

# Innovate Reconciliation Action Plan

March 2023 - March 2025



## Acknowledgement

Transurban acknowledges the Traditional Owners of the lands across Australia and in particular where we own and operate toll roads, and we pay respect to Elders past and present.

As caretakers and custodians of transportation in urban communities we have a deep respect for First Nations communities and culture and seek to celebrate pride in Country through engagement with, and providing opportunities for Aboriginal and Torres Strait Islander people, as well as celebrating connection to Country through artwork and design elements in our infrastructure.

To achieve our vision of strengthening communities through transport we will continue to foster positive and sustainable relationships with all communities, while progressing our efforts to contribute to Australia's reconciliation journey.

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## 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 acknowledging our roads and infrastructure are built on Country, and along with our wider business operations present unique opportunities to create a culture of inclusion, respect and proud celebration of Aboriginal and Torres Strait Islander cultures with our customers, employees and business partners, while respecting the land on which we operate, and the voices of our community neighbours.

## Our business

Transurban is an owner and operator of urban toll roads in Australia and the USA. We service 9.7 million customers who engage with us by managing their toll payments, planning their journeys and when buying fuel. Our purpose is to strengthen communities through transport and our strategy is to understand what matters most to our stakeholders so we can create road transport solutions that make us a partner of choice.

In Australia, we have 15 assets servicing 6 million customers in New South Wales, Queensland and Victoria. We directly employ 1697 people nationally, 8 of whom have identified as Aboriginal and Torres Strait Islander people and we operate out of 20 office locations in Brisbane, Melbourne and Sydney.

Across our business operations and through our 7 major development projects, we are working with Government, business partners, community groups and community members to deliver on our purpose.

## Our RAP

Transurban has been involved in the Reconciliation Action Plan (RAP) program since 2014, recognising and embracing the contribution Australian businesses and employers can make to Australia's reconciliation journey.

As an Australian-born, ASX top 20 organisation and owner and operator of toll roads and infrastructure on lands traditionally owned by Aboriginal people, we have responsibilities as caretakers throughout the period of our concessions while our assets and operations continue to have an ongoing impact on land, waterways and communities and we look to demonstrate this through the commitments in our RAP.

To develop our RAP, we first reviewed the strengths and opportunities that came from our last Innovate RAP and identified key areas for Transurban to focus on in order to mature our approach. Through this review we identified that delivery of an employment strategy, broadening our involvement in our RAP internally and completing a cultural learning strategy were key. This is on top of continuing the many elements of reconciliation that already exist as business as usual.

We used this review, and feedback that we gathered from Traditional Owner Groups during the creation of our Engagement Guidelines to inform the actions we could take and analysed these against our Social Licence Framework. The RAP forms part of our Social Licence deliverables which encompass three focus areas where Transurban can make an impact: Empowering Customers, Championing Road Safety and Strengthening Communities. For this RAP we have actions that align to these focus areas, in addition to the actions set out by Reconciliation Australia.

Outputs from this review, and from a workshop held with Arrilla Indigenous Consulting were used to draft the RAP and then socialised by RAP Ambassadors within their relevant business unit.

### RAP Leadership Group

- **Henry Byrne**, Group Executive Victoria and Strategy (RAP Executive Sponsor)
- **Jane Calvert**, Head of Social Licence
- **Asha Frost**, Social Inclusion Manager
- **Gabby Sundstrom**, Senior Manager Advocacy and Impact
- **Janna Martin**, Network Optimisation Officer and First Nations representative
- **Lee Harrower**, CityLink Maintenance Closure Supervisor and First Nations representative

### RAP Ambassadors

- **Phil Naulls**, General Manager Operations VIC
- **Charlotte Watson**, Strategic Communications Manager
- **Sebastian Conley**, Sustainable Procurement Manager
- **Serena Marriott**, Head of Belonging, Wellbeing and Engagement
- **Maci Hamdorf**, Organisational Development Lead
- **Guy Vinci**, Principal Mechanical Engineer
- **Francesco Grande**, Linkt Assist Lead
- **Belinda Tesoriero**, Asset Operations Lead
- **Adam Lloyd**, Head of Operations NSW
- **Alex Brown**, Senior Legal Counsel
- **Ruby Knight**, Internal Communications Advisor
- **Georgy Mayo**, Senior Manager Government and Media QLD







## Rhonda Sampson

*"Art is a powerful tool that connects people. My vision is to empower others to embrace their creative talents and share that gift with the world. Dream beyond your ability. Create your vision. Inspire future generations."*

Rhonda Sampson

**Artwork**  
Connected Journeys

## Artwork Storyline

We commissioned Rhonda Sampson to create "Connected Journeys" an artwork for our WestConnex Motorway Control Centre. WestConnex is Australia's largest road infrastructure project and the team at the Motorway Control Centre in Sydney monitor the motorway network 24 hours a day, seven days a week. The Motorway Control Centre is the centrepiece of the WestConnex project and regularly hosts dignitaries from all over the country and the world. "Connected Journeys" is a visual representation of our journeys on the motorways keeping us connected to country, the ocean and each other. The artwork has been installed on two walls within the Centre, with each wall acknowledging the country the motorway operates on and how it brings together all the parts of Sydney.

The white dotted line through the centre of the artwork represents the journeys of motorists moving through the motorways to their destinations monitored by the control centre from start to finish. Surrounding the journey of motorists, are connections which represent our connection to the land, our waterways, nature, and each other as we move through Sydney reconnecting with nature and exploring ourselves and the environment.

Midway top and bottom of the artwork you will find a representation of the motorways and the entry & exits points that travellers use, surrounded by the communities the motorways offer access to. The motorways pass through many communities and both artworks honour the environment and nature throughout Sydney. One of the artworks is ocean themed and features a jellyfish, dolphin, stingray, turtle and fish which can be found in our waterways throughout Sydney. Our beaches are one of the many qualities Sydney has to offer and this is represented at the top and bottom. The other artwork is country themed and features a snake, emu, goanna, kangaroo and leaves representing our native trees and grasses featured across the landscape. The boomerangs represent travellers returning to use the motorways. We have used elements of the country themed artwork throughout this document.

## Artist Profile

Rhonda Sampson is a proud Kamilaroi woman who lives on Dharawal country in South Western Sydney. Art is central to Rhonda's cultural identity, and she is passionate about sharing this with all people both Indigenous and non-Indigenous so they can come together on the journey of understanding Aboriginal culture, stories and identity. From a young age Rhonda was highly influenced by artists such as Albert Namatjira, Sally Morgan and Bronwyn Bancroft as well as her two idols Cathy Freeman and Eddie Mabo and she hopes that her art might also inspire the next generation of Indigenous artist to be proud of their culture.

After completing a Diploma in Graphic Design in 2019, Rhonda launched her own creative design company, RS Creative Solutions specialises in contemporary digital Aboriginal art. She has since been commissioned to create artwork for a range of high-profile projects including the Pemulwuy ferry at the 2022 Ferrython, Lendlease project's Mount Gilead and Macarthur Square and Reconciliation Action Plan artworks for corporate, government and not-for-profit organisations. Rhonda also enjoys empowering and working with similar Indigenous entrepreneurs offering them creative support which have included Indigiearth, Marrga Ngoongie, Goodradigbee Cultural and Heritage Aboriginal Corporation.

Rhonda has been recognised for her outstanding achievements, receiving numerous accolades at the NSW Training Regional Awards, TAFE NSW Gili Awards and TAFE NSW Excellence Awards. She was also the first recipient of the Indigenous Changemaker Award at the 2021 Western Sydney Women's Awards.



## Message from our CEO

Transurban is an Australian-born business which owns and operates toll roads that are on lands traditionally owned by Aboriginal people. We have been involved in the Reconciliation Action Plan program since 2014 and we welcome our role in contributing to Australia's reconciliation journey through the commitments made in our 2023–2025 Innovate RAP.

Through our last RAP we sought to create stronger relationships with Aboriginal and Torres Strait Islander people and communities. We did this by providing education and employment opportunities within our local communities and by strengthening our partnerships with Aboriginal organisations, suppliers and contractors. We have also increased our celebration of Aboriginal Torres Strait Islander cultures through our assets, as demonstrated in the artwork at St Peters Interchange Movement of Shells, Movement of Time. Transurban's business purpose is to strengthen communities through transport and our RAP forms an important component of this. We have evaluated our progress over the last year and are proud of what we have achieved on our RAP journey to date, whilst also identifying some key opportunities to focus on through the delivery of our next RAP.



**Scott Charlton**  
Chief Executive Officer

## Message from our RAP Executive Sponsor

Transurban's third Innovate RAP builds on the progress made through our previous Reflect and Innovate RAPs. Over the last two years our focus has been on forming deeper relationships with Aboriginal and Torres Strait Islander communities and businesses in areas where our business is most relevant and connected to these groups.

We undertook a program of engagement with local Aboriginal and Torres Strait Islander Stakeholders which informed the development of our Guidelines for future engagement. It was critical in helping us develop a greater awareness and understanding of what is most important to local communities so we can focus our reconciliation efforts on the areas where we can have the greatest impact. It also made us reflect on the unique opportunity we have to publicly celebrate Country and culture through our assets.

We continued to leverage National Reconciliation Week and NAIDOC Week to engage with First Nations organisations to facilitate sessions to increase our peoples understanding and awareness of key reconciliation topics. As part of our 2022 National Reconciliation Week celebrations we hosted Acknowledge This! to speak to our employees about how to deliver an authentic Acknowledgement of Country. The event was attended by over 600 employees and as a result we have seen an increase in the number of employees who feel comfortable doing an Acknowledgement of Country.

We invested in a new shared value project with RAP partner Ventia, Aboriginal business Muru Mittigar and Apricot Consulting whereby First Nations landscape apprentices are employed to complete labour services along our M2 corridor in NSW. We have continued to maintain strong partnerships with organisations that support positive education and employment outcomes for Aboriginal and Torres Strait Islander people across VIC, NSW and QLD. We understand ongoing engagement at a local level is crucial to the success of our RAP and we will continue to engage regularly to ensure we are responding to the needs of communities.

We recognise our opportunity to further contribute to reconciliation and I look forward to making further advances through our third Innovate RAP. I thank Reconciliation Australia for their continued guidance and support as we progress our reconciliation journey.



**Henry Byrne**  
Group Executive, Victoria and Strategy

# Message from Reconciliation Australia's CEO

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Transurban continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types—Reflect, Innovate, Stretch and Elevate—allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Transurban will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Transurban using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Transurban to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Transurban will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Transurban's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Transurban on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.



**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia



## Supporting the Uluru Statement

*Transurban supports the Uluru Statement from the Heart as part of our ongoing commitment to reconciliation and looks forward to working in partnership with Aboriginal and Torres Strait Islander peoples, governments and all of Australia to strengthen our community together.*

The Uluru Statement from the Heart is an invitation to the Australian people from First Nations Australians. It asks Australians to walk together to build a better future by establishing a First Nations Voice to Parliament enshrined in the Constitution, and the establishment of a Makarrata Commission for the purpose of treaty making and truth-telling.

As an Australian-born ASX top 20 company that owns and operates toll roads and infrastructure on lands that are traditionally owned by Aboriginal people we are committed to progressing reconciliation across our business and sector. Transurban has been involved in the RAP program since 2014, recognising and embracing the contribution Australian businesses and employers can make to Australia's reconciliation journey. We know that education will be critical to gaining public support for a successful referendum to take place, enshrining a First Nations Voice in the Australian Constitution. That is why we will work to raise internal awareness and provide ongoing updates and information on the Uluru Statement from the Heart.

### Uluru Statement from the Heart

*We, gathered at the 2017 National Constitutional Convention, coming from all points of the southern sky, make this statement from the heart:*

*Our Aboriginal and Torres Strait Islander tribes were the first sovereign Nations of the Australian continent and its adjacent islands, and possessed it under our own laws and customs. This our ancestors did, according to the reckoning of our culture, from the Creation, according to the common law from 'time immemorial', and according to science more than 60,000 years ago.*

*This sovereignty is a spiritual notion: the ancestral tie between the land, or 'mother nature', and the Aboriginal and Torres Strait Islander peoples who were born therefrom, remain attached thereto, and must one day return thither to be united with our ancestors. This link is the basis of the ownership of the soil, or better, of sovereignty. It has never been ceded or extinguished, and co-exists with the sovereignty of the Crown.*

*How could it be otherwise? That peoples possessed a land for sixty millennia and this sacred link disappears from world history in merely the last two hundred years?*

*With substantive constitutional change and structural reform, we believe this ancient sovereignty can shine through as a fuller expression of Australia's nationhood.*

*Proportionally, we are the most incarcerated people on the planet. We are not an innately criminal people. Our children are aliened from their families at unprecedented rates. This cannot be because we have no love for them. And our youth languish in detention in obscene numbers. They should be our hope for the future.*

*These dimensions of our crisis tell plainly the structural nature of our problem. This is the torment of our powerlessness.*

*We seek constitutional reforms to empower our people and take a rightful place in our own country. When we have power over our destiny our children will flourish. They will walk in two worlds and their culture will be a gift to their country.*

*We call for the establishment of a First Nations Voice enshrined in the Constitution.*

*Makarrata is the culmination of our agenda: the coming together after a struggle. It captures our aspirations for a fair and truthful relationship with the people of Australia and a better future for our children based on justice and self-determination.*

*We seek a Makarrata Commission to supervise a process of agreement-making between governments and First Nations and truth-telling about our history.*

*In 1967 we were counted, in 2017 we seek to be heard. We leave base camp and start our trek across this vast country. We invite you to walk with us in a movement of the Australian people for a better future.*



# The five dimensions of reconciliation

Reconciliation is based and measured on the five interrelated dimensions of historical acceptance, race relations, equality and equity, institutional integrity and unity.

## Race Relations

When all Australians understand and value Aboriginal and Torres Strait Islander and non-Indigenous cultures, rights and experiences it will result in stronger relationships based on trust and respect and that are free of racism. We encourage all our employees to undertake our Cultural Awareness training which aims to create a deeper awareness and understanding of Aboriginal and Torres Strait Islander cultures and lived experiences in Australia. To build on this foundational knowledge we will develop and launch an Employee Reconciliation Network to provide continuous learning opportunities throughout the year and involve our employees in our RAP. We have continued to build awareness of the effects of racism through internal events and curated content on our intranet page. During 2021 we held a Spotlight on Belonging around the theme #everyonebelongs and invited our First Nations RAP Working Group members to share their stories.

## Equality and Equity

True equality and equity will only be achieved when the distinctive individual and collective rights and cultures of Aboriginal and Torres Strait Islander peoples are universally recognised, valued and respected, and there are no gaps in life outcomes. In a transport and road safety context we know that we have a long way to go to achieve equality and equity. Aboriginal and Torres Strait Islander people bear a higher burden of road trauma, are nearly three times more likely to die in road crashes than other Australians and are disproportionately represented in passenger and pedestrian fatalities. In 20-40 per cent of Aboriginal and

Torres Strait Islander fatal crashes, the driver is unlicensed, a significantly higher number compared to other Australians.<sup>1</sup> We remain committed to developing and maintaining strong partnerships with organisations that improve access to transport and support increased road safety outcomes for Aboriginal and Torres Strait Islander peoples ([read more about our partnerships here](#)).

As an employer of over 1,500 people nationally we are in a strong position to support closing the gap in employment. Following engagement with Aboriginal and Torres Strait Islander employees and partner RAP organisations we developed our first Employment Strategy during our last RAP. It took us longer to develop than we had initially anticipated primarily due to resourcing constraints and we also recognised the need for specialist advice. This year we have engaged 15 Times Better, a 100 percent Indigenous owned and led business, to review our current approach in line with best practice and provide recommendations that will inform the development of a comprehensive 3-5 year strategy.

## Institutional Integrity

Institutional integrity will be achieved when our political, business and community institutions actively support all dimensions of reconciliation. We have been a proud member of Reconciliation Australia's RAP program since 2014 and our progressive RAPs have provided opportunities for Aboriginal and Torres Strait Islander peoples. As a leader in transport infrastructure, we will continue to use of sphere of influence to advocate for and champion reconciliation across our sector.

## Unity

National unity will be achieved when all Australians value and recognise Aboriginal and Torres Strait Islander cultures and heritage as a proud part of a shared national identity. We support the implementation of the Uluru Statement in full which seeks the establishment of a First Nations Voice to Parliament enshrined in the Constitution and the establishment of a Makarrata Commission for the purpose of treaty making and truth telling.

## Historical acceptance

In order to achieve widespread acceptance of our nation's history and agreement that the wrongs of the past will never be repeated we need to create space for truth, justice, healing and historical acceptance. Historical acceptance is closely related to race relations and reiterates the important role education must play in creating a deeper awareness and understanding of Aboriginal and Torres Strait Islander cultures, history and lived experiences in Australia. Our Cultural Awareness training provides our employees with historical context to create awareness and understanding of the lived experience of First Nations people in our country. We acknowledge our roads and infrastructure are built on Country, and along with our wider business operations present unique opportunities to create a culture of inclusion, respect and proud celebration of Aboriginal and Torres Strait Islander cultures.

<sup>1</sup> <https://www.roadsafety.gov.au/nrsg/fact-sheets/aboriginal-torres-strait-islander-road-safety>





## Relationships

Only through engagement with Australia's First Peoples will reconciliation be successful and lasting. We know that building and maintaining mutually beneficial relationships based on trust and respect takes time and requires ongoing commitment. Over the last two years we focussed on building new relationships with local Aboriginal and Torres Strait Islander stakeholders in the communities where we operate while continuing to maintain strong relationships with our existing partners in Melbourne, Sydney and Brisbane. Our partnerships have continued to support positive education and employment outcomes for Aboriginal and Torres Strait Islander students and young people.

### Engaging with First Nations stakeholders

During our previous RAP we undertook a program of engagement with local Aboriginal and Torres Strait Islander stakeholders to inform future engagement and explore opportunities to co-design reconciliation initiatives. We know that continued ongoing engagement with First Nations communities is critical to building trust and respect. During this RAP we will continue to engage and progress initiatives that communities identified were the most important and that will have the biggest impact, including:

- progressing opportunities to acknowledge and celebrate Aboriginal and Torres Strait Islander culture and heritage on existing and new assets through public art, roadside signage, naming and landcare projects
- investigating opportunities to make our information, products, and services more culturally inclusive and accessible for Aboriginal and Torres Strait Islander people
- progressing opportunities to develop relationships with local stakeholders and increase employee awareness of Aboriginal and Torres Strait Islander cultures and histories in each market year-round (not just during NRW and NAIDOC)

- Closer collaboration with Aboriginal Legal Services to raise awareness of Linkt Assist, Transurban's program to support people experiencing financial difficulty.

### Acknowledging dates of significance

We continue to acknowledge and celebrate National Reconciliation Week and NAIDOC Week annually by using our communication channels to share resources and encourage our employees to participate in internal and external events. We also light up our assets and use our social media channels to promote the initiative to our customers and communities. Throughout this RAP will progress opportunities to develop relationships with local stakeholders and increase employee awareness of Aboriginal and Torres Strait Islander cultures and histories in each market year-round (not just during NRW and NAIDOC).



# Respect

Through mutual respect and understanding we can work together to address inequality. By continuing to share and celebrate Aboriginal and Torres Strait Islander cultures and histories with our employees and communities we contribute toward building a strong foundation for reconciliation within Australia.

## Revision and relaunch of our Cultural Protocols document

To build cultural competency and as part of our 2022 National Reconciliation Week celebrations Transurban hosted Acknowledge This! to speak to our employees about how to deliver an authentic Acknowledgement of Country. The event was attended by over 600 employees and as a result we have seen an increase in the number of employees who feel comfortable doing an Acknowledgement of Country. This has been supported by the revision and relaunch of our Cultural Protocols Guide.

## Acknowledging and celebrating culture

As an owner and operator of roads that traverse lands and waterways across the country driven by millions of motorists, we have a unique opportunity to acknowledge and celebrate the rich culture and heritage of Australia's First Peoples. Over the past two years we installed Acknowledgement of Country plaques at our head offices in Melbourne, Sydney and Brisbane; collaborated with our long-term partner the KARI Foundation to film virtual Acknowledgement of Country performances to celebrate the opening of our assets; commissioned Aboriginal and Torres Strait Islander artists to create public art along our road corridors and saw Aboriginal culture and heritage influence the Urban Design

and Landscaping of our projects. We are committed to celebrating culture through our urban design, artwork and storytelling through our assets.

### Acknowledging Traditional Owners

Throughout our last RAP following consultation with Traditional Owner Groups, we engaged Wathaurong Glass to design and create Acknowledgement of Country plaques for our head offices in Melbourne, Sydney and Brisbane. Wathaurong Glass is a not-for-profit business owned by Wathaurong Aboriginal Co-operative which is an Aboriginal community control organisation. The company is structured to ensure all profit flows back to the community of Wathaurong.

We installed an Acknowledgment of Country featuring artwork commissioned by Kamilaroi artist Rhonda Sampson at our new WestConnex Motorway Control Centre in Sydney. The Motorway Control Centre is the centrepiece of the WestConnex project and regularly hosts dignitaries from all over the country and the world.

Through our partnership with the KARI Foundation, we engaged the KARI Singers to perform an Acknowledgment of Country for WestConnex M8, NorthConnex Canal to Creek Public Art program and the WestConnex M4-M5 Link. We filmed the performances on site then published them to our digital platforms to support the virtual opening events.





### The Bidjigal design

at the base of the walls references the countless generations of Indigenous men and their craftsmanship while anchoring the design to the ground.

### The flow of water

across the center of the design signifies the Timbery's family connection to saltwater, the flow of tides, oceans and connection to Country, unifying the male and female symbology.

### The starrie shells

placed in unified formation signify women, the long-standing tradition of shellwork and its cultural and family significance.

## Celebrating culture through public art and urban design

### 'Movement of Shells Movement of Time' – WestConnex Ventilation Building

To acknowledge our connection to country, and take the opportunity to celebrate culture, the entry to the M4-M5 Westconnex Tunnel in NSW features a nine meter 300 panel installation which wraps around the ventilation outlet. The artwork is a collaboration between Auntie Marilyn Russell and her mother, Auntie Esme Timbery and brings to life the stories of the Bidjigal people. It references the Bidjigal people and Timbery Family as saltwater people, and the tradition of shellwork handed down from mother to daughters through the generations. The starrie shells placed in unified formation signify women, the long-standing tradition of shellwork and its cultural and family significance. This story of shellwork is a story of connection—between generations of Aboriginal mothers, sisters and daughters.

### West Gate Tunnel Urban Design and Landscaping

The West Gate Tunnel Project will feature world-class architecture, urban and landscape design that celebrates the rich Aboriginal heritage and maritime history of Naarm's (present day Melbourne) western suburbs.

One such example of inspiration drawn from Aboriginal culture is the tunnel portal design, which is inspired by the form of the nets and traps used to catch eels – historically an important food source for Aboriginal people of the area. The iconic eel net structure will stand proud for generations and be a lasting and important reminder of the Wurundjeri Woi Wurrung, Boon-wurrung and Bunurong people's strong connection to the land and our shared history as millions of motorists pass through them in the years to come.

Aboriginal fish traps still exist in some parts of Australia today and stand as a testament to Aboriginal knowledge of engineering and fish migration. Evidence of these structures can still be seen on the Birrarung (present day Yarra River) today.

The main bridge design employs a façade system of glass reinforced panels to encase the viaduct structures, featuring an intricate 'eel skin' design. The eel skin design draws on the important suite of abstracted cultural references developed for the project that will continue to provide important links to local and regional identity.

The bark canoes that inspired the design of the tunnel ventilation stacks have been used by Aboriginal people for thousands of years and were used to catch fish and other food in the riverbanks in Naarm's (present day Melbourne) west. Evidence of bark canoes can still be seen today, as large river red-gums bear scars on their upper trunks. Scar trees can be found along the eastern and western branches of Kororoit Creek and have been dated to be between 300- 600 years old.

The new open space that will be created by the project will be made up of parks and wetlands. Over 17,000 trees, many that are native and indigenous to this state will be planted across the project area, including in the new open space. The project has selected mostly native grasses, trees, ground covers and shrubs that will green and colour the landscape and wetlands. It is important to choose the right mix of plant species to highlight Indigenous vegetation and increase biodiversity and habitats along the creek corridor. A selection of native grasses, trees, ground covers and shrubs have been incorporated into the landscape design at Kororoit Creek and the shared use path connecting to the Federation Trail. This will help to recreate the natural biodiversity that would have previously existed in the area. Wurundjeri Woi Wurrung, Boon-wurrung and Bunurong peoples have maintained these areas for thousands of years, practising sustainable living with native flora and fauna.



The Traditional Custodian's input into the overall urban design approach, including landscaping, has helped to shape the final landscaping design.

### WestConnex Public Art Program 'Canal to Creek'

We developed a Public Art Strategy for the WestConnex M8 called Canal to Creek, a program of commissioned artworks to activate new and existing parklands along the New M8. The Strategy called on artists to undertake a site-specific exploration of the relationship between people and place and respond to themes of ecology, community, transformation, Indigenous culture and heritage. Through Canal to Creek, we commissioned four First Nations artists to create artworks celebrating Aboriginal heritage along the M8 corridor. We also commissioned two First Nations artists to create an integrated façade artwork for the WestConnex M4-M5 ventilation building. All of this artwork and the associated stories can be explored and studied by high school students via the Canal to Creek portal. Teachers can also use the portal to teach a unit called 'History in Site' where they explore the Indigenous influence of these specific artworks, as well as others.

### CityLink Flemington Mural Project

As part of the Moonee Valley Council Public Art Project four pillars under CityLink were transformed with mural paintings. The artwork seeks to draw attention to the surrounding environment and educate the community on the cultural significance of the site to Moonee Valley's Traditional Owners, the Wurundjeri Woi-wurrung people. Located near Moonee Ponds Creek, the four murals celebrate the environmental and cultural benefits of healthy waterways and were painted by artist Tom Civil. The first mural is called Place Grounding and it represents the changing nature of waterways both due to the natural impact of floods and droughts and the alterations that are caused by human landscaping. The second mural is called The Eels

and celebrates the underwater life in the creek which includes eels, yabbies, small fish, dragonfly larvae and underwater plants. The eels were an important food source for the Wurundjeri Woi-wurrung people. The third mural is called Creek Bank and highlights the importance of the interconnected area between the land and the creek in protecting the soil, supporting fauna and aquatic ecosystems and encouraging biodiversity. The fourth mural is called Night Sky with Bats and Smoke and conceptualises the way things once were, with a simple campfire and flying foxes floating above under a star filled sky.





# Opportunities

## Our partners

We remain committed to developing and maintaining strong partnerships with local organisations that support positive education and employment outcomes for Aboriginal and Torres Strait Islander people. Through our last RAP we committed to investigating mobility challenges faced by local Aboriginal and Torres Strait Islander communities and found that there are a number of barriers to obtaining a driver licence, followed by the cost of owning and operating a car. Our partnership with the KARI Foundation in NSW which supports Aboriginal and Torres Strait Islander youth to gain their licence has been significantly successful in meeting an identified need. In Queensland we recently partnered with the ARTIE Academy (Achieving Results Through Indigenous Education) to launch the Transurban ARTIE #1 Driving School which helps remove barriers faced by some Aboriginal and Torres Strait Islander students when learning to drive. We will look to partner with an organisation that supports First Nations people in Victoria to obtain their licence.

### KARI Foundation

In NSW we have a strong partnership with the KARI Foundation who deliver our Transurban Aboriginal Driver Program for disadvantaged Aboriginal and Torres Strait Islander young people in Western Sydney. The program provides access to a car and mentor and free supervised and professional driving lessons. Through this partnership we have developed a series of education and promotional videos and established a new video conference

Learner Drivers Education program with the support of TAFE NSW to better prepare participants to gain their licence. Following the acquisition of the M5 South-West (previously Interlink) we were also able to donate a vehicle to the KARI Foundation to help grow the program. The program has also expanded with the donation of a specialised driver training car and funding to train two KARI employees to become qualified driving instructors. Driving lessons can be offered in house, reducing the cost per lesson and allowing more youth through the program.

Through our partnership we have engaged the KARI Singers to perform an Acknowledgement of Country to support the openings of our assets and programs and commissioned Kamilaroi artist Rhonda Sampson to create an artwork for our WestConnex Motorway Control Centre.

### Queensland Aboriginal and Torres Strait Islander Foundation (QATSIF)

In Queensland we have a partnership with the QATSIF to deliver the Paiabun Kurumba STEM Scholarship Program. The program provides students with financial support to help remove barriers to completing high school as well as unique work experience and mentoring opportunities in engineering and technology. Paiabun Kurumba means 'Dream Big' in the local Yuggera language. Just like the name of the scholarship suggests, we want students to see where their future could lead them and have access to opportunities and experiences in the real world. As part of the scholarship students are invited to Transurban for work experience, a tour of our tunnel network and to gain career advice and study tips.

*"I gained an insight into the maintenance and innovations taking place as well as the difficult task of trying to produce more sustainable solutions to problems"*

**Eddie,**  
Paiabun Scholarship recipient

### The outcomes of the KARI partnership include

# 289

young people have gained their Learner Licence

# 201

young people have gained their Provisional Licence

# 133

young people have gained employment as a result of having a licence





### ARTIE Academy (Achieving Results Through Indigenous Education)

In Queensland we have partnered with the ARTIE Academy (Achieving Results Through Indigenous Education) to launch the Transurban ARTIE #1 Driving School which helps remove barriers faced by some Aboriginal and Torres Strait Islander students when learning to drive. We launched the partnership in 2022 during National Reconciliation Week and the driving school is a Queensland first providing students within the ARTIE Academy Driver Licensing Program across South East Queensland access to a safe vehicle and trained instructor to help them complete their required 100 hours of supervised driving. The Transurban ARTIE #1 Driving School will provide more than 900 driving hours per year across nine schools in South East Queensland. The school will also help to support and maximise the success of the ARTIE Driver Licensing program, which is funded by the Queensland Government and supported by RACQ.

### Community Grants

In addition to our partnerships, we also provide financial support to First Nations community organisations through our annual community grant program which offers grants of up to \$10,000 for projects bringing social and environmental benefits to communities located near Transurban's roads. We have provided two grants to the South East Queensland Indigenous Corporation to support their Indigenous Driver Training program which provides targeted driving lessons and driving test preparation for Aboriginal and Torres Strait Islander year 12 students across South East Queensland by supporting students to gain their licence and in turn, the freedom to chase their dreams. The program has been tailored to address key indicators for Aboriginal and Torres Strait Islander wellbeing: increasing employment; supporting the successful transition to further education; increasing safety and wellbeing; and improving links to employment and community.

***"This is going to make a huge difference to the lives of these students and support the ARTIE Academy's goal to 'Close the Gap' in educational outcomes between Aboriginal and Torres Strait Islander students and their non-Indigenous peers."***

**Steven Page**, General Manager FOGS ARTIE Academy



***“The role has allowed me to move into a new home. It has helped me develop my personal, social and communication skills. My confidence is growing, and I am coming out of my shell”***

**Anton**  
Muru Mittigar apprentice

## Employment

### First Nations Employment Strategy

During our last RAP we developed a strategy to increase Aboriginal and Torres Strait Islander recruitment, retention and professional development. Through this strategy we committed to exploring the engagement of an independent First Nations owned consultancy to review our strategy in line with best practice and provide recommendations on opportunities for improvement. We have engaged the services of First Nations specialists, 15 Times Better, to partner with us to develop an employment strategy that aligns with our business and will be sustainable long into the future. 15 Times Better is a First Nations owned and operated business that specialises in First Nations program development, evaluation and governance.

### Creating Shared Value

Through our RAP we committed to working with one of our long-term tier-one partners to look for opportunities to increase Aboriginal and Torres Strait Islander employment and procurement from Aboriginal and Torres Strait Islander businesses. With help from Apricot Consulting a Shared Value Project was created with Ventia, our largest maintenance supplier in NSW, and Muru Mittigar, a Dharug-controlled social enterprise. The initiative supports young Indigenous candidates to undertake traineeships or apprenticeships

in landscaping through meaningful work opportunities. They are employed through Muru Mittigar who provide labour services to Ventia and are initially working along the M2 motorway in NSW. Muru Mittigar provides additional cultural support for their employees throughout the training pathway, helping them manage work, study, individual challenges and any community responsibilities. Through the program we discovered that one of the participants had to travel quite far to get to work due to limited public transport options and not having a licence. We were able to connect this participant with the KARI Foundation and they are now learning to drive through our Indigenous Driver Program.

### Supporting the sustainable growth of Aboriginal and Torres Strait Islander businesses

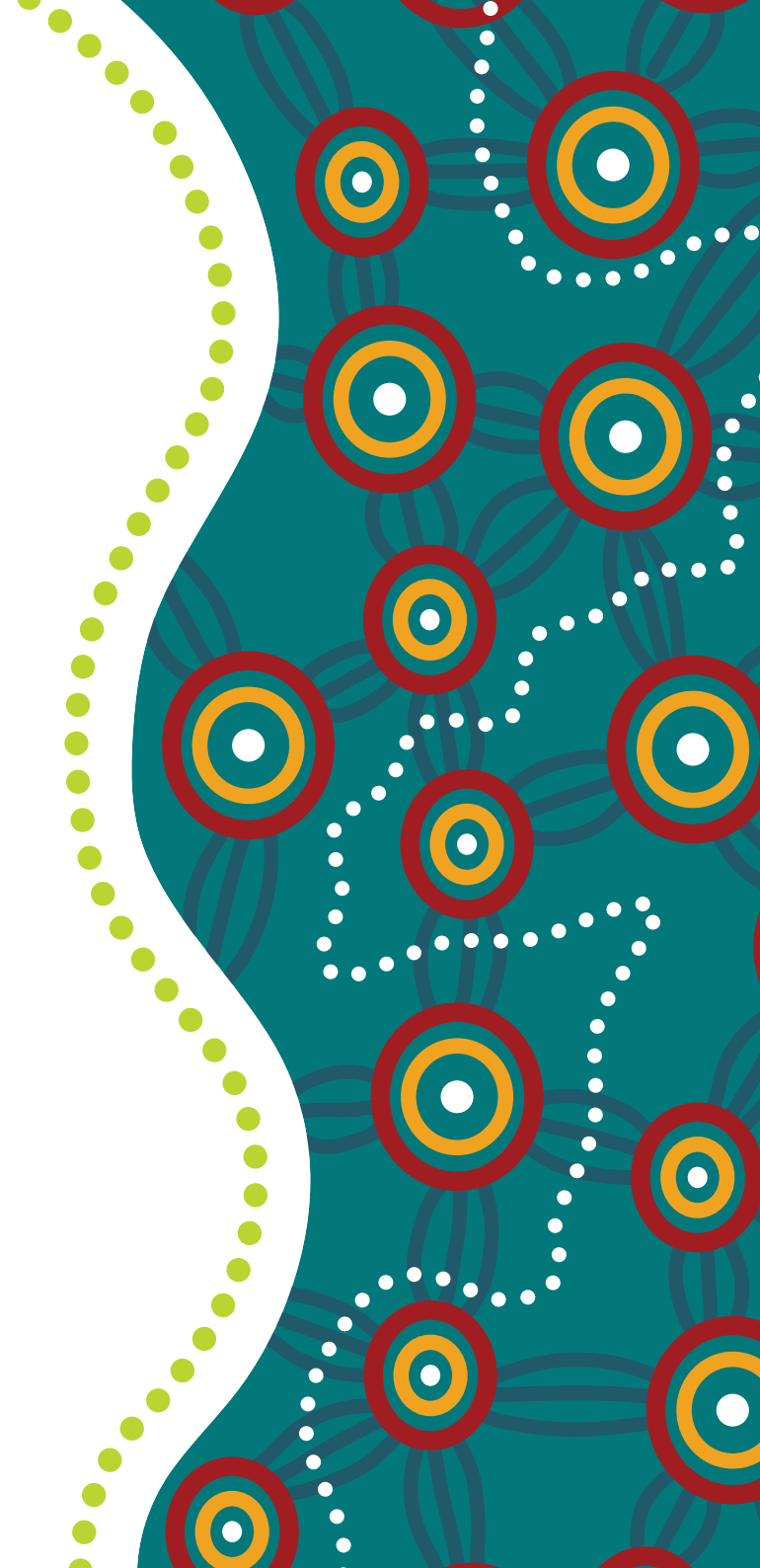
Major projects provide the most significant opportunity for us to support employment and training opportunities for Aboriginal and Torres Strait Islander people and sustainable procurement from Aboriginal and Torres Strait Islander businesses. We embed social procurement targets in all of our projects, during our last RAP more than \$136 million was spent with Aboriginal and Torres Strait Islander business during the construction of some of our biggest assets. Additionally, we champion learning and development opportunities for Aboriginal and Torres Strait Islander people on our major projects by providing structured training opportunities and transition to employment programs.





# Governance

Following the completion of our RAP we reflected on the structure of our RAP Working Group and decided to make some changes to ensure that Aboriginal and Torres Strait Islander members of our RAP Working Group were better able to provide input and guide the direction of our reconciliation efforts. We split the RAP Working Group into two groups, the Leadership Group which is made up of our RAP Champion, First Nations members and our Social Inclusion Manager and Senior Manager Impact and Advisory; and the RAP Ambassador Network – which includes employees that are responsible for delivering on the actions and monitoring the implementation of our RAP and also bringing new ideas for reconciliation to the table. We will also establish a broader employee network so that employees that want to can get more involved in our RAP.





## RELATIONSHIPS

Our purpose is to strengthen communities through transport, and in order to achieve this we need to understand what matters to our stakeholders. We know that building and maintaining mutually beneficial relationships based on trust and respect takes time and we are committed to doing this with Aboriginal and Torres Strait Islander people and businesses to achieve reconciliation.

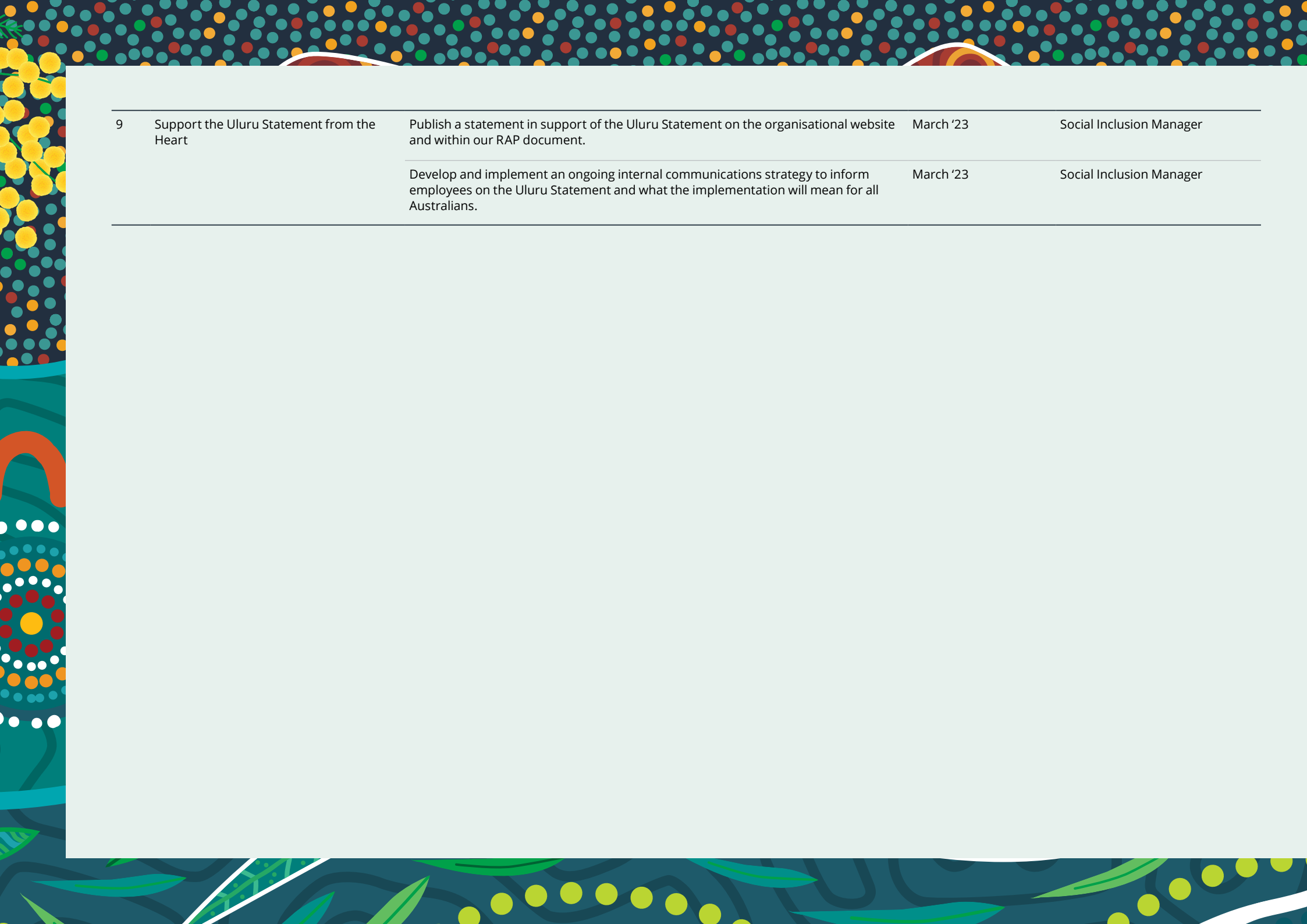
NO.	ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1	Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to review and improve guiding principles for future engagement.	August '23	Social Inclusion Manager
		Update and implement our existing engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	August '23	Social Inclusion Manager
2	Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May '23, May '24	Social Inclusion Manager Senior Communications Advisor
		RAP Ambassador Group members to participate in an external NRW event.	27 May–3 June '23, 27 May–3 June '24	Social Inclusion Manager
		Staff and senior leaders will participate in at least two external events to recognise and celebrate NRW.	27 May–3 June '23, 27 May–3 June '24	Social Inclusion Manager
		Organise at least one NRW event each year.	27 May–3 June '23, 27 May–3 June '24	Social Inclusion Manager
		Register all our NRW events on Reconciliation Australia's NRW website.	May '23, May '24	Social Inclusion Manager
3	Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	March '23	Social Inclusion Manager
		Communicate our commitment to reconciliation publicly.	March '23	Social Inclusion Manager
		Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	June '23	Social Inclusion Manager
		Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	August '23	Social Inclusion Manager
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.	August '23	Head of Belonging and Wellbeing
		Develop, implement, and communicate an anti-discrimination policy for our organisation.	August '23	Head of Belonging and Wellbeing
		Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	August '23	Head of Belonging and Wellbeing
		Educate senior leaders on the effects of racism.	August '23	Social Inclusion Manager



## RESPECT

Through mutual respect and understanding we can work together to address inequality. By continuing to share and celebrate Aboriginal and Torres Strait Islander cultures and histories with our employees and communities we contribute toward building a strong foundation for reconciliation within Australia.

NO.	ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5	Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	March '23	Social Inclusion Manager
		Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	August '23	Social inclusion Manager
		Develop, implement, and communicate a cultural learning strategy document for our staff.	August '23	Social Inclusion Manager
		Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning, including the Arrilla digital awareness training.	August '23, August '24	Social Inclusion Manager
6	Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols leveraging education content created in partnership with Aboriginal and Torres Strait Islander organisations . Measure progress through a staff survey.	August '23, August '24	Social Inclusion Manager
		Review, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	March '23	Social Inclusion Manager
		Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	August '23, August '24	Senior Public Affairs Advisors
		Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	August '23, August '24	Social Inclusion Manager
7	Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Ambassador Group to participate in an external NAIDOC Week event.	July, '23, July '24	Social Inclusion Manager
		Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	March '23, March '24	Social Inclusion Manager
		Promote and encourage participation in external NAIDOC events to all staff.	July '23, July '24	Social Inclusion Manager
8	Publicly celebrate local Aboriginal and Torres Strait Islander cultures and heritage of the lands our assets are located on, using urban design, artwork and story telling .	Invest in the development of an asset map with Traditional Owner Overlay for internal and external use in consultation with Aboriginal community members, recognised cultural knowledge holders, design and planning industry experts.	March '25	Social Inclusion Manager
		Improve awareness of Country and culture by publicly celebrating this on our assets.	March '25	Social Inclusion Manager



9	Support the Uluru Statement from the Heart	Publish a statement in support of the Uluru Statement on the organisational website and within our RAP document.	March '23	Social Inclusion Manager
		Develop and implement an ongoing internal communications strategy to inform employees on the Uluru Statement and what the implementation will mean for all Australians.	March '23	Social Inclusion Manager

## OPPORTUNITIES

Strengthening communities is core to our purpose and social licence framework. 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	RESPONSIBILITY
10	Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	August '23, August '24	Head of Belonging & Wellbeing
		Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	August '23	Head of Belonging & Wellbeing
		Review and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	August '23	Head of Belonging & Wellbeing
		Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	August '23	Head of Belonging & Wellbeing
		Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	August '23	Head of Belonging & Wellbeing
11	Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Continue to implement the Sustainable Procurement Strategy, including strategies to increase procurement from Aboriginal and Torres Strait Islander suppliers.	June '23	Sustainable Procurement Manager
		Investigate Supply Nation membership and/or membership of other Indigenous Business Groups.	September '23	Sustainable Procurement Manager
		Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	June '23	Sustainable Procurement Manager
		Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June '23	Sustainable Procurement Manager
		Maintain and increase commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	August '23, August '24	Sustainable Procurement Manager
		Review and investigate opportunities to expand partnerships with Aboriginal and Torres Strait Islander businesses and community organisations, including shared value partnerships.	June '23	Sustainable Procurement Manager

12	Improve education resources to provide Aboriginal and Torres Strait Islander Customers better access to information on use of toll roads.	Consult with community organisations and Aboriginal and Torres Strait Islander people to better understand the challenges experienced when using toll roads.	March '24	Social Inclusion Manager
		Partner with a First Nations community organisation to develop culturally appropriate tolling education resources.	August '23	Social Inclusion Manager
13	Provide opportunities for Aboriginal and Torres Strait Islander Community Organisations to participate in our Community Grants.	Commit to providing at least one Indigenous organisation with a Community Grant in each Market every round.	July '23, July '24	Social Investment Manager
		Review Community Grant application process to remove any barriers for participation by Aboriginal and Torres Strait Community Organisations.	March '23	Social Investment Manager
14	Collaborate with Aboriginal and Torres Strait Islander organisations to address transport mobility challenges experienced by Aboriginal and Torres Strait Islander communities.	Maintain and review existing partnerships that address transport mobility challenges experienced by Aboriginal and Torres Strait Islander communities in the local areas that Transurban operates.	August '23, August '24	Communications & Strategic Partnership Managers
		Consult with Aboriginal and Torres Strait Islander communities in Victoria to explore the opportunity for a new driver education program.	March '24	Communications & Strategic Partnership Managers
15	Collaborate with Aboriginal and Torres Strait Islander organisations to support STEM education opportunities.	Review and improve partnership with New South Wales Aboriginal Education Consultative Group to support improved STEM education outcomes in the local areas that Transurban operates.	August '23, August '24	Communications & Strategic Partnership Managers
		Review and improve partnership with QATSIF to support improved STEM education outcomes in the local areas that Transurban operates.	August '23, August '24	Communications & Strategic Partnership Managers
16	Explore opportunities for Aboriginal and Torres Strait Islander businesses to build capacity in the transport sector.	Investigate opportunities to build capacity with Aboriginal and Torres Strait Islander businesses to work with Transurban.	June '24	Social Inclusion Manager
		Collaborate with other Infrastructure organisations to explore joint opportunities to build capacity with Aboriginal and Torres Strait Islander businesses to work in the transport sector.	June '24	Social Inclusion Manager

## GOVERNANCE

NO.	ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
17	Establish and maintain an effective RAP Ambassador Group and RAP Leadership Group to drive governance of the RAP	Maintain Aboriginal and Torres Strait Islander representation on the RAP Leadership Group.	March, June, September, December	Social Inclusion Manager
		Establish and apply a Terms of Reference for the RAP Ambassador Group and RAP Leadership Group.	March '23	RAP Ambassadors
		Meet at least four times per year to drive and monitor RAP implementation.	March, June, September, December	Social Inclusion Manager
18	Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	March, '23, March '24	Social Inclusion Manager
		Engage our senior leaders and other staff in the delivery of RAP commitments.	August '23, August '24	Social Inclusion Manager
		Define and maintain appropriate systems to track, measure and report on RAP commitments.	August '23, August '24	Social Inclusion Manager
		Maintain an internal RAP Champion from senior management.	August '23, August '24	Group Executive, Victoria & Strategy
19	Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June '23, June '24	Social Inclusion Manager
		Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August '23, August '24	Social Inclusion Manager
		Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September '23, September '24	Social Inclusion Manager
		Report RAP progress to all staff and senior leaders quarterly.	March, June, September, December	Social Inclusion Manager
		Publicly report our RAP achievements, challenges and learnings, annually.	August '23, August '24	Social Inclusion Manager
		Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April '24	Social Inclusion Manager
		Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	March '25	Social Inclusion Manager
20	Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	September '24	Social Inclusion Manager

For enquiries about our RAP:

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Social Inclusion Manager

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