

Our Sustainability Outcomes

Sustainability is the commitment to ‘creating lasting benefits through an integrated consideration of social, environmental and economic aspects in all that we do’.

For us, it really means meeting the needs of today without compromising the needs of future generations. We rely on strong support services to ensure our projects, operations and management of the road network are undertaken in a safe, reliable and sustainable way. To achieve this, our key focus is on: undertaking exemplary environmental management practices; improving customer experience; engaging our stakeholders; and investing in the safety, health and wellbeing of our employees.

This scorecard provides a snapshot of how well we performed against our key outcomes in this area and complements other information in the report.



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

Customers Natural resources Our people Know-how

Key Outcomes Sought	Results	Target	Actual	Status
To attract, develop and sustain organisational capability through our people	We exceeded our target for women in leadership positions at Level 6 and above	20	23	✓
	Completion of Career Conversations remains consistent with previous years	100	90	✗
Enhancing Safety, Health and Wellbeing by consistently leading safe outcomes	Our Lost-time injury (LTI) and/or disease incidence rate target was not achieved	0.1	0.5	✗
	Our Lost-time injury and severity rate target was not achieved	0	16.6	✗
	We did not achieve our target of helping 100 per cent of our injured workers return to work within 13 weeks	100	83	✗
Protecting and enhancing the natural environmental and social values in all our activities	Percentage of Statewide Clearing Permit compliance audits completed continues to meet our target	100	100	✓
	Scope 1 and 2 Emissions (t CO ₂) are lower than expected and continue to come in under target	29,302	27,313	✓
	Satisfaction with our sustainability practices was achieved with an increase from last year	90	91	✓
	Satisfaction with our performance managing the environment remains consistent with previous years	90	91	✓

Environment and Sustainability

1,200+

activities for potential environment and heritage impacts

46,000+

tonnes of crushed recycled concrete used in our road construction projects bringing the cumulative amount to over 81,000 tonnes

2,750+

tonnes of recycled crumb rubber used in projects across metropolitan and regional WA

80

hectares of cleared farmland abutting road reserves as part of the Wheatbelt Revegetation Bank

Dazzy the Detector Dog

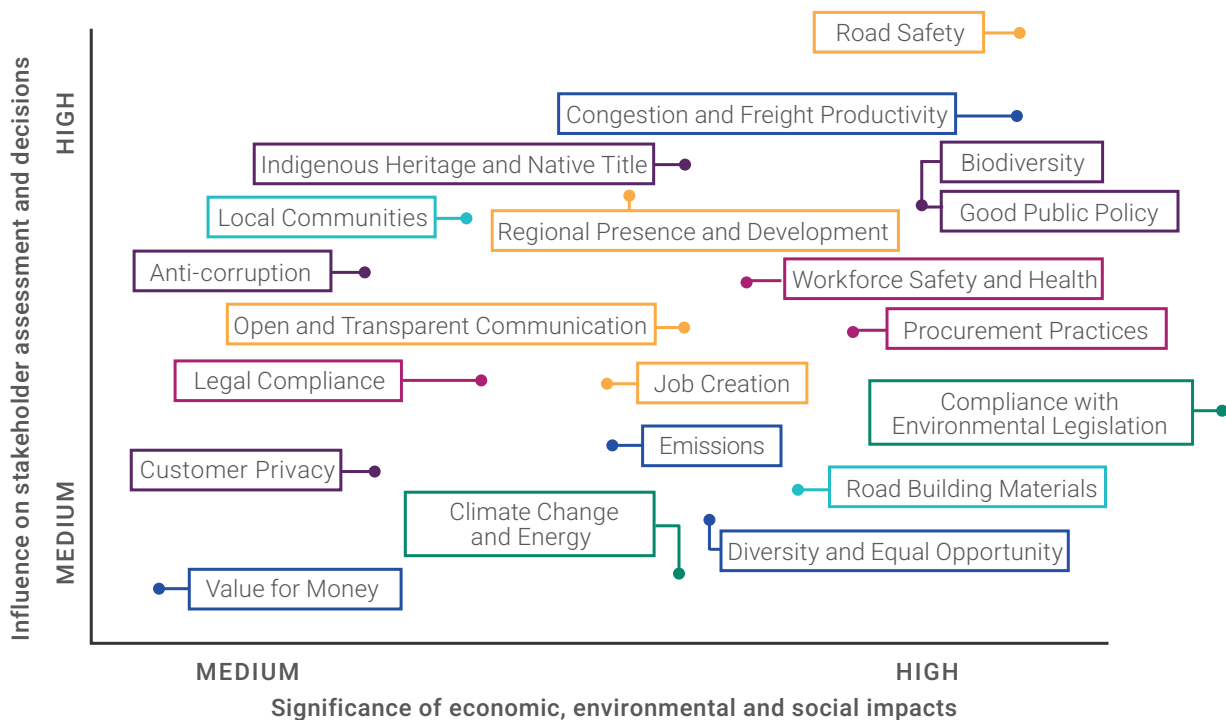
was employed to help us find and relocate the critically endangered Western Swamp Tortoises

Our Approach and Material Aspects

Our Sustainability Policy establishes a clear set of principles focused on creating lasting benefits for the community. It reflects our maturity and is aligned with our strategic direction Keeping WA Moving.

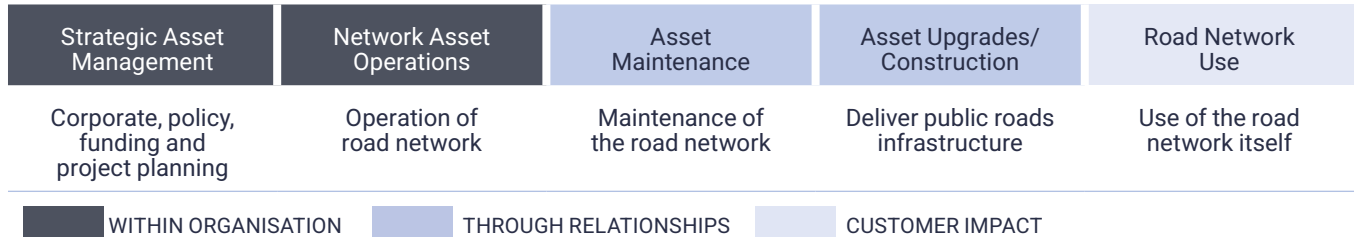
We ensure the relevance and validity of all areas of our business and stakeholder relations through a biennial desktop materiality review and internal stakeholder prioritisation workshops. The analysis stage draws from our corporate and legislative commitments, key risks, corporate stakeholder engagement processes, media and Ministerial topics and our peers' reporting practices.

Material Aspects for Sustainability – 2021



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.



Addressing our Most Important Material Issues

Our approach to addressing our top material issues and alignment with Sustainable Development Goals (SDGs) is shown in the table. More information on how these topics relate to Global Reporting Initiative (GRI) indicators including the GRI Content Index and the SDGs can be found in the online version of this report.

Material Issues	Key Impacts	Key Resources Affected	Value Chain Impact	SDG Alignment
Road Safety	The states road death statistics remain above the national average. We believe no one should die or be seriously injured on the state's road network, and we will manage the network for all road users to minimise the likelihood of road trauma.	<ul style="list-style-type: none"> Customers Network performance Assets Our people Know-how 	Road Network Use	<ul style="list-style-type: none">
Congestion and Freight Productivity	We seek to reduce congestion and enhance freight efficiency on the road network. Reducing congestion mitigates impacts including carbon emissions and air pollutants; increased psychological impacts on people and reduced productivity.	<ul style="list-style-type: none"> Customers Network performance Assets Our people Know-how 	Road Network Use	<ul style="list-style-type: none">
Good Public Policy	We rely on our resources and know-how to ensure we have clear, transparent and strong governance approaches that prevent undue influence in the administration of our role and ensure swift, efficient and effective implementation of government policies and strategies.	<ul style="list-style-type: none"> Customers Assets Our people Know-how 	Strategic Asset Management	<ul style="list-style-type: none">

Material Issues	Key Impacts	Key Resources Affected	Value Chain Impact	SDG Alignment
Biodiversity	Our infrastructure potentially impacts WA's unique flora and fauna and we mitigate the impacts of our activities on biodiversity to avoid habitat loss, land degradation and, loss of species and the impacts of climate change.	<ul style="list-style-type: none"> Natural resources Assets Our people Know-how Customers 	Asset Upgrades/ Construction	<ul style="list-style-type: none"> 6 CLEAN WATER AND SANITATION 15 LIFE ON LAND
Workforce Safety and Health	Within the civil construction industry our workforce often interacts with the road environment, moving traffic and heavy machinery in order to deliver our services. We take responsibility to ensure the safety of our workforce.	<ul style="list-style-type: none"> Customers Network performance Assets Our people Know-how 	<ul style="list-style-type: none"> Asset Maintenance Asset Upgrades/ Construction 	<ul style="list-style-type: none"> 3 GOOD HEALTH AND WELL-BEING 8 DECENT WORK AND ECONOMIC GROWTH 11 SUSTAINABLE CITIES AND COMMUNITIES
Value for Money	We must make effective use of the funding we receive to deliver our services to the community in the most efficient and effective way possible.	<ul style="list-style-type: none"> Customers Financial capital Assets Our people Know-how 	Strategic Asset Management	<ul style="list-style-type: none"> 8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
Regional Presence and Development	Maintaining and enhancing regional roads to improve network safety, access and efficiency is a key focus area to ensure we are supporting the local economy and communities in regional locations. Our regional communities often have less access to community services and have a higher proportion of indigenous population.	<ul style="list-style-type: none"> Customers Financial capital Assets Our people Know-how 	Network Asset Operations	<ul style="list-style-type: none"> 2 ZERO HUNGER 4 QUALITY EDUCATION 8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
Compliance with Environmental Legislation	Some of our activities are subject to environmental legislation. We may face penalties, reputational damage or loss of stakeholder and community confidence if we do not comply with our obligations.	<ul style="list-style-type: none"> Customers Natural resources Assets Our people Know-how Financial capital 	<ul style="list-style-type: none"> Asset Maintenance Asset Upgrades/ Construction 	<ul style="list-style-type: none"> 3 GOOD HEALTH AND WELL-BEING 6 CLEAN WATER AND SANITATION 15 LIFE ON LAND
Indigenous Heritage and Native Title	We acknowledge the traditional custodians and aim to protect Aboriginal cultural values whilst acknowledging our infrastructure projects may interface with or disturb culturally sensitive areas. We are committed to making a change in our industry and progressing reconciliation.	<ul style="list-style-type: none"> Customers Assets Our people 	Asset Upgrades/ Construction	<ul style="list-style-type: none"> 1 NO POVERTY 8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES

Material Issues	Key Impacts	Key Resources Affected	Value Chain Impact	SDG Alignment
Local Communities	Our works and operations impact on the communities that we live in. Our investments can alter the socio-economic profile by altering traffic flows, localised air quality and impacting community severance. Acquisition of property, construction noise and business continuity impacts are examples of issues our projects carefully manage, and impact our role as good neighbours.	<ul style="list-style-type: none"> Customers Assets Our people Know-how 	<ul style="list-style-type: none"> Asset Maintenance Asset Upgrades/Construction 	<ul style="list-style-type: none"> 3 GOOD HEALTH AND WELL-BEING 4 QUALITY EDUCATION 8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 11 SUSTAINABLE CITIES AND COMMUNITIES
Procurement Practices	We rely on our supply chain to deliver tasks critical to our overall success. We engage with a large number of suppliers of varying characteristics. We are aware that we can impact the cash flow and solvency of businesses. We also leverage our relationship with our suppliers to deliver priority government policy which includes training, indigenous engagement and supporting local business.	<ul style="list-style-type: none"> Customers Natural resources Assets Our people Know-how 	<ul style="list-style-type: none"> Asset Maintenance Asset Upgrades/Construction 	<ul style="list-style-type: none"> 4 QUALITY EDUCATION 8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES
Job Creation	Our investments are considered to have a multiplier effect in respect to job creation. During this unprecedented time and the associated economic ramifications of COVID-19, we've been asked to increase our delivery capability as part of an overall strategy to stimulate the creation and maintenance of jobs within the economy.	<ul style="list-style-type: none"> Our people Know-how 	<ul style="list-style-type: none"> Asset Upgrades/Construction 	<ul style="list-style-type: none"> 8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES 11 SUSTAINABLE CITIES AND COMMUNITIES 1 NO POVERTY
Anti-corruption	We assess all our business units to identify any fraud and corruption risks. All employees are presented information on anti-corruption, policies and procedures. Our organisational spend, extensive program of activities, number of suppliers and large asset base, could increase corruption risks without appropriate mitigation.	<ul style="list-style-type: none"> Customers Our people Know-how 	<ul style="list-style-type: none"> Strategic Asset Management 	<ul style="list-style-type: none"> 16 PEACE AND JUSTICE STRONG INSTITUTIONS

Material Issues	Key Impacts	Key Resources Affected	Value Chain Impact	SDG Alignment
Road Building Materials	Road construction involves the utilisation of naturally occurring and manufactured materials, and the generation of construction and demolition waste. We seek to minimise lifecycle impacts and to be consistent with circular economy principles. This helps to reduce direct and indirect impacts from materials use including gaining access to naturally occurring materials, the use of non-renewable materials such as bitumen, embodied and transport energy, and the release of volatile organic compounds.	<ul style="list-style-type: none"> Network performance Assets Natural resources 	Asset Upgrades/ Construction	<ul style="list-style-type: none"> 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 11 SUSTAINABLE CITIES AND COMMUNITIES 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Climate Change, Energy and Emissions	Our road network is exposed to the impacts of climate hazards including bushfires, flooding and storm events and parts of the network are at risk to sea-level rise. Developing, operating and using a road network consumes energy and generates emissions. The predominant impacts from energy and emissions fall outside our direct control arising from use of the network itself. We estimate that the road network generates carbon emissions at a rate of 288.7 t CO _{2-e} per million vehicle kilometres travelled (MVKT). In 2020-21, MVKT was 27,401 and thus emissions were approximately 7.9 mt CO _{2-e} from use of the road network.	<ul style="list-style-type: none"> Customers Network performance Assets Our people Natural resources Financial capital 	Road Network Use	<ul style="list-style-type: none"> 7 AFFORDABLE AND CLEAN ENERGY 13 CLIMATE ACTION
Diversity and Equal Opportunity	Through our projects and maintenance activities, we work to incorporate diversity and equality targets. Our projects set targets to include a diverse group of people, and we carry this through to supply chains to engage companies with diverse foundations where possible.	<ul style="list-style-type: none"> Customers Our people Know-how Financial capital 	Strategic Asset Management	<ul style="list-style-type: none"> 4 QUALITY EDUCATION 8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES
Open and Transparent Communication	Timely, accurate and effective communications are imperative to our operations. Not done well it impacts on reputation and confidence in the agency. When delivered well it eases the impact of potential socio-economic changes on communities from our infrastructure investment.	<ul style="list-style-type: none"> Customers Our people 	Asset Upgrades/ Construction	<ul style="list-style-type: none"> 16 PEACE AND JUSTICE, STRONG INSTITUTIONS 17 PARTNERSHIPS FOR THE GOALS

Managing the Environment

Aim

Protect and enhance the natural environmental, social and heritage values during all our activities

Approach

Our staff and others working on our behalf:


- recognise the importance of natural environmental, social and heritage values and the broader benefits for the community
- foster strategic relationships with community and other stakeholders to contribute to the management of environmental values
- have strong environmental governance of our activities to deliver broad community benefit through inclusion of environmental requirements in planning, programming, constructing and maintaining processes
- communicate publicly our environmental policy and our environmental performance.

Key Performance Indicators

100% 

Target 100%

Percentage of Statewide Clearing Permit compliance audits completed continues to meet our target

91% 

Target 90%

Satisfaction with our sustainability practices was achieved with an increase from last year

91% 

Target 90%

Satisfaction with our performance managing the environment remains consistent with previous years

Looking Ahead

Projects and activities planned for next financial year, some of which have already commenced:

- continue implementing the Wheatbelt Revegetation Bank
- prepare the organisation for the requirements of the Aboriginal Cultural Heritage Management Act (when gazetted)
- improve environmental management in Main Roads directly managed works
- review environmental requirements in the procurement processes
- develop eLearning modules and roll out training on environmental topics
- continue to use the Infrastructure Sustainability rating tool on all our projects in the planning and construction phases, and transition to Version 2.1 for our Design and As Built ratings
- pilot the use of Infrastructure Sustainability 'Essentials' tool on projects valued between \$5 million-\$99 million
- progress plans to utilise over 200,000 tonnes of crushed recycled concrete and maintain usage of crumbed rubber over 1,200 tonnes in road construction
- support the State Electric Vehicle (EV) Strategy by implementing policy to drive EV uptake in our fleet and construction projects
- develop a Net Zero Transition Plan covering our operations to support the WA Climate Policy.

Sustainability Assessment in Projects and Operations

For our highest value major projects we have adopted the Infrastructure Sustainability (IS) rating tool, Australia’s only comprehensive rating system for evaluating sustainability across design, construction and operation of infrastructure. All infrastructure projects exceeding \$20 million utilise the IS framework as part of project development and evaluation, and all projects valued over \$100 million are officially registered with Infrastructure Sustainability Council of Australia (ISCA) for assessment. We currently have 16 projects registered with ISCA to achieve Planning, Design and As Built Ratings. We have a corporate commitment that our Planning projects must achieve at least a Bronze IS rating, while our construction projects must achieve a minimum Silver IS rating for both the Design and As Built phases.

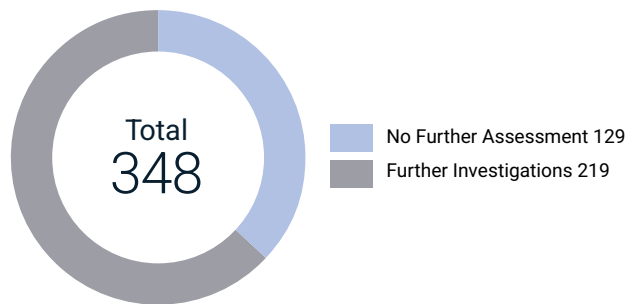
Stand-alone public sustainability reports are produced for our projects with IS obligations, irrespective of whether they are officially registered with ISCA. This year reports have been submitted and are accessible from our online report for the following projects:

- Tonkin Highway Grade Separated Interchanges (planning)
- Tonkin Highway Extension (planning)
- Manuwarra Red Dog Highway (Stage 4 – planning)
- Armadale Road to North Lake Road Bridge
- Great Eastern Highway Bypass Interchanges
- High Street Upgrade
- Karel Avenue Upgrade
- Leach Highway and Welshpool Road Interchange
- Mitchell Freeway Extension: Hester Avenue to Romeo Road
- Roe Highway and Kalamunda Road Interchange
- Smart Freeways – Mitchell Southbound
- Swan River Crossings, Fremantle (planning)
- Tonkin Gap Project and Associated Works

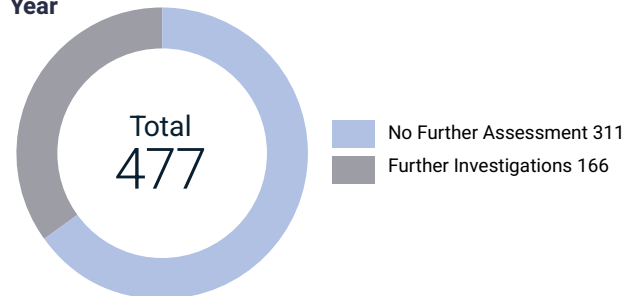
Environment and Heritage Management

We use the precautionary principle in our approach to environment and heritage management and aim to avoid and minimise impacts wherever possible. We ensure activities are initially screened for potential environmental and heritage impacts. Activities considered to have a high risk of impact are investigated further, with all other activities managed using our standard practices. In 2020 we screened a total of 1,206 activities with more than 45 per cent of these activities requiring further investigation to ensure sound environmental management.

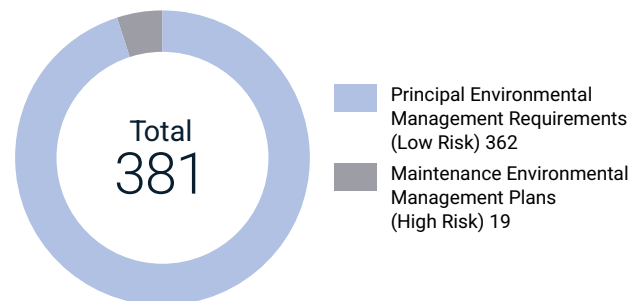
Environmental Screening of Projects in 2020 Calendar Year



Aboriginal Heritage Screening of Projects in 2020 Calendar Year



Environment and Heritage Screening of Maintenance Activities in 2020 Calendar Year



Where impacts are unavoidable we referred activities with potentially significant impacts to the regulatory authorities for assessment and approval. The following summarises our applications for approvals over the past three years.

Applications for Approval	Totals (by calendar year)		
	2018	2019	2020
Aboriginal Heritage approval sought ¹	14	27	29
Aboriginal Heritage approval granted ¹	26	18	26
Project specific clearing permit applications	21	14	11
Project specific clearing permits granted	14	18	7
Projects assessed using Main Roads Statewide Clearing Permit	114	101	118
Projects referred to the WA Environmental Protection Authority under Part IV of Western Australia's <i>Environmental Protection Act 1986</i> (EP Act)	2	6	5
Projects approved by the WA Minister for the Environment under Part IV of the EP Act	0	1	1
Projects referred to the Commonwealth Department of Agriculture, Water and the Environment under the <i>Environment Protection and Biodiversity Conservation Act (1999)</i>	7	6	7
Projects approved under the EPBC Act	5	2	3

NOTE: all approvals granted may include applications made in previous years.

¹ This includes Regulation 10 and Section 18 applications under the *Aboriginal Heritage Regulations 1974* (WA) or *Aboriginal Heritage Act 1972* (WA), respectively, submitted or granted between 1 January to 31 December 2020.

In 2020 we applied for a total of 29 Aboriginal heritage approvals and 11 project-specific clearing permits. A total of 118 projects were assessed under Main Roads Statewide Clearing Permit in 2020, with 22 projects referred to Department of Water and Environmental Regulation in accordance with the conditions of the Statewide Clearing Permit. Five projects were considered to have potentially significant impacts and were referred to the Western Australian Environmental Protection Authority (EPA) for assessment. Seven projects were considered to have potentially significant impacts to Matters of National Environmental Significance and were referred to the Commonwealth Department of Agriculture, Water and the Environment (DAWE) for assessment under the Commonwealth *Environment Protection and Biodiversity Conservation Act 1999*.

In 2020 the EPA concluded that six projects did not have potentially significant impacts and made a decision not to assess the works. Five projects referred to the EPA were still under assessment at the close of 2020. One project was approved by Western Australia's Minister for the Environment in 2020.

In 2020 DAWE concluded that three projects did not have potentially significant impacts on matters of national environmental significance and made the decision not to assess the works. 12 projects referred to the DAWE were still under assessment at the close of 2020. Three projects were approved under the Environment Protection and Biodiversity Conservation Act in 2020.

Clearing Native Vegetation

While we strive to find a balance between achieving road safety objectives and the environment, it is not always possible to avoid the clearing of native vegetation. When this occurs we offset the negative impacts of removing this native vegetation through seeding or planting, purchased land for contribution to the conservation estate or monetary contributions to the State Offset Fund for the acquisition of land and addition to the Conservation Estate.

The following summarises our clearing, revegetation and offset activities over the past three years. Clearing of native vegetation undertaken in 2020 under our Statewide Clearing Permit CPS 818 is available on our website.

Clearing, Revegetating and Offsetting	Totals (by calendar year)			
	2018	2019	2020	
Clearing (ha)	535	663	210	
Total revegetation (ha)	139	58	214	
Offset				
Revegetation (ha)	(a)	6	15	0
Land acquisition (ha)	(b)	None	334	204
(Value of land acquired (\$))		settled	\$1,636,895	\$1,528,091
Financial contribution	(\$)	\$557,844	\$944,800	\$629,976
(Area of land to be acquired using the financial contribution (ha))	(c)	(318)	(437)	(368)
Total offset (ha)	(a+b+c)	324	786	571

In the 2020 calendar year we cleared 210 hectares of native vegetation for 78 projects. We provided offsets in the form of land acquisition and monetary contributions to the Western Australian Environmental Offsets Fund for the purchase and management of a total of 571 hectares of native vegetation. We also undertook 214 hectares of revegetation works, although none of this was required under a legislative approval and was initiated by Main Roads.

Incidents

While we undertake all our activities in accordance with our procedures, we are prepared for the possibility of environmental incidents and have processes ready to respond. An environmental incident is any activity that has the potential to have an adverse environmental impact and can include activities undertaken by us, our contractors or a Third Party. The following outlines the significant incidents classified as having a moderate, major or catastrophic consequence in the past three years.

Significant Incidents (Moderate, Major and Catastrophic)	Totals (by calendar year)		
	2018	2019	2020
Incidents caused by Main Roads	33	10	9
Incidents caused by third parties	9	4	4

There were no catastrophic Main Roads or third party incidents in 2020.

There was one major incident relating to the commencement of low impact geotechnical investigations within an area of Aboriginal heritage significance prior to heritage clearance. The boundaries between areas approved for disturbance, that is areas cleared for disturbance, and areas not approved were miscommunicated to on-site operators. Geotechnical investigation works commenced in the not-approved areas rather than being restricted to the approved areas. Main Roads notified the Department of Planning, Lands and Heritage and met with the Eastern Guruma People to discuss options and undertook a formal investigation into the incident. Changes have been made to the environmental and heritage processes for geotechnical investigations to prevent this happening in the future.

The remaining 12 incidents were classified as moderate with eight caused by our activities and four caused by third parties. These 12 incidents related to: one spill, one impact to Aboriginal heritage (Main Roads), one impact to surface water (Main Roads) and nine incidents of unauthorised clearing of native vegetation.

The nine incidents of unauthorised clearing related to six Main Roads incidents resulting in a total of 1.25 hectares of unauthorised clearing of native vegetation and three third party incidents resulting in a total of 11.45 hectares of unauthorised clearing of native vegetation.

Incidents were reported to the relevant authorities and there were no penalties or financial sanctions related to any of these incidents. We have addressed these procedural failures through training, changes in processes and increased compliance audits to ensure they are not repeated.

Urban Air Quality

Air quality in Perth is generally of a high standard compared with other Australian and international cities. Levels of pollutants have all declined due to tightening of national vehicle emission and fuel standards and the management of industrial and domestic air pollution. Initiatives been undertaken that contribute to the reduction of emissions, which include:

- Encouraging the use of alternative transport through principal shared paths for pedestrians and cyclists
- Optimising traffic management on our network, which minimises emissions due to enhanced traffic flow
- Examining options for an integrated system of roads, rail crossings, mass transit and future technologies
- Supporting the uptake of low emissions technology vehicles, including electric hybrid or other fuelled vehicles that generate less pollutants
- Strategies that reduce congestion and improve network efficiency will result in improvements to air pollution caused by vehicle emissions.

Using the Australian Transport Assessment and Planning Guidelines 2016, we have used data captured internally to estimate emissions trends of the six main air pollutants (carbon monoxide, nitrogen dioxide, photochemical oxidants (such as ozone), sulphur dioxide, lead and particles) due to operations and congestion on state and significant local roads in the Perth metropolitan area. A complete breakdown of emissions by type is available in the Additional Environmental and Sustainability Disclosures section.

Net Zero Transition

With the release of the WA Climate Policy we are progressing the development of a Net Zero Transition Plan which will guide actions in support of the States aspiration to achieve net zero greenhouse emissions emitted by 2050. The plan will focus on our operations and infrastructure investments but also consider impacts from the use of the road network. The Net Zero Transition Plan will replace our existing Carbon Reduction Plan and Target. Our total emissions across our facilities over the past year were 27,313 CO_{2-e}, achieving our target which was to be below 29,302 CO_{2-e}. This table indicates our Green House Gas Emissions (Scope 1 and 2) over the last three years. Detailed information showing data over the last three years by Scope, Source and Intensity are available in the Additional Environmental and Sustainability Disclosures section.

Scope 1 and 2	2019	2020	2021
GHG Type (t CO ₂)	27,925	26,257	26,958

Western Australia Electric Vehicle Strategy

The Western Australia Electric Vehicle (EV) Strategy is closely linked to the Western Australia Climate Policy as the electrification of transport is considered pivotal to reducing overall emissions from transport. Under the strategy, we have also commenced a pilot trial of an EV quota for major projects. If successful, a broader construction project fleet policy will be developed. We are also committed to increasing the uptake of electric vehicles within our own vehicle fleet and support the state government target of 25 per cent, of all new light and small passenger, and small and medium SUV government fleet vehicles to be electric by 2025-26.

Climate Change Adaptation

We have identified more than 52 kilometres of State Roads that have been assessed to warrant earlier, more detailed evaluation for the impacts of climate change. The indicative replacement value of this at-risk infrastructure is in the order of \$365 million. A fundamental aspect of our Sustainability Policy is climate change. The release of the WA Climate Policy will require us to refresh our approach to align with any State led adaptation activities.

Materials for Road Building

In support of the Waste Avoidance and Recovery Strategy 2030 we incorporate recycled content into the significant materials used for road construction. Crushed Recycled Concrete (CRC) is a road building material which is under-utilised, making up 50 per cent of Western Australia's waste stream. In support of the Waste Authorities Roads to Reuse Program we have continued our commitment to utilise CRC as sub-base under full depth asphalt on our major projects and facilitate its broader use by local government. A total of 46,132 tonnes of CRC was used last year taking our cumulative total to 81,014 tonnes. We are committed to increasing our total use of CRC to over 200,000 tonnes.

Waste tyres are another significant challenge and we are committed to helping to facilitate the establishment of a local tyre recycling industry. We currently utilise crumbed rubber in resealing works, which could potentially be sourced using recycled tyres. We have committed to develop and implement alternative crumbed scrap rubber bituminous binders to double our and local governments usage to over 1,200 tonnes per year. During the last year we successfully used 2,753 tonnes crumbed scrap rubber bituminous binders.

Detailed information and data from the past three years available in the Additional Environmental and Sustainability Disclosures section covers the following categories:

- Imported road construction material by type
- Imported recycled construction material by type
- Waste material to landfill by type
- Materials recycled by type.

Providing Green Jobs and Roadsides in the Wheatbelt



Providing Green Jobs and Roadsides in the Wheatbelt

The Wheatbelt Revegetation Bank program is a source of environmental offsets for road improvement works – ensuring no net loss in the quantity and quality of native vegetation.

Over the next 10 years and beyond, many upgrades are planned for improving road safety across the Wheatbelt road network. This can necessitate clearing roadside vegetation – in a region where road reserves are one of the few remaining refuges for native vegetation.

As a condition of environmental approvals, we provide an environmental 'offset', a measure taken to counterbalance unavoidable environmental impacts from a project. The program mainly involves creating expanded green corridors through the purchase and revegetation of cleared farmland abutting road reserves.

The government has committed \$5 million over three years to establish the Wheatbelt Revegetation Bank, and further funding will come from Wheatbelt road projects that utilise its offsets.

The initiative has been adopted as part of the State Government's Green Jobs Plan, aiming to provide opportunities – in the areas of native seedlings, site preparation and planting – for Aboriginal businesses.

The Green Jobs Plan will include \$60.3 million over the next three years, to support projects that will protect our environment and create jobs, of which \$15 million has been allocated to set up a Native Vegetation Rehabilitation Scheme.

In combination with the State's Offsets Fund for Recovery program, the scheme will target revegetation, habitat restoration and protection of existing vegetation to deliver at-scale environmental outcomes and employment over several years. The \$8 million program supports conservation groups to carry out 'on ground' work and will improve habitat for our unique and important flora and fauna, as part of the State's requirement for delivering environmental offsets.

The program will also provide employment opportunities including fencing, seeding, planting, managing threats, and improving native vegetation and habitat for fauna such as the Carnaby's Cockatoo.

Find out more about this, and our revegetation activities around Western Australia, on our website.

Improving Customer Experience

Aim

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

Approach

We always endeavour to:

- understand our customers' needs and how to address them
- deliver consistent communications
- improve our customers' experiences at every interaction
- encourage a shared vision and commitment to customer experience across Main Roads
- demonstrate a proactive, whole-of-government approach to transport outcomes

Key Performance Indicators

92% ✓

Target 90%

Customer satisfaction with Main Roads has increased since last year

19% ✓

Target 5% increase

We increased the number of customer subscriptions to our project updates

96% ✓

Target 80%

The target for resolving enquires at first point of contact was achieved

Looking Ahead

Projects and activities planned for next financial year include:

- improve digital experiences through new website features such as an online application portal and personalisation options
- encourage greater participation in our projects by enhancing online engagement tools
- refine our approach to customer insights and analytics to ensure better community outcomes.

Our Guide to Driving in Western Australia

Travelling across Western Australia by road is one of the best ways to see everything our state has to offer. Due to our state's size, a road trip can include long stretches of open road and hours of driving.

With this in mind, we analysed and compiled customer feedback from our Travel Information and Customer Perception Survey to learn more about the information customers would like to have easily available when they hit the road.

Four months later we successfully produced a 'one-stop guide' with information, hints and tips for road users, to help make their journey easier, safer and more enjoyable.

The 80-page 'Driving in Western Australia' booklet was released in January 2021. It provides road users with information on topics including:

- how to safely plan for trips
- basic road rules and safe overtaking
- oversize and overmass loads or straying cattle – what to do when you encounter them
- safe loads – how to tow and secure your load
- cyclones, floods and fires
- fatigue and fatigue management
- unsealed roads and how to drive on them
- responsible rubbish disposal.

A key element of the new guide is the development of 21 maps showing safe stopping places for key road trip routes across Western Australia. Maps pinpoint some of the stopping places available on a particular stretch of road, giving travellers the chance to plan ahead and arrive safely. The guide also supports Tourism WA's recent 'Wander Out Yonder' campaign by providing road users with an overview on what to see and do.

The guide has proven to be a handy addition to gloveboxes all around, with positive feedback received from caravan clubs and tourist information centres requesting copies for customers. Feedback on the guide includes:

"A friend gave me a copy of the above booklet. Thank you for producing a wonderful and informative magazine"

"They have been very popular"

"I have had a lot of visitors to Walpole asking for your free rest/camping brochure"

"Thank you for providing the Shire of Leonora's Information Centre with your booklet A Guide to Main Roads rest areas and roadside amenities. It is a great little booklet and the tourists are most impressed with it. It has made my job a little bit easier. Congratulations to all the teams involved on a job well done."

More than 35,000 copies of the Guide have made their way across Western Australia so far, helping road users to better plan for, and manage, their next adventure.

Creating Better Experiences

This year, our focus shifts – after a new website and improved processes last year – to enhancing those customer experiences with tailored communication and engagement tools for specific customer wants, needs and expectations.



General Gino

Customer Types – regional and metro motorists, general public or community members

Key Need – I want to travel from A to B safely and efficiently

Pain Points – I don't like not knowing about issues affecting my journey until it's too late, I don't like not knowing what work is going on in my local area, I don't like not knowing who to report issues to, I don't like it when issues I've reported don't get fixed

Improving Gino's Experience: Live Traffic Reports

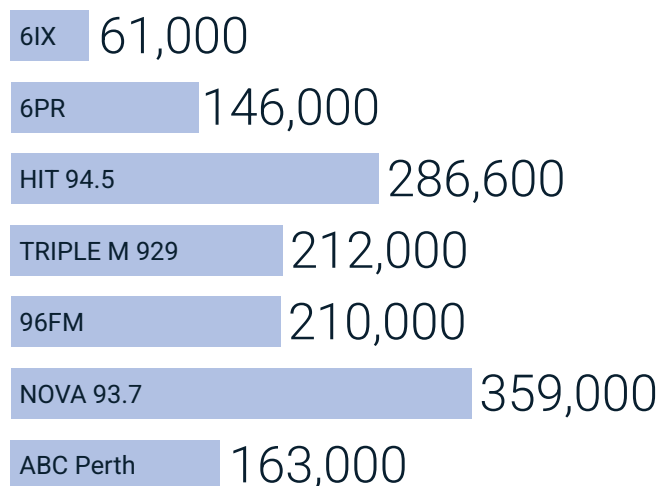
It's 5.45 pm, Gino has just jumped into his car and is keen to get home after a long day at work. Fifteen minutes into his journey, Gino is about to take his usual exit when the traffic report on the radio tells him there are delays on his route, perhaps 'take a different one if you can' – a safe and efficient drive – yes please!

The ability to reach people safely, while they're already on the network means they get to make informed, real-time decision that can vastly improve their driving experience. Radio is just one of many ways we communicate with our customers.

Cumulative radio audience numbers for AM and PM peak times tell us our reach is expanding and more drivers like Gino are benefiting from our radio reports. So, buckle up, tune in, and have yourself a safe and efficient journey.

Radio Audience – February to May 2020

AM peak 5.30 to 9am Monday – Friday



PM peak 4pm to 7pm Monday – Friday





Critical Christy

Customer Types – community advocates, local government, researchers and students

Key Need – I want to get the right information early on about the things that matter to me, so I can have my say

Pain Points – I don't like finding out about things that impact me too late in the project, I don't like not having an opportunity to have my say on things that matter to me, I don't like feeling like my opinion doesn't matter

Improving Christy's Experience: Refreshed Customer Feedback Survey

Customer feedback is essential to our operations. It helps us identify what we're doing well and what we can improve on so that we focus our efforts on what matters the most.

Christy is getting the information she needs from our website but wants to confirm a few details. She calls our Customer Information Centre and has a quick chat with one of our operators. A few days later, she receives an invitation from us to complete a survey – 'We're curious, how did we do?'

We take Christy's responses, and the responses of the hundreds of other customers and translate them to actionable insights for improving our service delivery. This includes improvements such as how we communicate roadworks or update automated phone messages during incidents. Christy's opinions matter, all our customers' opinions matter, and we are putting those opinions to work every day.



Investigating Yvonne

Customer Types – industry or interest groups, lobbyists or journalists, politicians

Key Need – I want to get more information about an issue I am invested in and I want to get a response from Main Roads

Pain Points – I don't like having to wait a long time for information or a response, I don't like receiving less than the full story on an issue, I don't like feeling that my opinion doesn't matter

Improving Yvonne's Experience: Upgraded Systems in the Cloud

For Yvonne, knowledge is key. She needs to know what's happening, where, and how – so we need to have the right processes and technology in place to make this happen.

With this in mind, we've upgraded our phone and customer service relationship systems so our customers have a seamless experience any time they make an enquiry, report a fault, provide feedback or make a claim. Our operators are also benefiting from the customer relationship management (CRM) system upgrade, with improvements to everyday access and an updated 'front end' making it easier and more efficient for users.

Greater flexibility in service delivery, improved business continuity and improved self-service capability mean our new phone and CRM systems give Yvonne, and us, the tools for a smooth and productive information experience.



All-Wheels Andy

Customer Types – heavy vehicle drivers or companies, fleet managers, compliance officers

Key Need – I want to be given timely and accurate information to get on with my job

Pain Points – I don't like it when I'm on the move and I can't access accurate road information, I don't like trying to understand government lingo, I don't like Main Roads changing things without me knowing

Improving Andy's Experience: Heavy Vehicle Information Sessions

Andy relies on accurate and timely information from us to do his job, and we have a lot to learn from him too. So, we've revamped our heavy vehicle information sessions to be more inclusive and interactive to enhance our industry relationships and ensure new products and policy changes better reflect needs.

Our new heavy vehicle industry workshops are focused on a key theme, 'What can we do together to make this work better?'. Workshop topics include accreditation, compliance, permits and access, with participants encouraged to raise concerns, issues, and solutions together. We know we're on the right track, with the new format already delivering positive changes for industry such as amendments to operating conditions and an oversize and overmass vehicles campaign.

It's not just the metropolitan region that benefits. We've taken the workshops across the state, visiting Geraldton, Albany, Kalgoorlie, Kununurra, Port Hedland and Bunbury. Distance is not a barrier to improving experiences for Andy and his counterparts.



Detail Darren

Customer Types – consultants, engineers, land developers, government

Key Need – I want to source relevant and accurate standards, specifications and guidelines so I can propose, design or construct

Pain Points – I don't like not knowing what information I need to obtain, I don't like things being out of date, I don't like conflicting information

Improving Darren's Experience: Open Data Portal

Darren loves detail, and nothing is more detailed than data. This is why, in line with the Western Australian Whole of Government Open Data Policy, we have developed our comprehensive, accessible and user-friendly open data portal.

The portal makes data and information discoverable and more broadly available to customers like Darren who tap into our rich resources for evidence-based decision making.

With up-to-date Traffic, Road Safety, Road Assets, Positioning and Heavy Vehicle data all easily accessible through the portal, Darren can confidently plan and execute his work knowing we're supporting him every step of the way.

Visit our Open Data Portal to learn more.



Maintenance Max

Key Need – I want to know rules and regulations so I can get the job done

Key Need – I want to be given timely and accurate information to get on with my job

Pain Points – I don't like not knowing what information I need to obtain, I don't like the way in which things are processed and interpreted. It should be black and white. I don't like not knowing where my application is in the approval process

Improving Max's Experience: Trafficmap

Max is focused on getting the job done. Our Trafficmap helps him along the way with easy access to view and download traffic counts across the state.

We continue to work closely with Max and industry stakeholders, to tailor and enhance the map to deliver services for effective traffic management decisions.

Data sets are continuously updated, and new information on travel speeds was added this year to supply a complete view of traffic movements across the state.

Other enhancements include reports on traffic volumes by vehicle type and data to allow volume comparisons between different days so that Max has everything he needs to know, at the click of a mouse, to get his job done. Visit our Trafficmap to learn more.

Feedback and Complaints

How we handle Feedback and Complaints

We provide an accessible, fair and equitable feedback and complaints handling process that meets the International Standard for Guidelines for Complaints Handling (ISO 10002: 2018). This year, we refreshed our feedback and complaints handling approach, updating our policy and procedures and implementing a Customer Feedback Survey to formally close the feedback loop.

How we demonstrate our Feedback and Complaints Handling Principles

Accessibility

Customers can contact us through a range of mechanisms, including our 24/7 Customer Information Centre, feedback form on our website, email, letters, and in-person at one of our regional offices.

Responsiveness

We provide a reference number on receipt of all feedback or complaints, so that progress can be tracked. We reply as soon as we can and if we provide an interim response, we advise who will be dealing with the feedback or complaint.

Objectivity

We handle all feedback and complaints in a sensitive, equitable, fair and unbiased manner, guided by our Feedback and Complaints Handling Policy which is available on our website and by request. Access to independent Customer Advocates and advice on how to contact the Ombudsman are readily available if customers are unsatisfied with how with how their interaction was handled.

Participation

All customers are invited to complete a Customer Feedback Survey at the end of their interaction with us. All responses are analysed and any suggestions for improvements to the process are worked through by our Customer Experience Team.

Service excellence

'Customer' is one of the four areas of focus in our strategic direction, encouraging all of Main Roads to put the customer and their experience at the centre of all we do. All employees have access to training and a range of guidance materials via our intranet and website, and a robust quality assurance process is in place to identify training and improvement opportunities.

Resourcing

We invest in our people and systems to ensure all feedback & complaints are efficiently and effectively handled. This year, we upgraded our telephony and Customer Relationship Management systems to make it easier for our operators to deliver seamless customer experiences and continue to look for ways to innovate and enhance our processes.

Improvement

All feedback and complaints are recorded in our Customer Relationship Management System. Data is analysed on a weekly basis by our Corporate Executive and Senior Management teams and is used to identify gaps and opportunities for improvement.

For more information, or to understand our commitments to you, please visit our website.

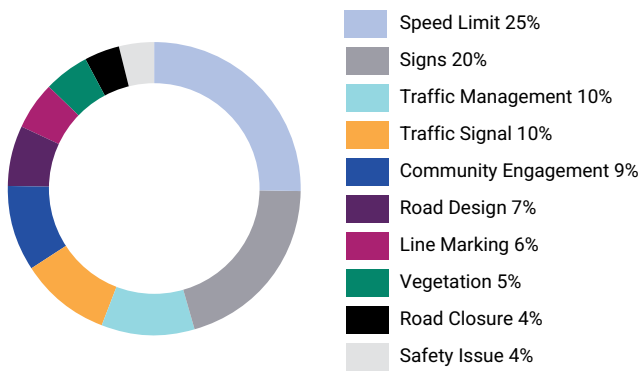
What Our Customers are Telling Us

This year we received 13,345 items of feedback. We value customer feedback and regularly investigate trends and issues that provide us with insights for improving our business areas. The two key feedback types are requests and complaints. The topics of requests and complaints received from all sources across the past 12 months are detailed below.

Requests and Complaints

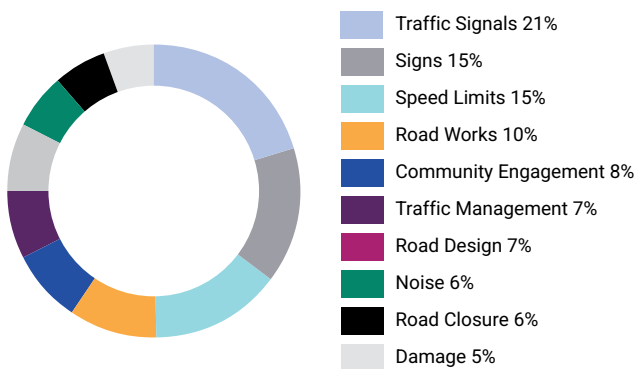
This year we received 4,777 customer requests, the top 10 categories represent almost 61 per cent of all customer requests.

Customer Requests 2021



Seventy-one per cent of all customer complaints fall into one of 10 categories, as shown. This year we received 5,083 customer complaints. Our Customer Information Centre and Complaints Handling Process aim to deal fairly with complaints and improve performance in all areas.

Customer Complaints 2021



Fault Reports

Many customers make contact to report faults, providing valuable assistance to the challenging task of continuously improving the condition and appearance of our road network. Last year we received 24,270 fault reports, the top fault type reported was for graffiti removal.

Customer Information

Customer Information Centre (CIC) services delivered 24/7 by the Department of Transport demonstrate collaboration and service efficiencies within the Transport Portfolio. These include a new cloud-based phone system delivering improved service for customers. The customer relationship management system used by the CIC has been migrated to the cloud; this gives both an improved reporting capability, helping us to better understand our customers, and an improved user experience.

The CIC plays an important role in state-wide incident response and management, providing timely and accurate information to the public. Our front-line customer service area is also an important information source for road network activity. Self-service options on the phone continue to improve services for customers. Whilst our call volumes decreased, customer interaction via email and digital services continues to rise.

Customer Contact Statistics	2019	2020	2021
Telephone calls	91,732	99,920	88,499
Calls self-served	14,293	16,406	14,547
Email enquiries	53,988	55,848	70,014
Total phone and email enquiries	145,720	155,768	158,513
Increase total interaction percentage	+13%	+7%	+1.75%

Engaging with Local Communities through Open and Transparent Project Communications

We deliver a range of services, projects and network improvements across Western Australia – connecting people, communities and businesses. Our customers are diverse and part of our community: riders, walkers, drivers, those that live near a project and those that travel through, and any person that needs to get somewhere.

This diversity is reflected in our engagement programs. In 2021 we informed our drivers of upcoming roadworks and disruptions, collaborated with stakeholders to address local traffic issues, educated people about road safety and consulted communities to plan for major infrastructure projects or future road networks.

Feedback from the community and stakeholders guides our work from early planning stages to final delivery balanced against the technical requirements that ensure our road network enhancements continue to improve everyone's travel experiences .

We provide engagement opportunities and project information by maintaining a strong digital presence. Changes to the road network are shared in real-time and we utilise our centralised customer relationship management system to share project information and promote online subscriptions to our newsletters and updates.

We continue to expand our use of the Transport Portfolio's My Say Transport online engagement portal, which has encouraged community participation on a number of high-profile projects including Tonkin Highway Extension in Mundijong and Swan River Crossings Project in Fremantle.

Traditional engagement techniques remain popular and relevant and help facilitate widespread community input – we continue to host, information sessions, reference group meetings and face-to-face meetings in both metropolitan and regional areas. Our commitment to engaging with our communities by delivering timely and accurate communications is designed to increase community trust and maintain our relationships with stakeholders while building our credibility and reputation.

Community Perception Survey

Our annual Community Perception Survey gives a voice to our large and diverse community. We explore perceptions of how we're performing in the construction, maintenance and management of the road network to help us plan and work on community wants, needs and expectations.

The following table shows this year's results.

Area of Satisfaction	2019 (%)	2020 (%)	2021 (%)
Overall performance	90	90	92
Road safety	91	92	93
Provision of cycleways and pedestrian facilities	91	91	89
Road maintenance	87	86	89
Sustainability	91	89	91
Environmental management	91	90	91

At a state-wide level, the community also rated us highly in providing clear line markings, setting safe speed limits and providing dedicated bus and taxi lanes. Areas for improvement include timing of roadworks and providing more overtaking lanes. To learn more about our performance, visit the Our Community page on our website.

Disability Access and Inclusion Action Plan 2018-2022

Over the year, we have been working on delivering key actions from the Main Roads Disability Access and Inclusion Plan 2018–2022. The plan aligns with the Western Australian *Disability Services Act 1993*, amended in 2004 and 2014, and was produced in recognition that people with disability, their families and carers have the same rights to access our products and services as any other member of the community. Implementation of our plan is actioned by an internal working group and monitored by Corporate Executive, ensuring access and inclusion are high priorities in our decisions. To see some of the actions we have initiated visit our website.

Digital Channels

In addition to our regular media updates, we provide project and road user information on a range of digital channels supporting our business areas with their communication needs. People are spending more time doing more things online than ever before. So, aiming to deliver the right services, in the right way, and at the right time, is key. We continue to provide traffic and travel information, community updates, technical information, heavy vehicle advice, and more.

Digital snapshot of the past year

7.1 million Website views

2.6m

Travel map visits,
highest day 12 April
145,000 views

21,243

Regional Twitter
followers

15,657

LinkedIn followers

65,215

Metro Twitter followers

71,656 Facebook fans

26,665

Perth Traffic Group Members

827

Main Roads in the Kimberley

714

Main Roads in the
Mid West-Gascoyne

695

Main Roads in
Goldfields-Esperance

1,894

Tonkin Gap

1,497

Bunbury Outer Ring Road

Our People

Aim	To attract, develop and sustain organisational capability through our people
Approach	We strive towards: <ul style="list-style-type: none">• demonstrating our values through our behaviours• creating a positive work environment that provides challenges and encourages development• focusing on solutions• engaging with our people• sustaining good workforce planning practices.

Key Performance Indicators

1,237 [✓] Target N/A Headcount	23% [✓] Target 20% We exceeded our target in respect to women in leadership positions at Level 6 and above	90% [✓] Target 100% Completion of Career Conversations remains consistent with previous years
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Looking Ahead

Projects and activities planned for next financial year, some of which have already commenced, include the following:

- meeting the challenge of attracting and retaining appropriately skilled employees, particularly in regional areas
- improving our recruitment strategy to better position us in the recruitment market
- consolidating the Regional Engineering Associate Traineeship Program in order to help build a sustainable workforce in the regions
- continuing a focus on increased Aboriginal employment and creating pathway programs beyond the traditional university stream
- continuing workforce planning with a strong focus on providing the information to enable us to make strategic decisions for our future workforce.

Harmony Week across Main Roads

Main Roads Multicultural Plan, launched in December 2020, identifies new ideas to create an inclusive environment and it acknowledges work across Main Roads to meet the needs of our people who are culturally and linguistically diverse (CaLD).

One celebration of our diversity was Harmony Week. To launch the week we created a detailed 'Main Roads Harmony Week Cookbook' capturing recipes and stories to showcase the many cultures of our people around the state. Other activities included:

- A photography competition with the theme 'What harmony means to me', with the winning entry used on the cover of the cookbook.
- Great Southern Region organised a craft activity where our people made flags of different countries represented in the workplace and then followed up with a lunch reflecting the cuisine of the many cultures at work.
- A number of areas held lunches featuring delicious food from many cultures and wore orange to acknowledge the week.
- One area conducted a daily quiz testing our people's knowledge of food, traditions, flags and customs. A morning tea was held where quiz winners received certificates in a range of languages.
- The Network Operations team held a morning tea and introduced a new activity – the Diversity Map. Everyone in the directorate was invited to add their electronic pushpin to an interactive world map that was on display in a collaboration space. Each pin represents all the places the team come from, demonstrating the diversity of our colleagues, with nearly 100 pins reaching out across the map.

- We coordinated many of Perth's iconic landmarks, including the Matagarup Bridge, Sky Ribbon, and Mount Street Bridge to be lit up orange to mark Harmony week.
- The CaLD Walking Trail was highlighted to our employees identifying local significant multicultural landmarks.
- A series of regional harmony week events were promoted via our internal communication channels to our people to get them involved in community-led diversity activities.

Our Multicultural Plan was developed in response to the Western Australian Multicultural Policy Framework. Key actions from the plan have been incorporated into our corporate business plans.

Our Diversity Facts

- We have employees from at least 57 countries around the world.
- Languages other than English spoken at home include Russian, Bengali, Spanish, Finnish, Vietnamese and Malay.
- Top 10 countries of origin include Malaysia, United Kingdom, New Zealand, Sri Lanka and India.

*We're working for
Western Australia.*

Our Profile

We have 1,237 people, this helps to share a little about who we are.

Demographics	2019 (%)	2020 (%)	2021 (%)
Female employees	31	31	31
Male employees	69	69	69
Indigenous Australian employees*	1	2	2
Employees with a disability*	3	3	3
Employees of culturally diverse background*	25	38	14**

* Figures do not represent an accurate profile of our diversity, as the information is provided by self-declaration.

** In September 2020 the Public Sector Commission defined culturally diverse to exclude ABS defined countries as mainly English speaking. We have not recalculated previous years figures.

Employee age profile	2019 (%)	2020 (%)	2021 (%)
<30	10	11	12
30-39	23	24	24
40-49	21	21	21
50-59	30	26	27
60+	16	18	16

Regional profile (headcount)	2018	2019	2021
Great Southern	31	32	37
Goldfields–Esperance	21	18	31
Kimberley	30	28	36
Mid West – Gascoyne	44	45	51
Pilbara	28	28	39
South West	63	68	70
Wheatbelt	33	37	43

New starters (headcount)	Employees
Number of new starters	141
New Starters by gender	
Female	44
Male	97

Turnover	2019 (%)	2020 (%)	2021 (%)
Turnover rate	4	5	4
Turnover by gender			
Female	40	26	39
Male	60	74	61

Attracting and Developing Our People

We are committed to training and developing our employees and we aim to build a highly skilled, professional and ethical workforce with the ability to adapt to changing business, technology and environmental needs. Both internal and external training provides the best possible development including supporting people with nationally recognised qualifications either through fully funded or study assistance options. We also participate in a cross-Portfolio leadership program, encouraging peer learning and collaboration for better project outcomes.

Learning Management System

LearningHub, our corporate learning management system, has become the central hub for all training activities. More than 50 eLearning modules are now available to staff on topics including safety, environment, compliance, integrity and cultural awareness.

This year saw a review of the induction process to take better advantage of LearningHub capabilities. The process is now more streamlined by moving from a paper form to an electronic checklist. Managers and employees complete tasks with the click of a button, keeping track of progress in the onboarding process.

Career Conversations

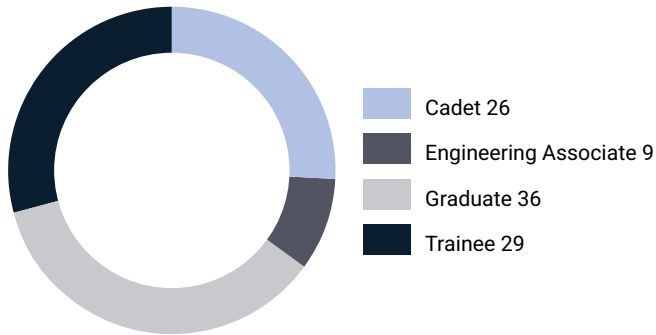
This year we have focused Career Conversations on career development. We have encouraged conversations around regional placements as a way of increasing knowledge and skills; it also supports our commitment to regional employment. Career Conversations is moving to our learning management system, LearningHub; this will link the areas of employee career plans and training and, for the first time, include probationary and development employees.

This year we had a ninety per cent completion rate for the initial Career Conversations and eighty per cent of mid – year reviews were carried out.

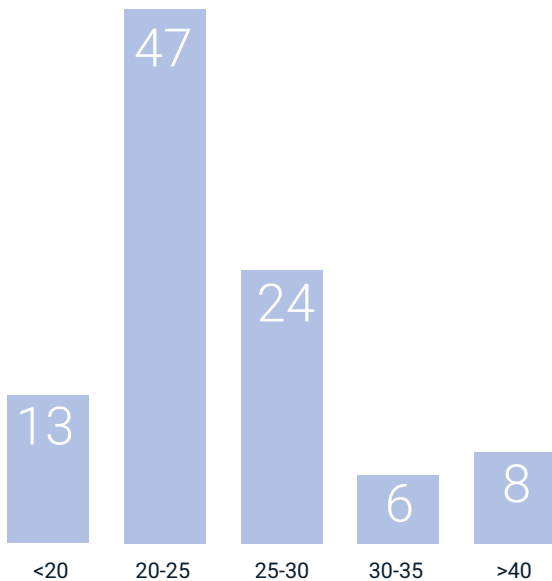
Development Employee Programs

This year we increased our focus on recruiting development employees as they present an invaluable pool of fresh and innovative ideas to help us grow. The move supports our commitment to increasing our diversity and improving employment outcomes for youth. For the 2021 Development Employee Program we welcomed 70 fresh faces across the following disciplines, taking our total development employees to 100 people.

Program Categories



Age Profile



New Road Construction and Maintenance Program

A new training program was rolled out in 2020 with a focus on sprayed sealing and seal widening to complement the planned low-cost widening improvements across the regional WA road network. Two hundred and three of our employees participated along with local government staff and external contractors across most regional locations.

Strategic Research and Innovation

Our internal Innovation and Research Program encourages employees to collaborate, learn, solve problems and explore new and innovative opportunities. This allows us to solve real business problems or explore new opportunities in conjunction with various organisations including Austroads, PATREC, SBENRC and ARRB Group Ltd, as well as universities, Cooperative Research Centres and the private sector. During the year, 10 new projects were approved and we were progressing a further 20 active projects. Our Bright Ideas software package helps us to foster a high level of engagement throughout the year as people can participate in specific corporate challenges or submit their own ideas on innovative approaches.

Recruitment and Regional Development

We embarked on refreshing our employer brand, which centres around 'Going Places'. The positioning concept is that we offer incredible opportunities in regional areas, with every day bringing new challenges and rewards for those willing to put in the hard work. 'Going Places' was launched with the recruitment of our regional engineering associate trainees, where we took an innovative approach to our communication with candidates including short dynamic videos showcasing 'a day in the life' of a region. All our material was tailored to the work and landscapes of each regional location and featured our own people for a real and personable approach.

Diversity and Equal Opportunity

We encourage and recognise that a diverse workforce is integral to our success. We value the unique blend of knowledge, skills and perspectives people bring to the workplace; including cultural background, ethnicity, age, gender, gender identity, disability, sexual orientation, religious beliefs, language and education. Diversity also includes professional skills, working style, location, and life experiences. As part of recognising and promoting awareness around diversity, over the last 12 months we acknowledged and celebrated many different events.

Equal employment opportunity training is compulsory for new starters. Employees also have access to Diverse WA, cultural competency online training. In addition, information on unconscious bias and inclusion in the workplace is readily available on our intranet page.

Equal Employment Opportunity and Diversity Management Plan 2021-24

To assist with identifying barriers and creating a diverse inclusive workplace at Main Roads, an equal employment opportunity survey was conducted during April 2020. Results highlighted areas for improvement.

Our newly informed 2021-24 Equal Employment Opportunity (EEO) and Diversity Management Plan focuses on these priorities to increase engagement and representation of:

- Aboriginal and Torres Strait Islander people
- women
- people with disabilities
- youth
- people from culturally diverse backgrounds
- lesbian, gay, bisexual, transgender, intersex and questioning (LGBTIQ+).

We are committed to supporting the government initiative that aims to increase the diversity of our workforce across the state.

Women in Leadership

We continue our focus on attracting, retaining and developing women to have greater representation in technical and leadership positions. We recognise that women in positions of influence will lead to increasing numbers of women in leadership.

International Women's Day 2021 'Choose to Challenge', was promoted across the state with several senior managers interviewed, providing their perspective on the importance of women in leadership and their advice on career development, challenges faced and management of work-life balance. Corporate Executive endorsed the implementation of personal 'pods' in the workplace to encourage women on maternity leave to return to work to continue their careers and still have access to private facilities for infant feeding responsibilities.

	2019 (%)	2020 (%)	2021 (%)
Women in Level 6 and higher level positions (permanent)	27	26	23

Reconciliation Action Plan 2021-23

During National Reconciliation Week we launched our new Reconciliation Action Plan (RAP) 'The Road to Jobs and Business Opportunities' focusing on implementing longer-term strategies and working towards defined measurable targets and goals. In support of the government's Aboriginal participation policy, our Aboriginal Advisory and working groups are implementing Aboriginal engagement initiatives for procuring goods and services from

Aboriginal businesses and engaging Aboriginal groups in design, construction and maintenance activities related to road infrastructure projects. We encourage agency-wide commitment to achieving the RAP actions. A copy of our RAP and regular updates are available on our website.

Aboriginal Employment

We employ 28 people, 2.3 percent of our workforce, who identify as being either Aboriginal or Torres Strait Islander people. In order to improve the level of direct employment, we have developed an Aboriginal Employment and Retention Plan for significantly improving meaningful Aboriginal and Torres Strait Islander employment and training opportunities.

Throughout the year we had four Aboriginal people appointed as engineering associate trainees, three Aboriginal people appointed in trainee roles and three senior Aboriginal people appointed in identified positions to undertake Aboriginal Engagement roles.

National Reconciliation Week 2021 – More than a Word – Reconciliation Takes Action

As part of our activities, Aboriginal and non-Aboriginal employees shared their stories about what Reconciliation 'More than a Word' means to them. This was show cased across our internal website. We featured daily stories highlighting our commitment to providing long term, sustainable employment opportunities for Aboriginal West Australians.

In addition, a corporate lanyard was created from a collective art piece made during Connecting People with Culture and Country cultural training. Other activities included: supporting the Department of Local Government Sport and Cultural Industries Banner Project by sponsoring banners at St Georges Terrace, Elizabeth Quay, Bunbury, Geraldton and Kalgoorlie; and plaques with Noongar names as well as colourful language posters being installed outside our conference and meeting rooms.

Cultural Awareness

Our cultural awareness training, 'Walking together in partnership' brings greater understanding of Aboriginal people's culture and the commitments of our Reconciliation Action Plan and it is now being delivered to our Regions. The training consists of one-day workshops with a local perspective component within each region culturally tailored and with consideration for each area's own local, unique and diverse communities. The trainers work together with local Elders to provide an immersive learning program which takes participants through a journey exploring non-Aboriginal thinking, Traditional Culture, and its relevance in 2021, and keys to cultural competence and cultural safety. The roll out began in February 2021 and will continue until September 2021. At least one class is being delivered in each location as each office interacts with a different mob.

Enhancing Safety, Health and Wellbeing

Aim

Consistently leading safe outcomes

Approach

We work to establish consistent application of policies, standards and procedures across the organisation, and with our business partners, based on effective risk management.

Key Performance Indicators

0[✓]

Target 0

There were no Fatalities last year

0.5[✗]

Target 0.1

Our Lost-time injury (LTI) and/or disease incidence rate⁽¹⁾ target was not achieved

16.6[✗]

Target 0

Our Lost-time injury and severity rate target was not achieved⁽²⁾

1. Lost Time Injury Incidence rate is (the number of LTI/Ds divided by the number of employees) x 100

2. Severity rate is (the number of LTI/Ds that resulted in 60 days or more lost divided by the total number of LTI/Ds) x 100

Looking Ahead

Projects and activities planned for the next financial year, some of which have already commenced include the following:

- There will be a strong focus on significantly reducing the number of low frequency high consequence incidents during the 2021-22 period.
- There will be a continued focus on the delivery of our Safety Health and Wellbeing 2021-2024 three-year strategy with the coming years deliverables centred around:
 - the transition to impending Work, Health and Safety (WHS) legislation.
 - reviewing our ISO 45001 accredited Safety, Health and Wellbeing Management System
 - WHS requirements incorporated into our Contractor Management and procurement processes.
- Training will also be provided to the business on the new WHS laws and tailored to the roles, responsibilities and accountabilities through all levels within the organisation.
- A number of other areas will be focused on in the coming year, such as COVID-19 incident response management control.
- Mental wellbeing in the workplace based on our Mental Wellbeing Strategy.

Theatre brings Health and Safety to Life



Theatre brings Health and Safety to Life

In October, we brought together 90 participants comprising safety practitioners, employees, contractors, WorkSafe representatives and other guests to give presentations which highlighted WorkSafe Month activities.

The presentations for the day included safety statistics from the EQSafe database, psychosocial hazards, feedback from WorkSafe on the use of Safe Work Method Statements and a Traffic Management update.

Attendees were also entertained by ACT Australia with industrial safety training on a workplace safety incident. The group uses role play for interactive case studies. During the theatre the facilitator would stop the scene and engage the audience with questions relating to the manager, supervisor and worker. Questions related to what could have been done better to stop the incident occurring.

The feedback following the forum was so positive that it was decided to use a similar format and approach in the Kimberley Region, for its Safety Day held in February. Once again, Safety Industrial Theatre, presented live, interactive case studies illustrating how decision-making, including even the smallest action, leadership and culture can have the greatest impact on safety at work.

Participants were presented with challenges and ways to explore commitment and capability. The approach to 'lessons learned' is highly engaging and has great impact. It was used again for the induction of 21 new graduates to our Civil and Electrical Graduate Engineering Program.

Participants felt it was one of the most effective workshops that they have been to. The immersive workshop was beneficial in terms of delivering the key messages and empowered people to take them back to the workplace and make improvements to the culture of their teams.

Our Safety Performance

There is nothing more important than the safety, health and wellbeing of our people, the contractors who work on our behalf and the customers who access our network across the state.

Poor safety and health outcomes have a detrimental impact on the lives and livelihoods of workers and their families. We are a learning organisation committed to zero fatalities, preventing serious and catastrophic incident events and reducing injuries. We keep safety at the core of our operations by tailoring our safety strategy and initiatives based on business needs. This is driven by a dedicated and committed executive team who cares and wants to protect human life for all who work and travel on the road network.

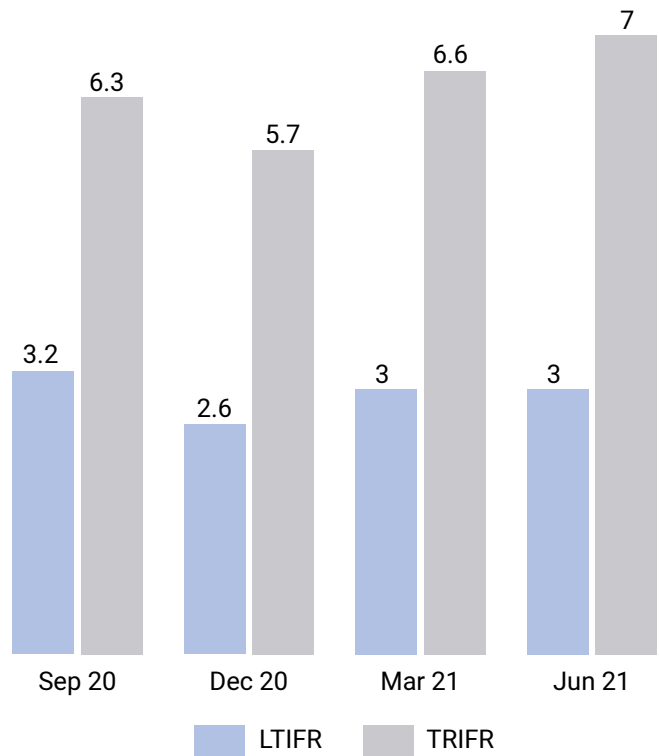
With the embedding of the incident and event reporting system, EQSafe, used by our workers and Contractors, there has been a focus on detailed, timely and accurate information being entered into the system. The system starting to mature in its capability, coupled with the strong incident reporting culture of our workers and that of our Contractors, has allowed us to move into a position to analyse safety and health information in more detail.

The data from last year has shown that of all the injuries recorded, 13.2 per cent are Main Roads employees and 86.8 per cent are contractor injuries. This information helps identify critical issues, trends and emerging challenges that assist Corporate Executive to make strategic decisions to ensure the safety of our workforce and those that work with us in delivering our services.

Lost Time Injury Frequency Rate

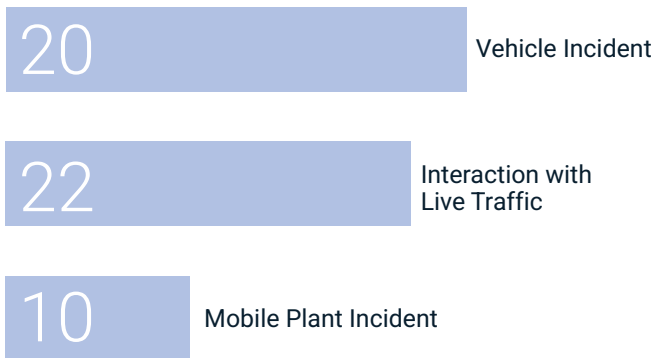
Over the last 12 months our Lost Time Injury Frequency Rate has exceeded our target with the worst result we have seen for many years. It is of great concern across the organisation and a significant focus is being put on our Critical Risks and mitigating actions to address them.

Injury Frequency Rates



The graphics below show our top three critical risks over the last 12 months and the root causes enabling us to focus our attention on the areas that matter the most.

Top three critical risks



Top four root causes

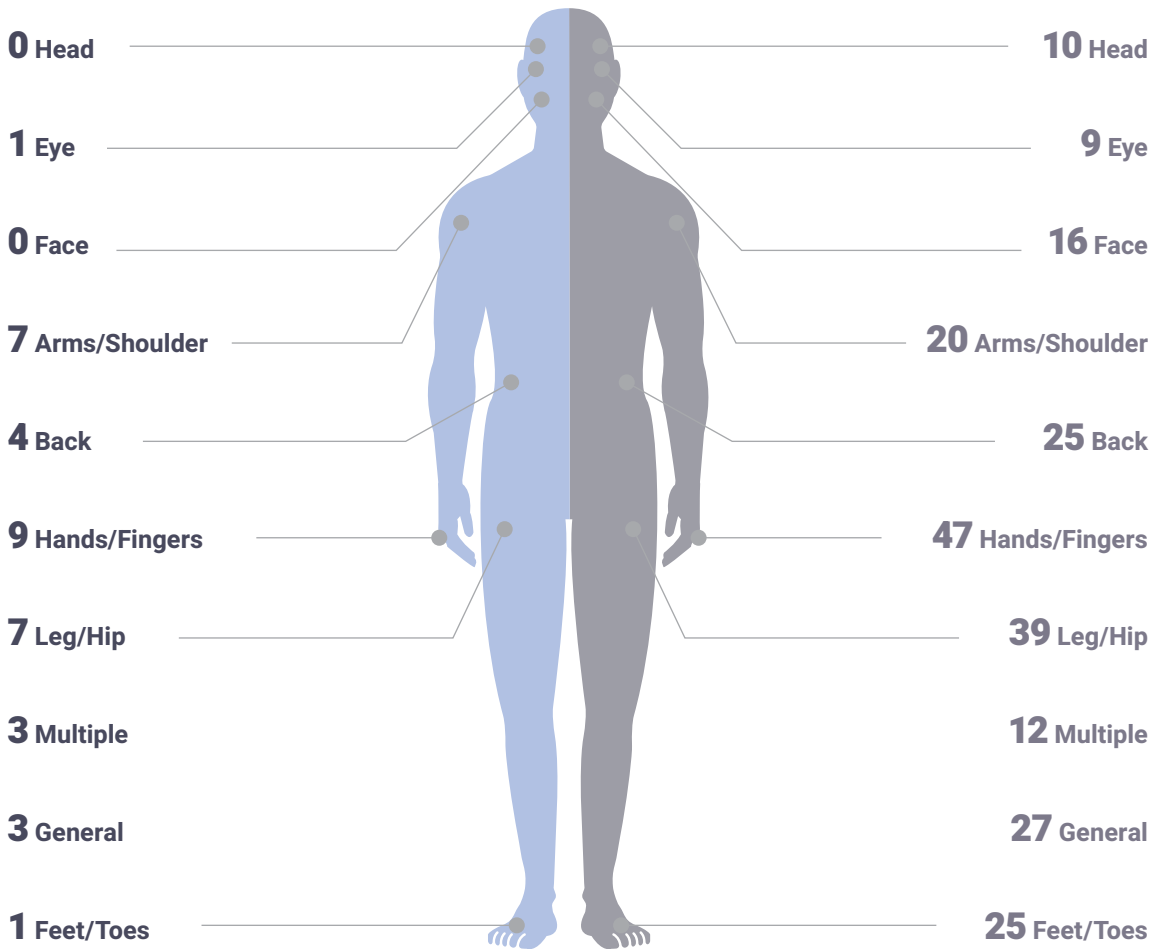


Total Injuries on Body

An analysis of where injuries occurred shows a slight change from last year with both contractors and Main Roads employees showing more back injuries this year, but hands and fingers still feature prominently.

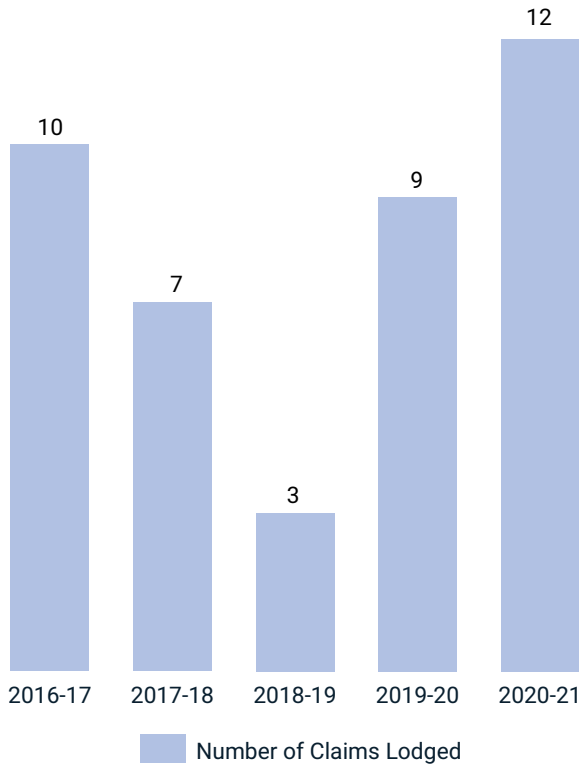
Main Roads Injuries

Contractor Injuries



Workers Compensation and Injury Management

There was a total of 12 workers compensation claims lodged. Five were linked to a work-related Lost Time Injury (LTI). Of the five LTI's, three workers returned to work within 13 weeks, one returned within 26 weeks and one was greater than 26 weeks.



Safety Banner Alerts

We regularly communicate alerts across the organisation and to our contractors providing lessons learned from serious incidents. A more collaborative approach to investigating contractor safety has been encouraged, with an increase in the quality and clarity of investigation reports. In the last 12 months we released 115 Banner Alerts.

Safety Banner Alert Type	Number
Red – SHW Serious Incident (Preliminary Notice)	45
Grey – SHW Serious Incident (Final Notice)	45
Blue – General SHW	24
Purple – Local	1
Orange – SHW Technology and Innovation	0

Enhanced Reporting and Analysis

We have recently developed dashboards that enable anyone to access safety and health performance data. This information allows safety champions and our leaders to make informed decisions using lead and lag indicators and trend analysis. We can also use the data to support those who have an inherently higher risk profile due to the nature of the work performed. By providing our industry partners with meaningful trend analysis information we can support their business in preventing injuries and illness. This is a new era for us as we are now able to share data and information that was previously only available to safety practitioners.

Preventative Health and Wellbeing

Information received from our employees, through an online health survey, enabled us to tailor our health and wellbeing program towards their needs. This drove our health and wellbeing focus over the 2020–21 period. We encouraged healthier habits to prevent illness and chronic disease, and to promote a healthier lifestyle for our workforce.

Initiatives included healthy heart checks, which had a high participation rate, influenza vaccinations in our metropolitan and regional offices, lunch and learn sessions, and health and wellbeing video resources. We understand a healthy workforce is a happy and productive workforce, able to achieve the challenges ahead of us.

COVID-19 Response

We quickly adapted business operations to prioritise the health and wellbeing of our workers, and all Western Australians, when COVID-19 pandemic impacts began. With the fast-moving nature of the virus and the volume of information available, we had to identify trusted information sources and use clear communications as the foundation for making good decisions to protect everyone in the state.

During our response to the pandemic we partnered with other government agencies and industry stakeholders to reduce transmission pathways of COVID-19 and to keep Western Australia moving. This could not have been achieved without the help and support of our colleagues at WA Police and traffic management organisations throughout the state, especially in setting up, monitoring and controlling regional boundary checkpoints within the state.

The COVID-19 pandemic has meant major impacts and disruptions to everyone's life; however, Main Roads wanted to keep one thing constant – our organisational commitment to delivering for the people of Western Australia and future visitors to our great state.

Occupational Safety and Health in Procurement

With the support of a dedicated team from across the organisation, Specification 203 Safety and Health Management was published. The specification update gives clear and direct information on safety and health requirements for construction work on our behalf.

In support of all contractors performing work on our behalf and our shared and concurrent duty under the Occupational Safety and Health Act 1984 (WA), our Safety, Health and Wellbeing Branch carried out this update following a full review.

Mental Health Strategy

We have an organisation-wide Mental Wellness Strategic Framework and a Mental Wellness Action Plan 2019–2022. We assess mental health risks and focus on building a positive workplace culture with internal capability to ensure early access to effective care and rehabilitation.

We have in place policies, procedures and guidelines to support employees with mental health conditions. This has been complemented with the development of a Guideline on Psychosocial Hazards, which includes an audit tool, to help manage those risks.

In recognition of this year's National Mental Health Week and R U OK? Day, we launched our new Mental Health and Wellbeing Guideline for Managers to boost their response to, and support of mental health issues through early recognition and intervention. We also offered additional learning and development opportunities on First Aid for Mental Health, Resilience and Change, and Workplace Mental Health for Leaders.

For our high-risk employees responding to critical incidents such as road crashes, bushfires, cyclones and floods, we provided refresher training on Coping with Trauma covering psychological preparedness pre-incident, providing a supportive and responsive work environment post-incident, peer support and general information on trauma, depression, anxiety and post-traumatic stress disorder.

Employee Assistance Programs

Our Employee Assistance Program allows employees to access registered psychologists to help them cope with the challenges that they may face, either work related, or non-work related. In addition, a Management Coaching and Development Program provides support and guidance to managers overseeing employees with mental health and other issues. Whilst confidential, statistics, broadly, show use of the program is similar between genders and generally attended on a voluntary and self-referred basis. There is, overall significantly improved results to wellbeing or referral to more specialised practitioners.

We continue increasing the capability of our employees through a Mental Health, Wellbeing and Workplace Program, and continue to create a culture of disclosure and peer support.