

Innovate

Reconciliation Action Plan

Completion Report: Our Progress and Highlights

March 2020 – March 2022



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, present and emerging.

As caretakers and custodians of transportation in urban communities we have a deep respect for Indigenous 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.

Message from the RAP Champion

Over the last two years our focus has been on forming deeper and valued relationships with Aboriginal and Torres Strait Islander people, communities, and businesses.

I am proud of many of our achievements since we first started this journey. Some of the recent highlights include:

Relationships

- Co Creating Aboriginal and Torres Strait Islander engagement guidelines with Traditional Owner groups
- A broad cohort of our senior leaders and all of the Executive Committee have undertaken face-to-face cultural ally training, run by Indigenous-owned business Arrilla

Respect

- Partnering with KARI Foundation on the WestConnex driver education program and providing a grant to the South East Queensland Indigenous corporation to address mobility challenges experienced by young Aboriginal people
- Revising and Implementing our Cultural Protocols document to give employees confidence to deliver an Acknowledgement of Country

Opportunities

- Procuring more than \$70 million from Aboriginal and Torres Strait Islander businesses on our major projects
- Creating a new shared value project with Ventia, Muru Mittigar and Apricot Consulting whereby young Indigenous landscape apprentices are employed to complete labour services along the M2 in NSW

We recognise our opportunity to further contribute to reconciliation, and I'm looking forward to making further advances through the development of our next Innovate RAP.



Henry Bryne
Group Executive, Victoria and Strategy

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 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 Aboriginal and Torres Strait Islander Stakeholders

In early 2021 we embarked on a program of engagement with local Aboriginal and Torres Strait Islander stakeholders to inform the development of Guiding Principles for future engagement and to explore opportunities for future reconciliation initiatives.

Following this process, we have developed Guiding Principles for future engagement which have been endorsed by our RAP Working Group and are now being implemented across our business.

The engagement process was critical in helping us understand what is most important to our local stakeholders and enabled us to define key areas of focus where we can have the most impact. We know that reconciliation initiatives provide meaningful opportunities to engage and demonstrate action and that the involvement of local stakeholders through partnership or co-design will be crucial to their success.

What we heard from our engagement:

- we should progress opportunities to acknowledge and celebrate Aboriginal and Torres Strait Islander culture and heritage on existing and new assets through public art, roadside signage, naming, landcare projects.*
- we should progress opportunities to increase cultural awareness in our offices (address in our Employment Strategy).*
- we should 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).*

- we should investigate opportunities to make our information, products, and services more culturally inclusive and accessible for Aboriginal and Torres Strait Islander people.*

- we should collaborate closely with Aboriginal Legal Services to raise awareness of Linkt Assist, Transurban's program to support people experiencing financial difficulty.*

We light up our assets to celebrate dates of significance

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.

Reconciliation takes action

To celebrate National Reconciliation Week 2021 'More than a word. Reconciliation Takes Action' we engaged Aboriginal and Torres Strait Islander youth organisation Deadly Inspiring Youth Doing Good (DIYDG) to facilitate face-to-face workshops on the Uluru Statement from the Heart at our offices in Melbourne, Sydney and Brisbane. We were able to hold face-to-face events in Sydney and Brisbane but unfortunately had to host a virtual event for the Melbourne office as COVID-19 restrictions on physical gathering were reintroduced.

National Reconciliation week event

416 employees participated

74% employees had not read the Uluru statement prior to participating



RELATIONSHIP ACTIONS

NO.	ACTION	DELIVERABLE	STATUS	LESSONS AND PROGRESS
1	Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.		In early 2021 we embarked on a program of engagement with local Aboriginal and Torres Strait Islander stakeholders to inform the development of Guiding Principles for future engagement and to explore opportunities for future reconciliation initiatives. Due to restrictions implemented by State Governments as part of the COVID-19 pandemic response meetings had to take place virtually and engagement took longer than originally anticipated. The Guiding Principles have been endorsed and we are in the process of embedding these in the business.
		Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.		We recognise that building and maintaining mutually beneficial relationships based on trust and respect takes time and requires ongoing commitment. We developed an Engagement Strategy to guide our business engagement with Aboriginal and Torres Strait Islander stakeholders and organisations. The Strategy was endorsed by our RAP Working Group in 2021 and implemented across the business.
2	Celebrate and participate in National Reconciliation Week (NRW), providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.	Circulate Reconciliation Australia's NRW resources and reconciliation materials to employees.		Annually during National Reconciliation Week, we publish and promote Reconciliation Australia's resources and reconciliation materials to all of our employees through our communication channels.
		RAP Working Group members to participate in an external NRW event.		Annually our RAP Working Group members participate in external NRW events in our communities. During National Reconciliation Week 2020 <i>In This Together</i> members of our RAP Working Group participated in virtual Yarning Circles hosted by one of our contractors, Ventia. During National Reconciliation Week 2021 <i>More than a word. Reconciliation Takes Action</i> members of our RAP Working Group attended a number of virtual events hosted by local communities.
		Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.		Annually, we encourage and support our employees and senior leaders to participate in external NRW events by publishing and promoting community events through our communication channels.
		Organise at least one internal NRW event each year.		We organise internal NRW events each year to provide opportunities for our employees to celebrate and participate in NRW. During NRW 2020 restrictions had been placed on physical gatherings so we developed and promoted a week of content through our communication channels. During NRW 2021 we engaged Aboriginal and Torres Strait Islander Youth organisation, Deadly Inspiring Youth Doing Good (DIYDG) to facilitate 'Lunch and Learns' on the Uluru Statement from the Heart at our offices in Melbourne, Sydney and Brisbane. We were able to hold face-to-face events in Sydney and Brisbane but had to host a virtual event for the Melbourne office as restrictions were reintroduced. The events saw a high level of employee engagement with 416 employees participating.
		Register all our NRW events on Reconciliation Australia's NRW website.		Annually we register our events on Reconciliation Australia's NRW website.



NO.	ACTION	DELIVERABLE	STATUS	LESSONS AND PROGRESS
3	Raise internal and external awareness of our RAP to promote reconciliation across our business and sector.	Implement a strategy to communicate our RAP to internal and external stakeholders and engage staff in reconciliation.		A member of our communications team was recruited to our RAP Working Group to provide advice and guidance. We have developed and implemented a communications plan to raise awareness of the RAP and engage our employees in reconciliation. Reconciliation Australia's 2020 RAP Impact Report showcased Transurban's partnership with the KARI foundation to deliver the WestConnex Indigenous Driver Program.
		Promote reconciliation and share learnings through ongoing active engagement with all stakeholders and look for opportunities to develop joint reconciliation initiatives.		Transurban was featured as a case study in the Australian Business Guide on Implementing the United Nations Declaration on the Rights of Indigenous People. The case study provides an insight into challenges faced implementing previous reconciliation initiatives. We discussed the challenges we faced in implementing our first Innovate Reconciliation Action Plan. We collaborated with RAP organisations King Wood & Mallesons and Ventia to share learnings on the development and implementation of their Indigenous Employment Strategies. During our program of engagement, we explored opportunities to involve local Aboriginal and Torres Strait Islander stakeholders in the design and implementation of reconciliation initiatives that strengthen relationships and enhance reconciliation.
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.		We conducted a review of our HR policies and procedures and identified the policies we have in place to promote positive race relations, which include our Diversity and Inclusion, Equity in the Workplace, and Recruitment policies, and our Code of Conduct which requires employee attestation.
		Develop, implement and communicate an anti-discrimination policy for our organisation.		We enhanced and implemented major updates to both our Equity in the Workplace and Diversity and Inclusion policies which incorporate our commitment on anti-discrimination. The reading of these policies now forms part of the onboarding process for our employees.
		Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.		We have sought feedback from our Aboriginal and Torres Strait Islander employees however they had no further input in its current form.
		Educate senior leaders on the effects of racism.		We have continued to educate our senior leaders on the effects of racism through the provision of face-to-face Cultural Awareness training, which is facilitated by Arrilla, a Supply Nation certified, majority Indigenous owned and operated business. 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 and North American employees to share their stories. We continue to use NRW and NAIDOC as platforms to educate all of our employees and members including Senior Leadership.

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.



Partnering to support positive education and employment

We remain committed to developing and maintaining strong partnerships with organisations that support positive education and employment outcomes for Aboriginal and Torres Strait Islander people. Over the past two years we continued to support our partners in Victoria, New South Wales and Queensland to deliver a range of community programs. We also supported 2 Aboriginal organisations through our grant program.

Throughout our RAP we maintained partnerships with Bubup Wilam (VIC), New South Wales Aboriginal Education Consultative Group (NSW), KARI Foundation (NSW), Clontarf Foundation (NSW) and the Queensland Aboriginal and Torres Strait Islander Foundation (QLD).

Paiabun Kurumba STEM Scholarship

We partnered with the Queensland Aboriginal and Torres Strait Islander Foundation (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, five students were invited to Transurban for work experience, a tour of our tunnel network in Brisbane and to gain some career advice and study tips.

WestConnex Indigenous Driver Program

In NSW we continued to build and develop our existing partnership with the KARI Foundation to deliver the WestConnex Indigenous Driver Program for disadvantaged Aboriginal and Torres Strait Islander young people in Western Sydney. The program provides access to a car and mentor, free supervised and professional driving lessons.

Additionally, 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 outcomes of this partnership include

- 256 young people have gained their Learner Licence
- 192 young people to gain their Provisional Licence
- 94 young people have gained employment as a result of having a licence

Melbourne Indigenous Transition School

The Melbourne Indigenous Transition School (MITS) provides 22 Indigenous children from around the country with year 7 education. It also helps them to transition into the Melbourne education environment in preparation for the acceptance of scholarships that have been offered by high schools around Victoria. We have partnered with MITS to provide pro bono support from our technology and business process management team, provided the opportunity for MITS students to participate in the annual Transurban Run For the Kids and provided sponsorship of the annual gala dinner.

"Through this work experience opportunity, 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



Acknowledging Country

As an owner and operator of roads that traverse lands and waterways across the country, we have opportunities to acknowledge and celebrate the rich culture and heritage of Australia's First Peoples in a number of ways. 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.

Acknowledging Traditional Owners

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.

In Melbourne, a Welcome to Country was held to mark the commencement of the tunnel boring for the West Gate Tunnel project. The event was attended by 150 employees from the project.

In Sydney we held virtual events to celebrate the opening of two of our major assets, WestConnex M8 and NorthConnex. Under normal circumstances we would have engaged Traditional Owners to perform a Welcome to Country to mark the opening of these events. Instead, we collaborated with our long-term partners the KARI Foundation and the New South Wales Education Consultative Group to ensure we acknowledged both country and culture in the virtual events.

- We engaged the KARI foundation to perform an Acknowledgement of Country for WestConnex M8, NorthConnex and the Canal to Creek Public Art program. We filmed the performances on site then published them to our digital platforms to support the virtual opening events.

- We engaged facilitators from the New South Wales Aboriginal Education Consultative Group to develop a virtual STEM tutorial titled Drones to Boomerangs. The tutorial was uploaded to the WestConnex M8 STEM space to support the virtual opening.

WestConnex Urban Design M5-M5 Link Ventilation Building

The WestConnex M4-M5 Link ventilation facility at St Peters near Sydney Airport provides a welcoming statement to locals and visitors from around the world.

Placemaking was a key consideration to the urban design of the project and provided an opportunity to fully integrate into art into the design of the building, transforming the experience of movement and place.

Working with Cultural Capital and respected First Nation's artists Esme Timbery and Marilyn Russell, a powerful statement of continuity and connection with the site was developed as the façade treatment for the ventilation building. The artwork celebrates the culturally significant shell making tradition that is unique to the Sydney Indigenous community of La Perouse.

An iterative process was employed to work closely with the artists, refine their ideas and, through models, sketches and computer renderings, arrive at a workable outcome that could be translated into architectural working drawings for contractors to implement.

The legacy of this unprecedented work of art, scaled to the city, as a 'connection to country' and welcome to Australia will strengthen the legibility of the project and deliver strong placemaking outcomes for both road users and the community.

Motorists arriving from Sydney Airport will pass under the artwork before entering the tunnel travelling to the Sydney CBD, Sydney Opera House, Sydney Harbour Bridge and Sydney Harbour. It provides a new reference point and preamble to these iconic Sydney locations.

The Bidjigal design

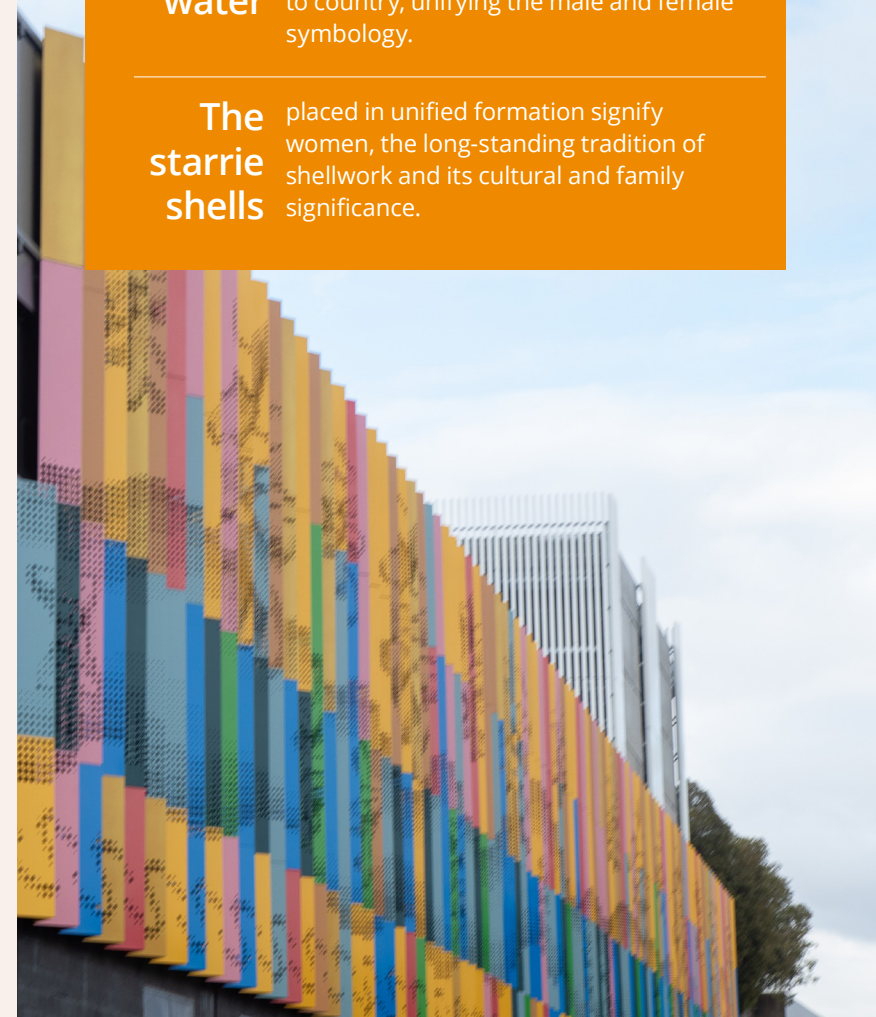
at the base of the walls references the countless generations of Indigenous men and their craftsmanship while anchoring the design to the ground.

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 and heritage through public art and Urban Design

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.



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.

Waranggu: Rainbow by Nicole Monks

About the artwork

Nicole Monks' artist-designed playground is a tribute to the Local Mob – the Gadigal, Bidjigal and Gweagal - Water People who swam, hunted and fished with their children in bark canoes on the local waterways. The artwork is to acknowledge the women on the waterways of Gadigal, Bidjigal and Gweagal country that stretches from the Canal to the Creek.

The interpretive playscape encourages learning and interacting with the landscape through play. It takes the form of a long, fluid line of movement, referencing the elemental flow of Wollie Creek and Cooks River. The bright, colourful palette connects us to sky and waranggu: rainbow. This Indigenous perspective of place is expressed in a contemporary form that brings together communities of children from all cultures to play, learn and grow. *Waranggu* is designed for imaginative and non-prescriptive play experiences like climbing, hanging, walking, crawling, running, swinging and resting.

About the artist

Nicole Monks is a trans-disciplinary artist of Yamatji Wajarri, Dutch and English heritage. Living and practicing in Redfern, Monks is informed by her cross-cultural identity and her work takes its focus from storytelling, as a way to connect the past with the present and future. Her designs take a conceptual approach, often embedded with narratives, and aim to promote cross-cultural understanding and communication.

"It was about reimagining what time would have been like for Mob back then and the things that they would have connected with that we can still connect with today...looking up to the skies and seeing rainbows."

— Nicole Monks





West Gate Tunnel Urban Design and Landscaping inspired by Aboriginal Culture

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 tunnel portal design** was inspired by the form of nets and traps, 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.

***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.





RESPECT ACTIONS

NO.	ACTION	DELIVERABLE	STATUS	LESSONS AND PROGRESS
5	Investigate transport mobility challenges faced by local Aboriginal and Torres Strait Islander communities and identify opportunities.	Partner with an organisation that removes barriers for Aboriginal and Torres Strait Islanders and improves accessibility for Aboriginal and Torres Strait Islanders.		<p>In QLD we provided a community grant to the South East Queensland (SEQ) Indigenous Corporation to support the Indigenous Driver Training program. The program 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.</p> <p>The grant will support the program, which 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.</p> <p>In NSW we continued to build and develop our existing partnership with the KARI Foundation to deliver the WestConnex Indigenous Driver Program for disadvantaged Aboriginal and Torres Strait Islander young people in Western Sydney. The program provides access to a car and mentor, free supervised and professional driving lessons, as well as additional education and assistance to gain their licence.</p> <p>To date, 256 young people have gained their Learner Licence and 192 young people have gained their Provisional Licence. As a result, 94 people were also able to gain employment as a result of having a licence.</p> <p>Following the acquisition of the M5 South-West (previously Interlink) we were able to donate a vehicle to the KARI Foundation to help grow the program.</p>
6	Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Oversee rollout of cultural awareness training program in consultation with Aboriginal and Torres Strait Islander people/consultants. Training to be integrated into Transurban's overarching employee development strategy and available to all employees.		<p>We have developed a strong relationship with Arrilla, our Cultural Learning provider, who has provided guidance on our approach over the past two years. Arrilla is a Supply Nation certified, majority Indigenous owned and operated business.</p> <p>The objective of our Cultural Awareness Training program is to increase our employee appreciation of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights and contribute to the cultural safety of our workplace.</p> <p>Through our Cultural Awareness Training Program members of our ex-co and select members of our senior leadership undergo face-to-face training and all of our employees have access to Arrilla's e-learning program.</p> <p>We have embedded the training in our suite of learning offerings and proactively look for opportunities to promote it through our Spotlight on Belonging month and during NRW and NAIDOC. Earlier this year we embedded the e-learning program in our new joiner learning pathway.</p>
		Regularly review cultural learning needs within our organisation.		<p>Our Belonging and Wellbeing representative on our RAP Working Group is responsible for regularly reviewing and advocating for cultural learning needs within our organisation. Over the years we have developed a strong relationship with Arrilla, who has provided advice and guidance on our approach.</p> <p>Our Board annually reviews and endorses our Diversity and Inclusion objectives, and our ex-co reviews progress every 6 months as part of our governance approach, including an update on our RAP.</p>



NO.	ACTION	DELIVERABLE	STATUS	LESSONS AND PROGRESS
		Continue to identify and provide formal and structured cultural learning activities specific to the needs of key RAP Working Group, HR and leadership staff.		We have identified structured cultural learning opportunities for members of our RAP Working Group and allocated budget for training to take place in FY22. We are exploring extending targeted cultural awareness to our Talent Acquisition team to enable them to better engage and support candidates that identify as Aboriginal and Torres Strait Islander through the recruitment process.
7	Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Maintain and implement a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.		We have developed and implemented a Cultural Protocols Procedure and published it to our intranet. We use NRW and NAIDOC as platforms to promote it and encourage our employees to include an Acknowledgment of Country at the commencement of important meetings. We have engaged our partner the KARI Foundation to co-design a virtual resource for our employees explaining the significance and importance of cultural protocols.
		Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.		Restrictions implemented by State Governments as part of the COVID-19 pandemic response impacted our usual face-to-face events. Instead, we used digital platforms to interact with our communities and stakeholders. Where possible, we engaged Traditional Owners to perform a virtual or face-to-face Welcome to Country. In Melbourne we engaged Traditional Owners to perform a Welcome to Country to commemorate the start of the tunnel boring on the West Gate Tunnel Project. In Sydney we held virtual events to celebrate the opening of two of our major assets, WestConnex M8 and NorthConnex. Under normal circumstances we would have engaged Traditional Owners to perform a Welcome to Country to mark the opening of these events. Instead, we collaborated with our long-term partners the KARI Foundation and the New South Wales Education Consultative Group to ensure we acknowledged both country and culture in the virtual events. In Queensland we were able to engage Traditional Owners to perform a Welcome to Country at the commencement of our 2020 and 2021 NAIDOC Week events.
		Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.		We include an Acknowledgement of Country at the commencement of important meetings, including our Transurban Business Updates, Investor Days and AGM's.
		Organise and display an Acknowledgement of Country plaque in the foyer/reception of each head of Australian market head offices.		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. Differing restrictions in each state on physical gatherings meant we had to progressively install the plaques at each location as restrictions eased. We are planning to install the plaque for our Melbourne office to coincide with our 2022 NAIDOC Week celebrations.



NO.	ACTION	DELIVERABLE	STATUS	LESSONS AND PROGRESS
8	Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.		Members of our RAP Working Group participated in a number of different events during NAIDOC Week 2020 and 2021. Due to restrictions in place on physical gatherings all events were attended virtually. In future we will explore opportunities to volunteer as a group in external events.
		Promote and encourage participation in external NAIDOC events to all employees.		Annually we use our communication channels to encourage our employees to participate in NAIDOC week celebrations in our communities. To celebrate NAIDOC week 2020 Always Was, Always Will Be we lit up our assets and hosted a morning tea at our Brisbane office where we unveiled our Acknowledgment of Country Plaque. We engaged Traditional Owners to perform a Welcome to Country and a invited our partner QATSIF to provide a keynote address on our Paiabun Karumba STEM Scholarship. To celebrate NAIDOC 2021, Heal Country! We lit up our assets and held a virtual event for our employees. We engaged Traditional Owners to provide a virtual Welcome to Country and First Nations members of our RAP Working Group provided an update on our reconciliation initiatives.
		Regularly review HR policies and procedures to ensure there are no barriers to employees participating in NAIDOC Week.		We undertook a review to ensure there were no barriers to employees participating in NAIDOC Week. Our Transurban Leave Framework confirms consideration of cultural background for staff when applying for leave. In addition, we actively encourage our employees to participate in NAIDOC celebrations within their communities.
9	Publicly celebrate Aboriginal and Torres Strait Islander heritage and culture.	Create one Aboriginal and/or Torres Strait Islander mural or artwork in a public space along one of our roads.		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 commissioned two First Nations artists to create an integrated façade artwork for the WestConnex M4-M5 ventilation building. In Melbourne we worked with Moonee Valley Council to have murals painted on four pillars under CityLink. The murals celebrate the significance of the Moonee Ponds Creek to the Wurundjeri Woi-wurrung people and to the present day environment.
		Investigate opportunities to light up our assets to celebrate NRW/NAIDOC Week with Aboriginal and Torres Strait Islander stakeholders.		Following consultation with NAIDOC and Reconciliation Australia we lit up Transurban assets in Melbourne, Brisbane and Sydney to celebrate NRW and NAIDOC Week. We used our social media channels to promote the initiative to our customers and communities.



Opportunities

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, 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.

WestConnex M4	WestConnex M8	NorthConnex	WestConnex M4-M5 Link	Westgate Tunnel
\$13.2M	\$26.1M	\$25M	\$64.6M	\$7.2M
spent with Aboriginal and Torres Strait Islander business	spent with Aboriginal and Torres Strait Islander business	spent with Aboriginal and Torres Strait Islander business	spent with Aboriginal and Torres Strait Islander business	spent with Aboriginal and Torres Strait Islander business*
2.7%	3.3%	4.6%	1.71%	1.98%
Aboriginal and Torres Strait Islander employment	Aboriginal and Torres Strait Islander employment	Aboriginal and Torres Strait Islander employment	Aboriginal and Torres Strait Islander employment	Aboriginal and Torres Strait Islander employment**
Project complete	Project complete	Project complete	As at Mar 22	As at Mar 22

* Since the commencement of the project

**The % of hours worked by Aboriginal workers as a percentage of total workforce hours



Opportunities

Working with our partners to create 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. The first two employees through this initiative started in February 2022.



“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





OPPORTUNITY ACTIONS

NO.	ACTION	DELIVERABLE	STATUS	LESSONS AND PROGRESS
10	Development and implement strategies to increase Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Maintain understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.		<p>New starters are given the opportunity to identify as Aboriginal and/or Torres Strait Islander through our hiring process. Our Talent Acquisition team now have visibility of this information and are proactively reaching out to identified Indigenous candidates to provide support during the process.</p> <p>During the development of our Employment Strategy we reached out to all our employees to encourage those that identified as Aboriginal and/or Torres Strait Islander to share this information with us by updating their workday profile. We also encourage identification in our Employee Engagement survey so that we can monitor the experience of those from a variety of ethnic backgrounds, including our Aboriginal and Torres Strait Islander employees. Capturing this information is critical to help measure the impact of our strategy.</p> <p>Annually our People Leaders meet with their employees to set performance goals and discuss opportunities to support career growth and professional development. At the end of each performance cycle, our employees participate in a performance review which serves as an important opportunity to stop and reflect on their performance and career growth.</p>
		Engage with existing Aboriginal and Torres Strait Islander employees to consult on our recruitment, retention and professional development strategy 'Employment Strategy'.		<p>The First Nations members of our RAP Working Group were instrumental in providing advice and guidance on the development of our Employment Strategy and proposed focus areas.</p> <p>During the development of our Strategy, we reached out to employees that had identified as Aboriginal and/or Torres Strait Islander to seek their input into the proposed focus areas and actions we could take as a business to increase employment opportunities across our business and sector.</p> <p>We also undertook engagement with partner RAP organisations to discuss lessons learnt in the development of their employment strategies.</p>
		Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.		<p>Following engagement with Aboriginal and Torres Strait Islander employees and partner RAP organisations we have developed our first Employment Strategy and will begin implementation this year.</p> <p>It took us longer to develop our Employment Strategy than we had initially anticipated primarily due to resourcing constraints and a need for specialist advice.</p> <p>The next phase in our journey is to explore 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.</p>
		Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders and investigate the development of relationships with recruitment agencies that specialise in Aboriginal and Torres Strait Islander recruitment.		<p>A key focus area of our Employment Strategy is 'Attraction and Selection' which outlines the actions we will take to advertise our job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.</p> <p>Our recruitment panel currently includes a social enterprise which has the capability to source diverse candidates.</p>



NO.	ACTION	DELIVERABLE	STATUS	LESSONS AND PROGRESS
		Annually review HR and recruitment procedures and policies with an inclusion lens to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.		As part of our Diversity and Inclusion Policy review and refresh we have committed to annually reviewing our HR and recruitment procedures and policies and application questionnaires with an inclusion lens to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace (last completed May 2021).
		Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.		During the period of our RAP, we increased the percentage of Aboriginal and Torres Strait Islander employees. As at March 2020, we had 4 employees (permanent) that identified as Aboriginal and Torres Strait Islander. As at March 2022, 9 employees (permanent) that identified as Aboriginal and Torres Strait Islander. This represents 0.5%, increased from 0.3% at the start of this RAP.
11	Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation.	Work with a long-term tier-one partner to look for opportunities to increase Aboriginal and Torres Strait Islander employment and/or increase procurement from Aboriginal and Torres Strait Islander owned businesses.		<p>We continued to grow our direct and indirect business with Aboriginal and Torres Strait Islander businesses through our corporate contracts, our construction of our major projects and in our ongoing operations and maintenance of our assets.</p> <p>To further increase the opportunities for employment, we partnered with our long-term tier-one maintenance supplier in NSW, Ventia, and created a Shared Value initiative. This resulted in the identification and engagement of Aboriginal owned Social Enterprise Muru Mittigar, which now provides work experience opportunities for these individuals on our NSW assets over their 3-year apprenticeship training.</p>
		Continue to implement the Sustainable Procurement Strategy, including strategies to increase procurement from Aboriginal and Torres Strait Islander suppliers.		<p>We continued to implement our Sustainable Procurement Strategy by partnering with consultants to build our Shared Value Playbook guide to support procurement opportunities. In addition, all new tenders over \$100m in value are required to set out sustainable procurement plans aimed to increase spend with social enterprises and Aboriginal and Torres Strait Islander businesses.</p> <p>We are also Social Traders members and continue to engage other Aboriginal and Torres Strait Islander businesses and communities to understand barriers, and to create opportunities to increase procurement.</p> <p>Through our Sustainable Procurement Strategy, Aboriginal and Torres Strait Islander businesses have been sought out, and invited into tenders for Fire services, Recruitment panels, Office fit outs.</p> <p>Large tenders also include Sustainable Procurement Plans embedded into contracts, where suppliers commit to purchase equipment or materials from Aboriginal and Torres Strait Islander owned businesses or increase employment directly in their organisation (e.g., Facilities, Operations and Maintenance on assets). These plans are tracked and are used in regular supplier reviews on performance.</p>
		Communicate the Sustainability Code of Practice to business partners and suppliers.		<p>We published our Supplier Sustainability Code of Practice (SSCoP) to our website where it can be viewed by our customers, community, and suppliers. The SSCoP sets out minimum requirements for suppliers to demonstrate communities' involvement and encourages leadership to proactively create quality, long-term jobs in communities.</p> <p>Our Supplier Sustainability Code of Practice (SSCoP) is referred to and linked to every tender questionnaire issued by our Sourcing team.</p>



NO.	ACTION	DELIVERABLE	STATUS	LESSONS AND PROGRESS
		Ensure employees are aware of opportunities to procure goods and services from Aboriginal and Torres Strait Islander businesses.	✓	We implemented ongoing company-wide training which references our Supplier Sustainability Code of Practice and commitment to procurement from Aboriginal and Torres Strait Islander businesses. We also use NRW and NAIDOC week as a platform to highlight and communicate our reconciliation commitments to our employees.
		Investigate Supply Nation membership and/or other Indigenous Business Groups.	✓	<p>We investigated Supply Nation membership and decided not to progress given the majority of procurement from Aboriginal and Torres Strait islander businesses is through our major projects and undertaken by our tier one contractors who are already members of Supply Nation.</p> <p>We have engaged with ICN and Black Business Finder to investigate opportunities in the Queensland business.</p> <p>We are Social Traders members.</p> <p>We have met with the NSW Indigenous Chamber of Commerce (NSWICC) and will continue to explore opportunities to collaborate.</p>
		Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	✓	We updated and published our Supplier Sustainability Code of Practice, which included changes to our language and requirements to emphasise our support for small businesses.
		Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	✓	We have developed a long-term commercial relationship with Arrilla to deliver Cultural Awareness training to our employees.
12	Develop mentoring relationships and support positive education outcomes.	Continue to support Aboriginal and Torres Strait Islander schools and universities in geographical areas that Transurban operates.	✓	<p>We continue to remain committed to developing strong partnerships with organisations that support positive education and employment outcomes for Aboriginal and Torres Strait Islander people.</p> <p>We have continued to support our partners in Victoria, New South Wales and Queensland to deliver a range of community programs, in addition we have also supported a number of Aboriginal organisations through our Community Grant program.</p> <p>Our partners:</p> <ul style="list-style-type: none"> • Bubup Wilam (VIC) • New South Wales Aboriginal Education Consultative Group (NSW) • KARI Foundation (NSW) • Clontarf Foundation (NSW) • Queensland Aboriginal and Torres Strait Islander Foundation (QLD) <p>We have also continued to develop our relationship with the Melbourne Indigenous Transition School, supporting their annual gala dinner, providing pro-bono project management and risk management support and hosting a site visit for students on the West Gate Tunnel Project.</p> <p>Through our partnership with CareerTrackers we provided a total of two internship placements in our Queensland office (one during 2020 and one during 2021).</p>



Governance

We recognise the importance of governance in our reconciliation action plan and have taken steps to ensure the appropriate level of accountability and support for delivery of our reconciliation actions.

GOVERNANCE ACTIONS

NO.	ACTION	DELIVERABLE	STATUS	LESSONS AND PROGRESS
13	Maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.		We have maintained an effective RAP Working Group that has responsibility for driving the implementation of our RAP. We have maintained Aboriginal and Torres Strait Islander representation within this group throughout the term of our RAP.
		Maintain and review the established Terms of Reference for the RWG.		We have maintained Terms of Reference for our RWG which are reviewed each time we develop a RAP.
		Meet at least four times per year to drive and monitor RAP implementation.		Our RAP Working Group continues to meet quarterly to drive and monitor the implementation of our RAP. In addition to this smaller working groups have been formed to assist with planning of events for NRW and NAIDOC week.
14	Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.		We developed a new position for a Social Inclusion Manager who has responsibility for driving the implementation of our RAP. This position reports into our Head of Social Licence. We have allocated a budget to deliver on our reconciliation commitments outlined in our RAP.
		Engage our senior leaders and other staff in the delivery of RAP commitments.		Our exco have undertaken face-to-face Cultural Awareness training and demonstrate leadership by supporting our reconciliation initiatives and including an Acknowledgment of Country at the commencement of important meetings.



NO.	ACTION	DELIVERABLE	STATUS	LESSONS AND PROGRESS
		Define and maintain appropriate systems to track, measure and report on RAP commitments.		Our Social Inclusion Manager is responsible for defining and maintaining appropriate systems to track, measure and report on our RAP commitments. We use our quarterly RWG meetings as a forum for reporting on RAP commitments so we can track and measure our progress. We identified key resources from each business unit who are responsible for reporting on progress made on actions they are responsible for (People and Culture, Social Procurement, Corporate Affairs).
		Maintain an internal RAP Champion from senior management		Henry Byrne has continued to maintain his role as our internal RAP Champion and he is responsible for chairing our quarterly RWG meetings.
15	Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.		We have continued to complete and submit the annual RAP Impact Measurement Questionnaire annually throughout the term of our RAP.
		Publicly report our RAP achievements, challenges and learnings, annually.		We publicly report on our RAP progress in our Annual Report and also published a highlights report which outlines our achievements, challenges and learning for the period March 2020-2021.
		Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.		We have investigated participating in Reconciliation Australia's biennial workplace RAP barometer and will consider committing to participating in our next RAP.
		Employee engagement with reconciliation to be measured through cultural awareness competency measurements and Transurban's continuous employee listening program.		When we launched Arilla's online cultural awareness training in 2020, 525 employees completed the training, 83% of participants stated they were a lot or more confident in working with First Nations people and 81% stated they had gained a lot more or more knowledge & skills. During 2021 there was a lower uptake of the training as there was no targeted campaign to support it (14 Apr 2021 – March 2022). Going forward this will be included in onboarding learning journey for new employees. Commentary from 2022 employee engagement survey Our Voice suggests increased appetite to do more in reconciliation efforts (small number of comments proactively called this out). During NRW and NAIDOC week in 2021 we saw high levels of employee participation in our internal events: <ul style="list-style-type: none"> • Over 450 attended our Virtual Event during NAIDOC week 2021, with over 750 views of NAIDOC week stories • Over 400 attended our NRW event in 2021, with 2400 views of our NRW stories.
16	Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.		We have commenced discussion with Reconciliation Australia with regard to developing our next RAP.

For enquiries about our RAP:

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