

A25 Supplier Sustainability

Code of Practice

1. Introduction

Transurban's vision is 'to strengthen communities through transport'. This vision applies to the procurement of our goods and services, which we aim to align with ISO 20400: 2017 – Sustainable Procurement – Guidance.

For these reasons Transurban, as the operator and manager of the Concession A25, L.P (**CA25**), commits itself to the following Code of Practice (**Code**), and we ask the same of our suppliers.

This Code outlines our minimum and leadership standards, which encourage suppliers to go beyond legal compliance in order to advance social and environmental responsibility. The CA25 will increasingly encourage suppliers to show leadership, improve their performance and develop their competencies in this field through our normal supplier selection and management processes.

This Code applies to all new, prospective and is currently in the process of being implemented with existing suppliers of goods and services to the CA25, but is not designed to act as an unnecessary barrier for small to medium businesses. If you have any questions on this Code, please contact Transurban's Sustainability Team at sustainability@transurban.com.

For information about our sustainability commitments, go to transurban.com/sustainability.

2. Governance

By partnering with governments, we provide effective toll-road networks that help solve transport challenges. Since the start of customer operations in 2011 we have continued our commitment to establish high standards of governance in the interests of all our stakeholders, including government and industry, our customers, business partners and suppliers, local communities, employees and investors.

We expect that our suppliers' significant sustainability opportunities and challenges, and the manner in which these are mitigated and managed, are integrated into the organization's governance policies and risk management frameworks, with appropriate oversight by the suppliers' board and/or executive management.

At a minimum

- The supplier sets up a framework to assess and manage its most significant sustainability opportunities and challenges as appropriate to their business.
- The supplier appropriately communicates this Code of Practice to all its sub-contractors working on the CA25 projects.

Leadership

- The supplier has a written sustainability policy (or equivalent) and develops and implements a sustainability strategy that includes SMART objectives, clear accountabilities and a reporting framework.
- The supplier includes sustainability targets in senior management performance review and remuneration.
- The supplier proactively influences its suppliers to address the most significant sustainability opportunities and challenges in its supply chains.

3. Environment

The CA25 is committed to working towards environmental sustainability in all our activities.

We seek to work with suppliers who provide us with goods and services that have reduced environmental impacts through resource and energy efficiency, the sustainable sourcing of materials and the minimization of waste generation, air (including greenhouse gases), noise and water emissions.

At a minimum

- The supplier complies with all relevant local and international laws and regulations with regard to environmental management, as well as with Transurban specific requirements.
- The supplier has a written environmental management policy or equivalent document, and ensures that employees are aware of and understand it.
- The supplier has implemented an environmental management system appropriate for its operations.

Leadership

- The supplier sets and monitors performance targets for managing the impact of their activities on the environment.
- The supplier develops best practice, innovative and leading edge solutions to reduce environmental impacts.
- The supplier has an environmental management system that is externally certified against internationally recognized standards

4. Labor and human rights

The CA25's business is built on the skills and commitment of its workforce. We strive to be an employer of choice by enhancing the workplace experience, developing and rewarding people and protecting internationally recognized labor and human rights, including those related to modern slavery.

We believe this should apply to all workers and we seek to partner with suppliers who can positively contribute to enhancing labor and human rights throughout our supply chain.

At a minimum

- The supplier complies with all relevant local and international regulations pertaining to labor and human rights practices, including modern slavery.
- The supplier commits to uphold fundamental human rights including:
 - ensuring all work is freely chosen; without the use of forced or compulsory labor.
 - ensuring all workers are of local legal age; and preventing the use of illegal child labor.
 - ensuring fair remuneration and work conditions for all workers.
 - promoting humane treatment and preventing harassment and unfair discrimination.
 - respecting workers' rights to lawfully and peacefully form or join trade unions of their choosing and to bargain collectively.
 - respecting the privacy of employees and customers and complying with all relevant domestic and international laws in the collection, use and protection of personal information.

Leadership

- The supplier supports and respects internationally recognized human rights as outlined in the UN Universal Declaration of Human Rights, the International Covenant on Economic, Social and Cultural Rights, International Covenant on Civil and Political Rights.
- The supplier supports and respects internationally recognized employment standards as outlined in the International Labor Organization Declaration on Fundamental Principles and Rights at Work.
- The supplier works collaboratively with the CA25 to increase the transparency and traceability of its extended supply chains as well as to assess and mitigate adverse labor and human rights practices, including modern slavery.

5. Diversity and inclusion

The CA25's workforce is made up of individuals with diverse skills, values, backgrounds, experiences and needs. Diversity can range from race, ethnicity, gender, gender identity, sexual orientation, age, social class, physical ability or attributes, religious or ethical values system, national origin, and political beliefs.

The CA25 values this diversity and recognizes the organizational strength, opportunities for innovation and other corporate benefits that it brings.

We seek to work with suppliers who can positively contribute to increasing the diversity of the workforce on our sites and across our supply chains.

At a minimum

- The supplier endeavors to employ and respect individuals from a diverse workforce.

Leadership

- The supplier proactively helps the CA25 to increase the diversity of the supply chain workforce through its own recruitment processes or through the use of 'diversity businesses' such as women-owned, indigenous, disability or social enterprises.

6. Community shared value

We seek to contribute to the social and economic health of communities where we operate and value suppliers that can help us achieve our vision.

At a minimum

- The supplier demonstrates community involvement and a willingness to respond to community and/or stakeholder issues e.g. regular stakeholder engagement, volunteering or donations.

Leadership

- The supplier proactively helps the CA25 to create quality, long-term jobs and enterprises for local communities near the CA25's assets.

7. Fair operating practices

The CA25 supports procurement activities and supplier relationships that foster high standards of ethical behavior and fair operating practices. This includes respect of payment terms, access to business opportunities to SMEs, fair contractual terms, prevention of fraud, conflicts of interest, bribery or corruption, unfair competition and breaches of property rights (including intellectual property rights).

At a minimum

- The supplier complies with all relevant local and international laws and regulations with regard to fair operating practices.

Leadership

- The supplier proactively shares with the CA25 its concerns about unfair operating practices that it becomes aware of and seeks to find solutions through collaboration and dialogue.