

How We Create Value

We have continued to explore and seek to explain how we create value through the lens of the International Integrated Reporting <IR> Framework. We have identified seven capitals that reflect the key resources that are inputs to our business. This business model reflects the achievement of our Aspiration through Keeping WA Moving, our strategic direction, which in turn drives the delivery of our services to the community resulting in the value we create through our activities.



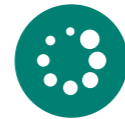
Customers

Provide a transport network centred on what our customers need and value



Movement

Improve mobility of people and the efficiency of freight



Sustainability

Develop a sustainable transport network that meets social, economic and environmental needs

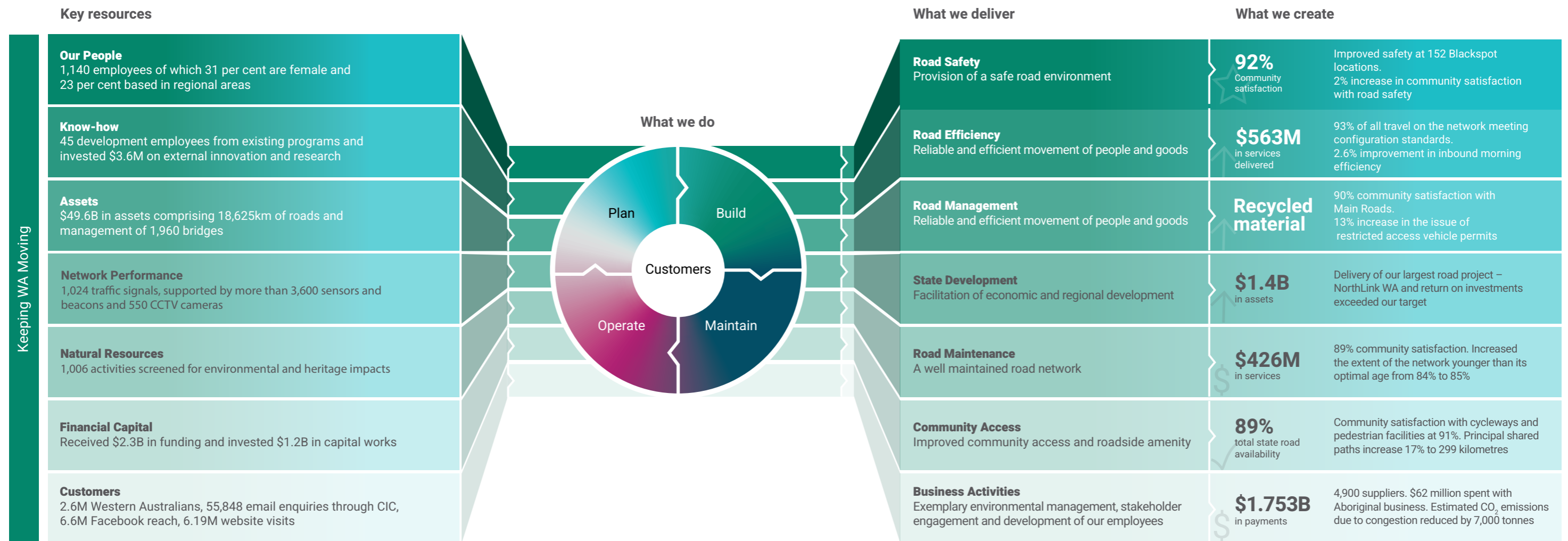


Safety

Provide improved safety outcomes for all users of the transport network

Our Aspiration

We aspire to provide world class outcomes for the customer through a **safe, reliable and sustainable** transport system



Our Values

Are the foundation upon which our organisation is built. They represent our culture, guide our behaviours, and influence decision-making and relationships with each other, our customers and partners.

Roads matter

Taking pride in managing the road network for the benefit of the community.

Working together

Enhancing relationships and teamwork.

Excellence in Customer Service

Understanding and providing what is important to our customers.

Embracing Challenge

Anticipating and taking up challenges.

Professionalism

Delivering the highest standards of service and expertise.

Family

Respecting and supporting our customers, the community and each other.

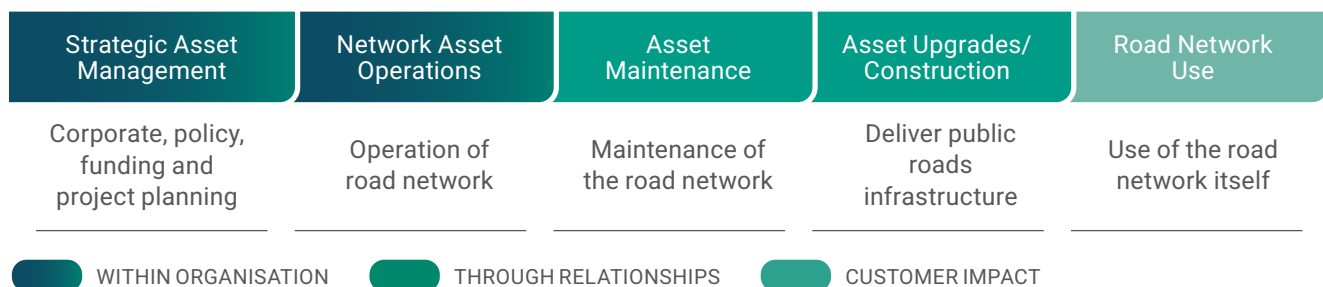
Key Resources

This table shows the alignment between the six capitals identified in the Integrated Reporting <IR> Framework and how we have aligned them to reflect our own business activities and how we represent them in this report. The identification of these Key Resources, or capitals, demonstrates that we rely on more than just financial and human resources to deliver value to our customers.

Resource	Referred to in report	Capitals	What it means for our business
Our people	Our People Enhancing Safety, Health and Wellbeing	Human	Strong leadership of a diverse and inclusive values-driven workforce that is operating in a safe environment and has the right skills, capability and training
Know-how		Intellectual	A strong culture that recognises and cultivates innovation taking up the challenges ahead
Assets	Operational Performance	Manufactured	A well-maintained road-based transport network that is safe, reliable and sustainable centred on what our customers need and value
Network performance			Improving the mobility of people and the efficiency of freight through a well-managed and reliable road network
Natural resources	Managing the Environment	Natural	The environmental resources used in delivering our services
Financial capital	Financial Overview Financial Statements	Financial	Sources of funding and appropriations utilised
Customers	Improving Customer Experience	Social and relationship	Putting the customer and their experience at the centre of everything that we do

Value Chain

Our value chain demonstrates the primary activities in our business model and indicates where our most significant economic, environmental or social impact or value occurs. We have included in this model an additional dimension showing the interactions as we transition from activities within our organisation, through to recognising the importance of the relationships we have with our suppliers, stakeholders and the community and ultimately the customer impact or value creation outcome.



Our Performance

The results listed in the model recognise the value created by our activities and relate directly to the seven key resources. Measures that reflect the value creation process exist for each of our services and business activities and more information is included in the Performance chapter.