

# SUSTAINABILITY REPORT SUMMARY 2007

*transurban*

## **A new look Sustainability Report**

Transurban's second Sustainability Report adopts a new format this year.

In response to stakeholder feedback, we have produced a full online version as well as this printed snapshot of highlights.

The Sustainability Report Summary outlines our commitment to corporate social responsibility (CSR), presenting the highlights and challenges for the period covering 1 July 2006 to 30 June 2007.

It covers major initiatives in our four pillars of CSR: Customers, Community, Environment and Employees, and features case studies in these areas.

Our full online version of the 2007 Sustainability Report has been GRI checked and meets the content and quality requirements of GRI G3 Application Level A+.



**Visit our website  
[www.transurban.com](http://www.transurban.com)  
to view the full report.**

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# INTRODUCTION

## About Transurban

**For more than 10 years, Transurban has been a world leader in the development and long-term management of complex toll road infrastructure. We aim to create innovative and sustainable transport solutions for people and businesses.**

- ▶ At the date of this report, Transurban has interests in seven roads—CityLink in Melbourne, Hill M2, Westlink M7, M1 (Eastern Distributor), M4 and M5 in Sydney and Pocahontas 895 in Richmond, Virginia.
- ▶ Transurban manages three tolling brands in Australia—CityLink, Roam and Roam Express.
- ▶ Transurban is listed on the Australian Securities Exchange (ASX), where it is consistently ranked within the Top 50 companies.
- ▶ Our head office is in Melbourne, Australia, with other offices in Sydney, New York, the Washington DC area, and Richmond, Virginia.
- ▶ We employ nearly 800 people and have more than five million account and non-account customers globally.
- ▶ The principal entities within Transurban Group are Transurban Holdings Limited, Transurban Holdings Trust and Transurban International Limited. Transurban Limited is a subsidiary of Transurban Holdings Limited.

## Milestones in FY07

**Transurban received international recognition for its approach to managing its environmental and social impacts.**

- ▶ **Listed for the first time in the Dow Jones Sustainability Indexes (DJSI) World list of high performing companies.** DJSI World tracks the performance of the top global sustainability leaders, rating them on economic, environmental and social criteria. Over US\$5 billion is invested in DJSI-based investments.
- ▶ **Included in the Climate Leaders List (Australia/NZ) in the Carbon Disclosure Project (CDP).** The CDP is managed on behalf of a global group of 225 institutional investors with combined assets of US\$31 trillion under management. This project assesses a company's carbon emissions, reduction targets, climate change preparedness and business innovation in a carbon constrained economy. This was the first year Australian companies were asked to participate in the CDP.
- ▶ **Published our first Sustainability Report in November 2006.** The theme of the report was 'Connecting Communities'. The theme was chosen as it reflected Transurban's business—roads that physically connect communities—and our desire to make real connections with our stakeholders. The report was independently assured.





# MANAGING DIRECTOR'S MESSA



Kim Edwards, Managing Director, Transurban Group

## Our aim is to be a sustainability leader in our industry.

This is our second Sustainability Report. It covers a year in which we made significant progress and received external recognition for our efforts. But there were some areas in which we would like to have achieved more.

Last year we identified three key sustainability challenges:

- managing growth while maintaining and developing our social and environmental commitments
- responding to the global challenge of climate change, and
- the ongoing debate about the Public Private Partnership (PPP) model.

### Managing growth

We continue to improve the systems and processes we have in place to understand and manage our environmental and social footprints. Many of the systems were pioneered on CityLink and then adapted for other roads. For example, in FY07 we rolled out Transurban's Environmental Management System (EMS) to Hills M2 in Sydney.

The challenge is to keep up with the growth of our business. We now need to ensure the EMS will cover our most recent acquisitions in the US and Sydney.

### Climate change

Transurban now has a clear understanding of its carbon footprint. In FY07, we completed an inventory of our greenhouse gas (GHG) emissions and had it externally verified.

We have emissions figures for the operation of Transurban's wholly owned roads and our corporate offices. We have also developed an in-house traffic model to more accurately measure the GHG emissions generated by vehicles on our Australian roads. In FY08 we will investigate adapting our GHG emissions traffic model for the US.

In FY07, GHG emissions from our operations and corporate offices totalled 35,093 tonnes. By far our biggest source—around 78 per cent of the total Scope 1 and 2 GHG emissions—is from the electricity we use to power the ventilation fans in the Burnley and Domain Tunnels on CityLink. We have reduced our emissions on CityLink by around 10 per cent against our baseline, which is calculated as an average of GHG emissions from 2000–2005.

In June 2007, we introduced Greenpath, a carbon offset program for Australian motorists who can elect to pay to offset the GHG emissions from their vehicles.

Establishing our carbon footprint took longer than we expected and that delayed the development of a formal Transurban policy on climate change with Group-wide targets for reductions in GHG emissions. We now aim to agree on a policy in FY08. As part of this, we will scope making Transurban 'carbon neutral'.

Road construction produces significant volumes of GHG emissions. In FY07 Transurban began a demonstration project which could become a basis for new sustainability standards in our road construction activities.

In Australia the climate change debate and drought over much of the continent has focused community concern on water issues. Transurban's largest use of potable, or fresh water, is in Melbourne.

Transurban is in the early stages of investigating ways to upgrade the CityLink recycling plant so that groundwater can be further treated and re-used rather than discharged to the nearby Yarra River. We are considering the feasibility of replacing the potable water we buy each year to irrigate plantings along CityLink and to clean filters at the water recycling plant. The rest of the recycled water could be used in nearby parks and sporting fields.

This is another area in which we would like to have made faster progress. Consideration of both funding and technical issues has taken longer than anticipated.

### Public Private Partnerships

Last year we identified community concerns in Australia about the benefits of toll roads provided through Public Private Partnerships (PPP) as one of our key sustainability challenges.

These concerns reflected the unpopularity of the Cross City Motorway project in Sydney at that time. Transurban is not involved in the project.

While some of those community concerns linger, it appears that governments in Australia are still committed to the PPP model. Government officials appear to share Transurban's view that the real debate is not whether PPP road projects are justified, but how they can be structured to deliver maximum community benefits balanced by acceptable investor risk. Successful PPPs free up government funds for community infrastructure needs.

Many people still question the benefits of private sector involvement in the road industry. Transurban will continue to support community information programs on the benefits of PPPs run by industry organisations.

In many countries, the scale of road development required in coming decades far outstrips the ability of the public sector to fund them. We believe this ensures ongoing private sector involvement.



I would like to pay tribute to all the people at Transurban—and there are many of them—who have contributed to this report. The CSR team is responsible for producing the report, but it relies on people across the business to provide data and information.

In last year's report, I said CSR programs matter to employees because they prefer to work for a company that cares about things beyond the bottom line. In the past year, the Transurban Board, senior management and employees have all demonstrated their commitment to CSR.

**Kim Edwards**  
Managing Director

# CHAIRMAN'S MESSAGE



David Ryan AO, Chairman, Transurban Group

## To me, corporate social responsibility is considering the needs of all our stakeholders for the sake of our future.

Thirteen years ago, Transurban was formed solely to build one toll road in Melbourne. Our concession, or contract, with the government was very clear—we were a single purpose business with a defined start and end date.

But we worked hard to ensure a sustainable future beyond the 34 years of the CityLink concession. We began by negotiating with one of our key stakeholders—the Victorian Government—to be released from our status as a single purpose entity.

Since then we have grown rapidly. We now have interests in seven roads across two continents and are pursuing further opportunities. The story of our growth demonstrates that sustainability has long been central to our vision.

We are committed to the active long-term ownership and operation of toll roads—to the advantage of all our stakeholders, particularly the communities in which we operate. Our hands-on operating model is unique in the toll road industry.

In fact, I can't think of anyone else in the world who thinks about the toll road business exactly the way we do. A sustainable toll road company may seem paradoxical to our critics, but to those who

understand our long-term business approach, it makes perfect sense. Corporate sustainability has moved very quickly from being 'the right thing to do' to being the absolutely necessary thing to do.

But in order for businesses to really embrace sustainability, they need to be serious about making organisational change—even if it ends up costing more financially in the long-term. That's what having a future is about.

Transurban has a culture that encourages and nurtures a sustainable approach. There is a commitment from the Board right through the organisation to making a difference in how we engage with our communities, customers and employees.

What we need to do now is create the circumstances for change within Transurban. We need to embed sustainability across all aspects of the business. It must become a living, breathing part of our corporate DNA.

We also need to continue to work hard to address our three key sustainability challenges: climate change, maintaining a consistent approach to sustainability as we grow, and defending our particular Public Private Partnership model that we believe has served the community so well.

We have received external recognition for our work in sustainability and have made solid progress over the past year. I am optimistic that we are on our way to a sustainable future.

A handwritten signature in black ink, appearing to read 'David Ryan AO'. The signature is stylized and fluid, with a long horizontal stroke extending to the right.

David Ryan AO  
Chairman





# CUSTOMERS

Customer service is a cornerstone of our business. We have more than five million account and non-account customers globally.

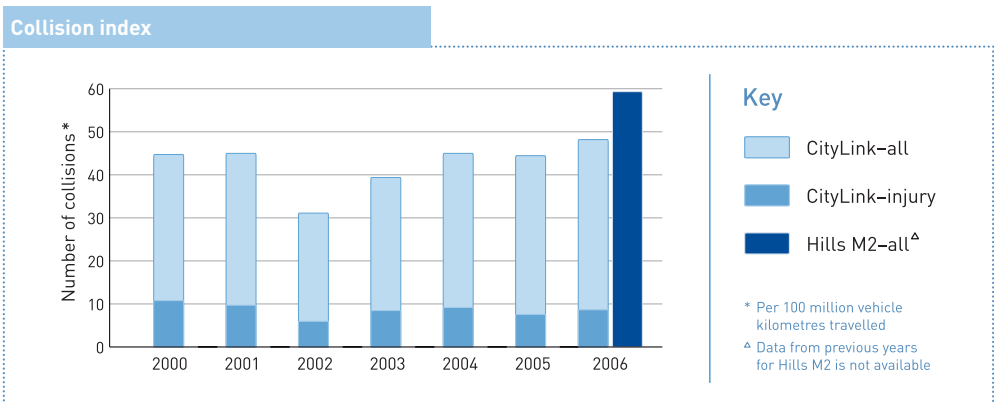
## Our FY07 achievements

- ▶ Met or exceeded all published customer service targets on CityLink and Roam annual scorecards. These targets relate to incident response times, customer service, the complaints resolution process and compliance with environmental requirements and regulations.
- ▶ Introduced a Financial Hardship Policy allowing Australian customers who have difficulty paying their accounts to negotiate alternative payment solutions.
- ▶ Continued our independent Transurban Customer Ombudsman service for Australian customers. We received in the order of 6,900 customer enquiries with 150 (or around two per cent) going to the Ombudsman.

Unfortunately we did not implement a Fraud Incident Register, Fraud Policy and stand-alone Whistleblower Policy as stated in FY07, but have committed to do so in FY08.

## Our commitments in FY08

- ▶ Roll-out a Customer Charter to Roam Express and report against customer service targets twice a year.
- ▶ Implement a Fraud Incident Register, Fraud Policy and stand-alone Whistleblower Policy.
- ▶ Review the M1 (Eastern Distributor) tunnel safety system.
- ▶ Relaunch the Pocahontas 895 website to make customer information more accessible.
- ▶ Meet CityLink and Roam customer service targets.
- ▶ Conduct regular customer feedback surveys.



## The Burnley Tunnel incident

On Friday 23 March 2007 there was a multi-vehicle accident and subsequent fire in CityLink's Burnley Tunnel. Three people died as a result of the incident.

At least three trucks and four cars were involved in the incident. Around 240 people were registered and evacuated from the tunnel, leaving their cars behind.

CityLink control room operators triggered the fire deluge and smoke extraction systems in the tunnel. They also activated the public address and radio broadcast system to order the evacuation of motorists.

Our co-ordinated response with the Metropolitan Fire Brigade and Victoria Police ensured the safe evacuation and care of motorists.

Transurban employees were deployed to the Southbank end of the Tunnel portal to help distribute food and water and help motorists register their vehicles.

Transurban's Emergency Strategy Team met to manage the 'off-road' response to the incident in line with the Transurban Emergency Management Plan.

The tunnel was re-opened four days after the incident occurred. Throughout that period, we worked to keep stakeholders informed, and liaised with VicRoads, the Victorian Government's road authority, to provide alternative travel options to keep Melbourne moving.

### Investigation

The Victorian Government called for a report on the incident from Victoria Police and VicRoads. Transurban has also evaluated its emergency response.

The major collision investigation unit of the Victoria Police is investigating the incident while the State Coroner is holding an inquest into the three deaths and the fire.

On advice from Victoria Police and VicRoads and in liaison with Transurban, Victorian Premier Steve Bracks announced a package of measures intended to enhance safety in tunnels in Victoria. The Victorian Government and Transurban are working together to evaluate these measures and to implement items that would result in a net increase to safety on our roads.

### Preparing for emergencies

CityLink holds training activities and exercises to manage emergencies.

In January 2004, CityLink staged a field exercise based on the scenario of a fire and consequent evacuation of more than 100 people from the Burnley Tunnel.

In 2006, we reviewed and refined our Emergency Management Plan, and trained key personnel in desktop exercises.

In January 2007, we held a field exercise involving police, the fire brigade, ambulance services, CityLink incident response crews and Transurban's Emergency Strategy Team. This exercise was escalated to a call-out of the Emergency Strategy Team.

# CUSTOMERS



## Helping customers in financial need

Transurban has introduced a Financial Hardship Policy to help customers who have difficulty paying their accounts due to personal circumstances beyond their control.

“The policy will help our customers struggling to pay their bills due to illness, unemployment or other unforeseen circumstances—such as the death of a main income earner or medical expenses,” says Craig Dent, Transurban’s Revenue Management Commercial Manager.

Craig encouraged Transurban to adopt the policy in FY07. “It will help us to respond specifically to customers’ individual circumstances so that we can negotiate flexible and reasonable payment solutions. The only condition is that they are in genuine need.”

Prior to working for Transurban, Craig was involved in an initiative called The Utility Debt Spiral Project, which explored the close ties between the inability to pay utility bills with poverty.

The project was initiated by the Committee for Melbourne—a think tank with representatives from 170 organisations. It came under the auspices of the United Nations Global Compact (UNGC) program to support responsible and ethical business operations.

“The Utility Debt Spiral Project combined the expertise of business, government and communities to identify ways of reducing the impact of utility bills on the spiral of debt,” Craig says.

“Participants agreed that people were entitled to essential services regardless of their ability to pay and that industries should develop hardship policies for disadvantaged customers.”

Inspired by the project, Craig urged Transurban to introduce a Financial Hardship Policy for all its customers in Australia. It seemed, he says, to be a natural fit with the Group’s Customer 1st philosophy.

While the level of take-up is still growing, the new policy is expected to translate to better customer service, fewer complaints on Transurban’s credit management practices and lower bad debt write-off.

# COMMUNITY

Transurban manages toll roads over a concession period which can span decades—in one instance for 99 years. As we are providing infrastructure and services for the long term, we believe we have an obligation to be involved in our communities.

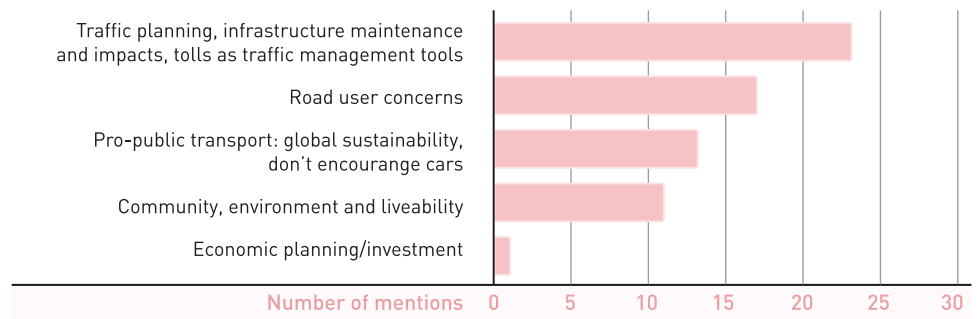
## Our FY07 achievements

- Contributed around \$800,000 to local communities through partnerships and sponsorships.
- Conducted in-depth formal stakeholder engagement with 38 key organisations in New South Wales and Victoria including cyclists, government representatives, road user groups and local residents (see graph below).
- Continued to use our Community Relations Framework with the aim of providing a consistent approach across all our operations and all stages of our business model.

## Our commitments in FY08

- Develop a formal Group-wide Community Partnership Strategy aligned with the Community Relations Framework.
- Conduct a stakeholder audit and review on Pocahontas 895 in the US.
- Develop an online stakeholder engagement tool to better manage our interactions with key stakeholders, including the improved tracking of community feedback.
- Develop evaluation protocols for community partnerships and sponsorships for each of our assets.

## What our stakeholders care about



## Honouring indigenous culture through public art

A series of murals featuring indigenous totems and elements of nature is helping to build bridges—literally and symbolically—between communities in Melbourne’s Moonee Valley.

The urban art project (the first of three projects totalling \$150,000) was installed on a bridge along the Moonee Ponds Creek bike trail, and launched in May 2007 to celebrate National Reconciliation Week, an event designed to build and promote reconciliation between indigenous and non-indigenous Australians.

Transurban Media and Community Relations Advisor Craig Little said CityLink and the Moonee Valley Council had combined forces to recognise the city’s indigenous and pioneering history through public art.

“We wanted to provide artists with the chance to work closely with communities and schools to dream up the final designs,” Craig says. “The result is a stunning series of works which are culturally significant, highly educational and enhance the environment.”

One of the sections, for example, centres on a feather which represents the indigenous connection to nature and acts as a ‘floating’ link between the Creek’s historical events.

Craig says the art project has helped to strengthen relationships with the council and surrounding communities.

“We see ourselves as being a part of the communities surrounding our roads,” he explains.



# ENVIRONMENT

## Transurban is committed to working towards environmental sustainability in all our activities.

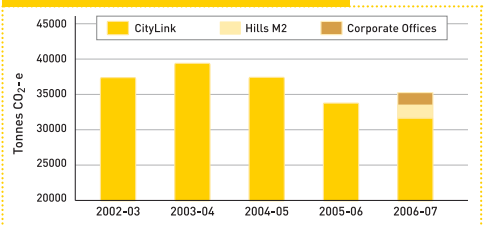
### Our FY07 achievements

- Introduced Greenpath—a carbon offset program that allows Australian motorists to offset their GHG emissions (see opposite page).
- Staged rollout of a new Environmental Management System to track and record the environmental impacts of our operations.
- Reduced annual GHG emissions from the CityLink tunnels in Melbourne by 10 per cent (for approximately 3,660 tonnes). More than 78 per cent of the GHG emissions from our operations (Scope 1 and 2 emissions) are produced from the electricity used to power the ventilation systems in the CityLink tunnels.
- Began a demonstration project for new sustainability standards in road construction on the Southern Link section of CityLink. The most significant of these is to make the construction work carbon neutral.
- Used 21.2 million litres of potable water to irrigate landscaped areas along CityLink, for tunnel deluge testing and to clean water treatment plant filters. This figure is lower than previous years due to water restrictions. 471,000 litres of potable water was used on Hills M2.
- Developed an in-house traffic model to more accurately measure the GHG emissions generated by vehicles on Transurban's roads in Australia. This has allowed us to provide accurate assessments of the emissions savings by driving on our roads compared with competing routes.
- Completed an environment review and an independent biodiversity review on Hills M2.
- Developed the Hills M2 Noise Management Plan to manage the impacts of traffic noise on the motorway.

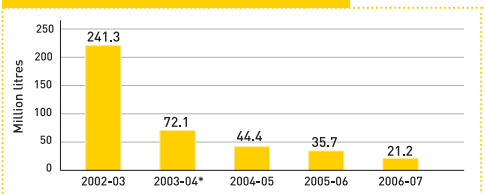
### Our commitments in FY08

- Develop a formal Climate Change Strategy.
- Continue to investigate ways to significantly reduce our potable water use on CityLink.
- Scope ways to accurately measure our office and roadside waste.
- Complete rollout of the EMS to Pocahontas 895 in the US.
- Scope EMS rollout to the M1, M4 and M5.
- Understand how vulnerable species listed in the biodiversity study are affected by our Hills M2 operations.
- Set GHG emissions targets for our corporate offices and fully-owned assets in Australia (CityLink and Hills M2).
- Develop a sustainable purchasing policy to guide our choices for goods and services.
- Investigate adapting our GHG emissions traffic model for the US.

### GHG emissions (Scope 1 and 2)



### CityLink potable water use



\* Transurban significantly reduced its potable water use through the development of its \$1.5 million water treatment plant.



## Introducing carbon offset program for customers

Second to the energy sector, transportation is one of the largest contributors to global warming.

Transurban wants to help customers and employees balance their impact on the environment. That's why we've developed Greenpath—as part of our drive towards sustainability.

Launched in June 2007 in partnership with Origin Energy, Greenpath allows Australian motorists and Transurban employees in Australia to elect to offset the GHG emissions produced by their cars by contributing money towards programs that create carbon credits.

Transurban Head of Retail Group Andrew Thornton says the carbon offset programs support the development of renewable energy, energy efficiency projects, methane destruction and tree planting.

Offsets purchased through Greenpath are sourced from Origin Energy's Carbon Reduction Scheme™. The offset programs are accredited and independently verified. All programs are also developed in consultation with the St James Ethics Centre and the Australian Conservation Foundation.

Greenpath also aims to educate motorists about reducing their GHG emissions from driving.

"We believe Greenpath is a world first for a toll road operator," Andrew says. "Let's face it, not all of us can put a windmill or plant 1,000 trees in our backyard. With Greenpath, people can easily and conveniently help offset their greenhouse gas emissions."

The scheme is simple and surprisingly inexpensive. For example, carbon offsets for a medium-sized car that uses unleaded petrol and travels 15,000 kilometres per year costs approximately \$65 each year.

Customers and employees can calculate their vehicle's carbon emissions and offset costs through the Greenpath website.

As part of its commitment to reducing carbon emissions, Transurban is subsidising employees to join the scheme.

For every customer that renews their Greenpath subscription after the first year, the Group will contribute money towards additional offsets on their behalf.

**For more information visit  
[www.greenpath.com.au](http://www.greenpath.com.au)**



**Greenpath**  
Offset your car's emissions

# EMPLOYEES

Transurban's business is built on the skills of its workforce. We strive to be an employer of choice by enhancing the workplace experience, and developing and rewarding people.

## Our FY07 achievements

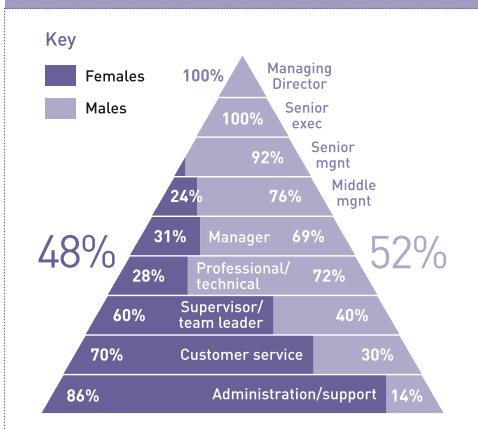
- Increased overall employee engagement from 81 per cent in FY06 to 83 per cent. Employee engagement is about people's commitment and active contribution to the organisations they work for.
- Increased employee participation in Transurban's workplace giving program. More than 28 per cent of employees contributed to the program which raised a total of \$83,662 for five partner charities.

We experienced an increase in our Lost Time Injury Occurrence Incidence Rate, which rose from 0.18 in FY06 to 1.06 in FY07. While these were mostly isolated incidences and not attributed to a single cause, some were linked to our office relocation in Melbourne (see opposite page).

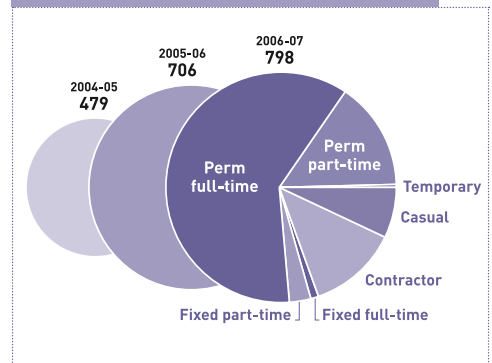
## Our commitments in FY08

- Test the capacity and accuracy of our Human Resources data collection systems and try to seek reliable external benchmark data.
- Develop a set of 'lead' indicators and targets to better measure our performance on sustainable employment. Examples of targets under consideration are:
  - employee engagement (a measure of employee satisfaction)
  - diversity of workforce (a comparison against community representation)
  - leadership (diversity participation on leadership teams), and
  - safety (overall performance, lost time frequency).
- Establish Good Company Group representation in the US. In Australia the employee-based group meets to generate ideas and act on Transurban's community and environmental impacts.

Total workforce by employment type (2006-07)



Total workforce by employment type



## Managing rise in workplace incidents

Transurban's new office in Melbourne's CBD has won the corporate interior design category in the 2007 Interior Design Awards. The Awards are hosted by the Design Institute of Australia, designEX and Artichoke magazine.

The fit-out of 505 Little Collins Street—designed by Melbourne-based Carr Design Group—has been praised for its dynamic open plan design. But the relocation from St Kilda Road to the bigger site in October was not all smooth sailing.

The number of official workplace incidents increased partly as a result of the move, bringing the total rate to 1.06 compared to 0.18 around the same time last year.\*

Five official workplace incidents were recorded in FY07. Three related to neck and back pain, one employee walked into a glass door in the new office cutting and bruising an eye, and another tripped over resulting in a fractured left foot. There were also a handful of instances of people walking into glass doors as decals, or decorative stickers, had not been used to clearly identify them.

Transurban's Australian Human Resources Manager—Operations, Louise McDougall, explains that despite intensive preparations, employees needed some time to adjust to the environment.

"We knew that the most important part of the move was to keep employees engaged and informed throughout the planning. So we organised bus tours for all employees to see our new office beforehand, we set up photo displays of the building and furniture, and consulted with key areas of the business," she says.

"We discussed OH&S issues such as ergonomic assessments but the increase of hazard reports we experienced soon after the move did come as a bit of a surprise."

All the incidents related to the move were investigated immediately. Louise says Transurban employed a small team of ergonomic consultants to the cause of the incidents and to advise employees on their workstation set-up.

Transurban also engaged safety consultants to provide further recommendations to the immediate changes already made. Soon after, Carr Design Group was invited back to provide recommendations for solutions, which led to the design of black decals on the glass for greater visibility.

"When you move, it is obviously a new environment for people to adapt to and you can open yourself to a greater level of risk," says Louise. "Although you try and eliminate whatever risks you can, you can never really predict how people will individually react to a new environment."

\* The Lost Time Injury Occurrence Rate—the incidence rate is the number of lost time injuries and diseases for each 100 workers employed. The formula used is: number of LTI&Ds/number of workers x 100



# ASSURANCE STATEMENT



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## INDEPENDENT ASSURANCE STATEMENT

To the Board of Directors and Stakeholders of Transurban:

Transurban Limited (Transurban) commissioned Net Balance Management Group Pty Ltd (Net Balance) to provide an independent assurance of this Sustainability Report 2007 (the 'report'). The report presents Transurban's sustainability performance over the period 1 July 2006 to 30 June 2007. Transurban was responsible for the preparation of the report and this statement represents the assurance provider's independent opinion. Net Balance's responsibility in performing assurance activities is to the management of Transurban alone. Any reliance a third party may place on the Report is entirely at their own risk.

### **Assurance Objective**

The objective of the assurance process is to provide Transurban and its stakeholders with an independent opinion on the accuracy of the sustainability information presented within this Report. This is confirmed through assurance of the information provided at a broad desk-top level, reviewing underlying systems, processes and competencies that support data presented. Our approach to assurance provision is aligned with the AA1000 Assurance Standard to which the lead assurance provider is accredited by the International Register of Certified Auditors UK (IRCA UK).

### **Our Opinion**


Based on the scope of the assurance process, the following represents the assurance provider's opinion:

- The findings of the assurance engagement provide confidence in the reporting processes established and the information provided within the report. The level of data accuracy was found to be high, but some additional improvements to data management, including the reduction of manual aggregation and transcription processes are recommended to reduce potential for minor anomalies. Data trails selected were easily identifiable and traceable, and the personnel responsible were able to reliably demonstrate the origin(s) and interpretation of data.
- The statements made in the report appropriately reflect environmental, social and economic performance achieved during the reporting period.
- All suggested changes were satisfactorily addressed by Transurban prior to finalising the report.

Overall, the assurance provider is satisfied that the report is an appropriate representation of Transurban's sustainability performance during the reporting period. Net Balance has provided suggestions for reporting improvements outlined in a more detailed report presented to Transurban management. A more detailed assurance statement is also located within the Sustainability Report at [www.transurban.com.au](http://www.transurban.com.au).

On behalf of the assurance team  
15<sup>th</sup> November 2007  
Melbourne, Australia

Terence Jeyaretnam  
Director, Net Balance & Lead CSAP (IRCA UK)



**“Corporate sustainability has moved very quickly from being ‘the right thing to do’ to being the absolutely necessary thing to do.**

**But in order for businesses to really embrace sustainability, they need to be serious about making organisational change—even if it ends up costing more financially in the long term.**

**That’s what having a future is about.”**

**David Ryan AO, Chairman, Transurban Group**

# Enquiries and information

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**The sustainability team**

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We welcome your feedback  
on this summary report.

Email [sustainability@transurban.com](mailto:sustainability@transurban.com)



**sustainable** . . .  
paper > printing > thinking

Transurban chooses environmentally-responsible printers and papers.  
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