
<td>M: 0</td>
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<tr>
<td>Full-time</td>
<td>F: 0</td>
<td>M: 0</td>
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<tr>
<td>permanent</td>
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<td>0</td>
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<tr>
<td>contract</td>
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<td></td>
<td>0</td>
</tr>
<tr>
<td>Machinery operators and divers</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Part-time</td>
<td>F: 0</td>
<td>M: 0</td>
<td>0</td>
</tr>
<tr>
<td>permanent</td>
<td></td>
<td></td>
<td>0</td>
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<tr>
<td>contract</td>
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<tr>
<td>Part-time</td>
<td>F: 0</td>
<td>M: 0</td>
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<td>permanent</td>
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<td>contract</td>
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<td>Casual</td>
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<tr>
<td>Full-time</td>
<td>F: 0</td>
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<td>contract</td>
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<tr>
<td>Part-time</td>
<td>F: 0</td>
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<td>contract</td>
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<tr>
<td>Full-time</td>
<td>F: 0</td>
<td>M: 0</td>
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<tr>
<td>permanent</td>
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<tr>
<td>contract</td>
<td></td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>Labourers</td>
<td>F: 0</td>
<td>M: 0</td>
<td>0</td>
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<td></td>
<td></td>
<td></td>
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<td>0</td>
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<td></td>
<td></td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>Others</td>
<td>F: 0</td>
<td>M: 0</td>
<td>0</td>
</tr>
<tr>
<td></td>
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<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>Grand total all non-managers</td>
<td>278</td>
<td>286</td>
<td>0</td>
</tr>
</tbody>
</table>
1.5 Talent identification/identification of high potentials?
☑ Yes (you can select policy and/or strategy options)
☐ Standalone policy
☐ Policy is contained within another policy
☑ Standalone strategy
☒ Strategy is contained within another strategy
☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, don’t have expertise
☐ No, not a priority

1.6 Succession planning?
☑ Yes (you can select policy and/or strategy options)
☐ Standalone policy
☐ Policy is contained within another policy
☑ Standalone strategy
☒ Strategy is contained within another strategy
☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, don’t have expertise
☐ No, not a priority

1.7 Training and development?
☑ Yes (you can select policy and/or strategy options)
☐ Standalone policy
☐ Policy is contained within another policy
☑ Standalone strategy
☒ Strategy is contained within another strategy
☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, don’t have expertise
☐ No, not a priority

1.8 Resignations?
☐ Yes (you can select policy and/or strategy options)
☐ Standalone policy
☐ Policy is contained within another policy
☐ Standalone strategy
☒ Strategy is contained within another strategy
☑ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, don’t have expertise
☐ No, not a priority

1.9 Key performance indicators for managers relating to gender equality?
☑ Yes (you can select policy and/or strategy options)
☐ Standalone policy
☐ Policy is contained within another policy
☑ Standalone strategy
☒ Strategy is contained within another strategy
☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, don’t have expertise
☐ No, not a priority
2.1 Please complete the table below. List the names of organisations on whose governing bodies/boards you are reporting. For each organisation, enter the gender composition (in numbers, not percentages) of that governing body/board; and where in place, include what percentage target has been set relating to the representation of women, and the year the target is to be reached.

**IMPORTANT NOTE:** Where an organisation name has been entered in the table, you must enter the gender composition NUMBERS of that governing body/board. If no target has been set for that particular governing body/board, please enter the number 0 in the 'Target' column and leave the 'Year to be reached' column blank. Otherwise, please enter a number from 0-100 in the 'Target' column and a date in the format YYYY in the 'Year to be reached' column.

<table>
<thead>
<tr>
<th>Organisation name</th>
<th>Gender and NUMBER (NOT percentage) of chairperson/s</th>
<th>Gender and NUMBER (NOT percentage) of other board members</th>
<th>% target for representation of women on each board</th>
<th>Year to be reached</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>F M F M</td>
<td></td>
<td>(in percentage number from 0-100),</td>
<td></td>
</tr>
<tr>
<td>1 Transurban Ltd</td>
<td>0 1 2 5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Westlink Motorway Limited (Transurban owns 50% of Westlink Motorway Pty Ltd)</td>
<td>0 1 1 5</td>
<td></td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>3 Interlink Roads Pty Ltd (Transurban owns 50% of Interlink Roads Pty Ltd)</td>
<td>0 1 0 5</td>
<td></td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>4 Queensland Motorways (Transurban owns 62.5% of Queensland Motorways)</td>
<td>0 1 1 4</td>
<td></td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>
2.2 For any governing bodies/boards where a target relating to the representation of women has not been set, you may specify why below:

☐ Governing body has gender balance (e.g. 40% women/40% men/20% either)
☐ Currently under development
☐ Insufficient human resources staff
☐ Don’t have expertise
☐ Do not have control over board appointments (provide details why):

☐ Not a priority
☒ Other (provide details):

Transurban has gender guidelines but not specific gender composition targets. Further the FY15 Gender Diversity goal of working towards achieving gender equity at all levels across the Group also applies to the Board.

2.3 Do you have a formal selection policy or formal selection strategy for governing body/board members for ALL organisations covered in this report?

☐ Yes
☐ Standalone policy
☐ Policy is contained within another policy
☐ Standalone strategy
☐ Strategy is contained within another strategy

☒ No
☐ No, in place for some governing bodies
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, do not have control over board appointments (provide details why):

☐ No, don’t have expertise
☐ No, not a priority
☐ No, other (provide details):

2.4 Partnership structures only: (do NOT answer this question if your organisation is an incorporated entity (i.e. Pty Ltd, Ltd or Inc)). For partnerships, please enter the total number of female and male equity partners (excluding the managing partner) in the following table. Details of your managing partner should be included separately in the CEO row of your workplace profile. If you have a separate governing body/board of directors, please enter its composition in question 2.1.

<table>
<thead>
<tr>
<th>Equity partners who ARE key management personnel (KMPs) (excluding your managing partner)</th>
<th>Full-time females</th>
<th>Part-time females</th>
<th>Full-time males</th>
<th>Part-time males</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity partners who are NOT key management personnel (KMPs)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2.5 Should you wish to provide additional information on any of your responses under Gender equality indicator 2, please do so below:

Queensland Motorways will be submitting a separate WGEA report for 2015.

Gender equality indicator 3: Equal remuneration between women and men

3 Do you have a formal policy or strategy on remuneration generally?

☒ Yes
☐ Standalone policy
☐ Policy is contained within another policy
☐ Standalone strategy
4.01 Should you wish to provide details on the type of gender remuneration gap analysis that has been undertaken (for example like-for-like, organisation-wide), please do so below. An organisation wide gender remuneration pay analysis has been undertaken in May 2014, with the results of the analysis presented to the Transurban Board.

4.1 Were any actions taken as a result of your gender remuneration gap analysis?
☒ Yes - please indicate what actions were taken (more than one option can be selected):
☐ Created a pay equity strategy or action plan
☐ Identified cause/s of the gaps
☐ Reviewed remuneration decision-making processes
☐ Analysed commencement salaries by gender to ensure there are no pay gaps
☐ Analysed performance ratings to ensure there is no gender bias (including unconscious bias)
☐ Analysed performance pay to ensure there is no gender bias (including unconscious bias)
☐ Trained people-managers in addressing gender bias (including unconscious bias)
☐ Set targets to reduce any like-for-like gaps
☐ Set targets to reduce any organisation-wide gaps
☐ Reported pay equity metrics to the board
☐ Reported pay equity metrics to the executive
☐ Corrected like-for-like gaps
☐ Conducted a gender-based job evaluation process
☒ Implemented other changes (provide details):

Transurban has in place a robust benchmarking process using Hay methodology. All positions are benchmarked using the Hay methodology at the recruitment stage and all positions are assessed at remuneration review to ensure they fall within appropriate benchmarking remuneration ranges.

☐ No
☐ No unexplainable or unjustifiable gaps identified
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, don’t have expertise
☐ No, salaries set by awards or industrial agreements
☐ No, non-award employees are paid market rate
☐ No, unable to address cause/s of gaps (provide details why):

☐ No, not a priority
☐ No, other (provide details):

4.2 Should you wish to provide additional information on any of your responses under Gender equality indicator 3, please do so below:

As a result of the Transurban Pay Equity Analysis in 2014 it was noted that although males do have a slightly higher average TEC (Total Employment Cost) compa-ratio to the market median then females, there has been a positive movement in pay equity over the past three years.

Gender equality indicator 4: Flexible working and support for employees with family and caring responsibilities

5 Do you provide employer funded paid parental leave for PRIMARY CARERS, in addition to any government funded parental leave scheme for primary carers?
☒ Yes
☐ No
10  Do you have a formal policy or formal strategy to support employees with family and caring responsibilities?
× Yes
☐ Standalone policy
☐ Policy is contained within another policy
☐ Standalone strategy
☐ Strategy is contained within another strategy

☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, included in workplace agreement
☐ No, don't have expertise
☐ No, don't offer flexible arrangements
☐ No, not a priority
☐ No, other (provide details):

11  Do you have any non-leave based measures to support employees with family and caring responsibilities?
× Yes
☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, don't have expertise
☐ No, not a priority
☐ No, other (provide details):

11.1 To understand where these measures are available, do you have other worksites in addition to your head office?
× Yes
☐ No

11.2 Please indicate what measures are in place and in which worksites they are available (if you do not have multiple worksites, you would select 'Head office only'):
☐ Employer subsidised childcare
  ☐ Head office only
  ☐ Other worksites only
  ☐ Head office and some other worksites
  ☐ All worksites including head office

☐ On-site childcare
  ☐ Head office only
  ☐ Other worksites only
  ☐ Head office and some other worksites
  ☐ All worksites including head office

☐ Breastfeeding facilities
  ☐ Head office only
  ☐ Other worksites only
  ☐ Head office and some other worksites
  ☐ All worksites including head office

☐ Childcare referral services
  ☐ Head office only
Employee assistance program
Access to leave
Training of human resources (or other) staff
Referral to support services
Other (provide details):
If the employee’s safety is of concern other interim measures such as the employee working at another site on an interim basis may be considered. In addition, a mobile phone may be provided to the employee so they have relevant support contact phone numbers at hand.

Transurban is also currently developing a training program for addressing domestic violence issues to be piloted with the HR team.

☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, not aware of the need
☐ No, don’t have expertise
☐ No, not a priority
☐ No, other (provide details):

14 Please tick the checkboxes in the table below to indicate which employment terms, conditions or practices are available to your employees (please note that not ticking a box indicates that a particular employment term, condition or practice is not in place):

<table>
<thead>
<tr>
<th></th>
<th>Managers</th>
<th>Non-managers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flexible hours of work</td>
<td>☒</td>
<td>☒</td>
</tr>
<tr>
<td>Compressed working weeks</td>
<td>☒</td>
<td>☐</td>
</tr>
<tr>
<td>Time-in-lieu</td>
<td>☒</td>
<td>☐</td>
</tr>
<tr>
<td>Telecommuting</td>
<td>☒</td>
<td>☐</td>
</tr>
<tr>
<td>Part-time work</td>
<td>☒</td>
<td>☐</td>
</tr>
<tr>
<td>Job sharing</td>
<td>☒</td>
<td>☐</td>
</tr>
<tr>
<td>Carer’s leave</td>
<td>☒</td>
<td>☐</td>
</tr>
<tr>
<td>Purchased leave</td>
<td>☒</td>
<td>☐</td>
</tr>
<tr>
<td>Unpaid leave</td>
<td>☒</td>
<td>☐</td>
</tr>
</tbody>
</table>

14.1 If there are any other employment terms, conditions or practices that are available to your employees, you may provide details of those below:

14.2 Where employment terms, conditions or practices are not available to your employees for any of the categories listed above, you may specify why below:
☐ Currently under development
☐ Insufficient human resources staff
☐ Don't have expertise
☐ Not a priority
☐ Other (provide details)
15.3 Should you wish to provide additional information on any of your responses under Gender equality indicator 5, please do so below: As part of the Transurban Diversity Committee there is a Gender Diversity subcommittee that is dedicated to looking into matters of gender diversity at Transurban. This group is able to be contacted by any member of staff to look into initiatives to support the gender diversity of Transurban.

Gender equality indicator 6: Sex-based harassment and discrimination

16 Do you have a formal policy or formal strategy on sex-based harassment and discrimination prevention?

☒ Yes
☐ Standalone policy
☐ Policy is contained within another policy
☒ Standalone strategy
☐ Strategy is contained within another strategy

☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, included in workplace agreement
☐ No, don’t have expertise
☐ No, not a priority
☐ No, other (provide details):

16.1 Do you include a grievance process in any sex-based harassment and discrimination prevention policy or strategy?

☒ Yes
☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, don’t have expertise
☐ No, not a priority
☐ No, other (provide details):

17 Does your workplace provide training for all managers on sex-based harassment and discrimination prevention?

☒ Yes - please indicate how often this training is provided (‘At induction’ AND one of the other options can be selected):
☒ At induction
☐ At least annually
☒ Every one-to-two years
☐ Every three years or more
☐ Varies across business units
☐ Other (provide details):

☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, don’t have expertise
☐ No, not a priority
☐ No, other (provide details):

17.1 Should you wish to provide additional information on any of your responses under Gender equality indicator 6, please do so below:
Notification and access

List of employee organisations

CEO sign off confirmation

Name of CEO or equivalent: SCOTT CHARLTON
Confirmation CEO has signed the report: Yes
CEO Signature:

Date: 27/5/15