

National community engagement framework

March 2025

Purpose

This document sets out Transurban's commitment to stakeholder and community engagement in Australia and provides a framework to ensure a consistent experience is delivered in all our interactions associated with our operations, projects and initiatives.

The framework is underpinned by Transurban's purpose to be the link between people and places, to progress our social license focus, and to help build trust through genuine engagement, working together to co-create mutual benefit and social impact.

This framework is endorsed by Transurban's Executive Committee and is intended to support our Sustainability Policy, our employee Code of Conduct and Supplier Sustainability Code of Conduct, which also provides general guidance for our suppliers in relation to their interactions with community stakeholders.

Application

For the purposes of this document, stakeholders refer to community members we interact with in relation to our operations and projects (such as those that border our assets), organised groups within the community (such as special interest groups, businesses, community services, First Nations communities, culturally and linguistically diverse communities), and groups that may come together over a specific issue. The Framework is used by Transurban when it has direct responsibility for community engagement and as a tool to guide contractors and partners who may undertake engagement activities on our behalf.

Engagement Principles

- **Open and honest:** We are transparent about our engagement—what we can and can't change, and the extent to which our stakeholders can participate in and influence the activity and the way it is delivered.
- **Inclusive:** We make a genuine effort to engage with impacted or interested stakeholder groups, including marginal and hard-to-reach people, adapting our methods of communication to provide them with an opportunity to participate as appropriate.
- **Genuine:** We engage respectfully, in a timely fashion, and with a clear understanding of what we want to achieve. We aim to draw on a diverse range of opinions from stakeholders to influence decisions and maximise opportunities for shared-value outcomes. We seek to engage early in the process and this engagement continues throughout the lifecycle of an initiative, issue or project.

Reasons for engagement

- Better outcomes achieved through understanding and meeting community needs and expectations during planning, construction and operations of our roads.
- Demonstrating social value and creating opportunities to build mutual benefit through regular engagement.

Engagement guidelines and processes

Engagement takes place at both the organisation and local levels.

Every project, initiative or issue will require a specific level of engagement and targeted supporting tools and techniques to facilitate the engagement. These will differ depending on the needs and interests of local and identified stakeholders, the perceived or actual impact and regulatory requirements. Generally engagement follows the simple formula of plan, prepare, engage and evaluate. We harness existing proven industry adopted engagement standards and methods to ensure a robust approach is taken.

For major initiatives and projects we draw on The Infrastructure Engagement Excellence Standards, produced by the Australian National University in collaboration with industry and community, which provide a framework of Planning, Alignment and Relationships underpinned by 10 standards and 56 performance indicators to guide and evaluate best practice engagement in the infrastructure sector. See diagram on next page.

The Infrastructure Engagement Excellence Standards



Planning: The engagement planning phase involves setting a clearly defined purpose, outlining a design to the engagement process, and ensuring the timing is appropriate and aligned with decision making opportunities. This ensures a dynamic, well-researched process, that results in a 'living' document that sets out an agreed pathway for how communities will be engaged throughout the life of the project to achieve optimal outcomes.

Alignment: The alignment part of the process includes contextual awareness to respond and adapt to relevant external influences, achieving organisational buy-in and ensures contractors and suppliers have clear guidance and expectations on engagement excellence.

Relationships: Relationships are at the heart of effective engagement and include both internal and external stakeholders. Relationships characterised by respect, accountability and meaningfulness support stakeholders' capacity to participate fully in the engagement process. This results in improved trust and willingness to work together, even on difficult issues or disagreements.

We also draw on the International Association of Public Participation (IAP2)¹ Spectrum of Public Participation to assist with the selection of the level of participation we are planning for in the engagement activity. While the Spectrum identifies five levels of public participation that can be considered when engaging with key stakeholders, we endeavour to ensure we are clear in our engagement on the level of participation we are planning and how feedback will be used.

Inform

To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities, and/or solutions. *“We will keep you informed.”*

Consult

To obtain public feedback on analysis, alternatives, and/or decisions. *“We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input has influenced the decisions.”*

Involve

To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered. *“We will work with you to ensure that your aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.”*

Collaborate

To partner with the public in each aspect of the decision, including the development of alternatives and the identification of the preferred solution. *“We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.”*

Empower

To place final decision-making in the hands of the public. *“We will implement what you decide.”*

Tools and techniques

Transurban utilises a range of strategies to effectively and proactively manage stakeholder relations and community engagement activities depending on the nature of the engagement required.

These include techniques for information sharing, seeking feedback and closing the loop.

Some methods and tools are suitable for one-way communication and some are suitable for two-way communication and stakeholder engagement, which allows for more interaction with stakeholders and community members. Methods chosen are guided by the IAP2¹ Spectrum for Public Participation.

Some methods commonly utilised include briefings, doorknocks, newsletters, consultative committees, interactive websites, emails, signage, information sessions, workshops,

surveys and dedicated contact emails and phone numbers.

Resources

Transurban (and where relevant, its partners) engages specialised, trained professionals, dedicated to managing community and stakeholder engagement. We ensure they are equipped with the knowledge and skills to managing this key area of the business. We also conduct stakeholder engagement training with front-line staff to ensure their engagement approaches align with the intent of this framework.

At least annual reviews of our overall engagement strategy and performance occurs at the Group level, while specific projects or initiatives will have review processes built into their lifecycle.



Our stakeholders

We identify and enable our stakeholders to engage with us in a meaningful way, particularly those that may be harder to reach or require additional support to enable engagement with us. Each community and stakeholder engagement plan will identify, group and prioritise a range of stakeholders that may be impacted, affected or have an interest in our activities.

Our communities are generally grouped into the following:

- Communities of place: Geographic communities, including neighbourhoods/suburbs that border our assets
- Communities of interest: Special interest groups, schools, industry, business, levels of government. People from ethnically diverse



- backgrounds, culturally and linguistically diverse communities, First Nations communities, people with disability, people with various socio-economic backgrounds
- Likeminded communities: People that come together over a specific issue or concern like environmental protection or accessibility

People can belong to more than one community group at any one time. While this diversity can provide opportunities for varied thinking it can also provide a challenge when engaging. Community representation in the engagement process must reflect all aspects of this diversity and not just a single segment.

Managing enquiries/ complaints:

Transurban and its partners provide a range of methods for stakeholders to interact with Transurban and provide feedback or make a complaint, including via our Linkt call centre or webform, project or asset specific enquiry lines and direct emails, Transurban website, Whistleblower policy, social media and via face-to-face engagement.

A stakeholder database is maintained by Transurban to manage stakeholder information, correspondence and interactions to ensure consultation is captured and considered, and any potential trends are assessed and responded to in a timely manner, including escalation processes. All correspondence and interactions are managed in accordance with our privacy policy available on our website.

Measuring success

We seek to embed a cycle of continuous improvement in the way we engage with our stakeholders to ensure we continue to be effective and look to evolve and adapt the way in which we work collaboratively in order to deliver shared value.

To evaluate the outcomes of the engagement strategy, we use the following metrics and methods:

- Stakeholder feedback: Collecting feedback from stakeholders through surveys, interviews, and focus groups to gauge satisfaction with the engagement process and outcomes, including an annual community feedback survey.
- Engagement metrics: Tracking the number of stakeholders engaged, the frequency of interactions, and the diversity of stakeholder groups involved.

- Impact assessments: Evaluating the impact of engagement activities on project outcomes, community relationships, and stakeholder trust.
- Complaint resolution: Monitoring the number and nature of complaints received and resolved, and the time taken to address them.
- Post Implementation Reviews (PIR): Conducting PIRs to assess the effectiveness of engagement activities and techniques and identify areas for improvement.