

EASTLINK SUSTAINABILITY REPORT

FY2021 (YEAR ENDED 30 JUNE 2021)



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1. SUSTAINABILITY HIGHLIGHTS FOR FY2021

SAFE ROAD

Low casualty crash rate 2.92 per 100M vehicle km
Zero crash fatality

SAFE WORK

Zero Lost Time Injury (LTI)
Zero Medically Treated Injury (MTI)
Zero fatality

QUICK

97 km/h average speed

EFFICIENT

GHG emissions down 6.3%
Tunnel lighting upgraded to LED

RESILIENT

Climate change risk assessment completed

HELPFUL

\$600,000 donated to community services
54% reduction in EastLink infringements

RECOGNISED

GRESB top 5 Star rating for sixth successive year
Ranked #2 globally transport (road companies)
Customer satisfaction at a record high



G R E S B[®]
★ ★ ★ ★ ★ 2021

2. MANAGING DIRECTOR'S MESSAGE

I am delighted to report that the 2021 GRESB Infrastructure Asset Assessment awarded EastLink the maximum ESG sustainability rating of 5 Stars – for a sixth year in a row. EastLink's overall GRESB score has increased from 91/100 in the previous year, to 96/100 in 2021. Furthermore, in the transport (road companies) category, EastLink was ranked 2nd in the world.

During FY2021, the COVID-19 pandemic continued.

In Melbourne there was an extended lockdown in July-October 2020, a five day lockdown in February 2021, and a two week lockdown in May-June 2021.

The EastLink team has become highly experienced at rapidly responding to the changing of government restrictions, and the introduction and lifting of lockdowns. We work as one team, no matter where we are working – at home, in the EastLink operations centre, or out on the road.

For the EastLink team, managing the COVID-19 pandemic is now part of our business-as-usual activities, as we seamlessly maintain all of EastLink's operations and services.

We also care about those local people who have been experiencing disadvantage during these difficult and unprecedented times.

To support local people in need, from January to June 2021 we implemented a Community Investment Program that donated a total of \$600,000 to the following not-for-profit community service providers:

- > Peninsula Community Legal Services
- > Eastern Community Legal Services
- > EACH for Eastern Financial Counselling Services
- > Beyond Blue
- > Safe Steps Family Violence Response Centre
- > Reading Out Of Poverty.

You can read more about these donations and the important work that is undertaken by these essential community service providers in section 11.2.

A highlight during FY2021 was the upgrade of the lighting in the EastLink tunnels. After a lot of planning and preparation 1,066 High Pressure Sodium (HPS) lights were replaced with 1,174 new LED lights – over just four nights.

The new LED lights are brighter and whiter than the old orange HPS lights. This will improve safety for customers as well as assist with our tunnel operations (section 8.1).

Less power is consumed by the new LED lighting system compared to the old HPS system. The estimated 26% power reduction will reduce greenhouse gas emissions by around 469 tonnes each year, improving the sustainability of our operations (section 12.3).

As the custodian of EastLink, we've been making improvements above ground too.

To ensure EastLink continues to offer a safe and smooth ride for customers, initial asphaltting works in FY2021 have kicked off our major multi-year program to resurface EastLink (section 14.3).

To improve resilience, we're upgrading our back up traffic control room, so that it will soon have similar capabilities to the main traffic control room (section 8.1).

We're responsible for looking after EastLink's much loved collection of public artworks. As part of that, three of EastLink's artworks have been renovated for the community to enjoy (section 11.2).

I hope that you enjoy reading our Sustainability Report, and that by doing so you gain a better understanding of what we do.

Charles Griplas
Managing Director



3. ABOUT EASTLINK

ConnectEast Group is the privately owned Special Purpose Vehicle (SPV) completely dedicated to the design, construction, operation and maintenance of the 39km EastLink tollway plus the 1km un-tolled Ringwood Bypass in the eastern suburbs of Melbourne, Australia.

Construction of EastLink started in March 2005. EastLink opened to traffic in June 2008. The EastLink toll road concession agreed with the State of Victoria will continue until 2043.

EastLink is the only major north-south transport artery in Melbourne's east, and connects the Eastern, Monash, Peninsula Link and Frankston Freeways.

EastLink is Australia's second busiest tollway, now carrying a quarter of a million vehicles per day on average (except during COVID-19 lockdown periods).

EastLink principally serves the commuter, leisure, commercial, construction, supply chain, retail distribution, waste and hazardous goods markets. EastLink is part of Victoria's high productivity freight vehicle network and is also used by very large over-dimensional loads.

EastLink provides tag accounts for frequent users, non-tag accounts for infrequent users, as well as trip passes and toll invoices for casual users who don't want an account relationship. EastLink tag accounts can be used on all tollways in Australia.

Melbourne is Australia's second largest city, with a population of 5 million (2020). Prior to COVID-19, Melbourne was Australia's fastest growing city by population, expected to overtake Sydney to become Australia's largest city.

EastLink is key to Melbourne's future growth, commerce, transport efficiency and liveability.

With the opening of the Victorian Government's North East Link project (expected around 2027), EastLink will become a vital segment of Melbourne's completed orbital freeway network. Once completed, the orbital freeway network will take pressure off inner urban freeways and highways, and allow traffic travelling between outer suburban residential, commercial and industrial areas to avoid inner city congestion. The orbital freeway network will also be a Melbourne bypass, for inter-regional traffic.

Overlooking EastLink, the EastLink operations centre in Ringwood is unique in Australia, integrating at a single location:

- > Company head office with corporate functions (finance; legal; HR; risk & safety; corporate affairs & marketing)
- > 24/7 traffic control room
- > 24/7 incident response teams
- > Road operations, maintenance and landscape management centre
- > Ancillary vehicle fleet administration and parking
- > Technology lab, engineering workshop and test toll point
- > IT&T department with dedicated computing and data centre
- > Contact centre for customer phone calls, online communications and case management
- > Customer billing and credit department
- > Customer relations team for complaint management
- > Customer advocate for unresolved complaints.

EastLink has two smaller field depots (at Ferntree Gully Rd and Bangholme Rd) primarily to support landscaping activities.

There are 13 multi-lane free-flow (MLFF) fully electronic toll points in each direction on EastLink.

EastLink features 480 hectares of landscaping with 4 million native trees, shrubs and plants. 63 wetlands treat road surface rainwater run-off before it is released to local waterways.

The 35km EastLink Trail for cyclists, pedestrians and runners connects with other trails and parklands.

EastLink provides a sense of place and community for local residents, with 4 iconic public artworks, 8 smaller artworks, and distinctive architectural features such as noise panels, road bridges and pedestrian bridges.

Image 1: The EastLink operations centre in Ringwood, adjacent to EastLink



4. OUR GUIDING SUSTAINABILITY PRINCIPLES

We believe environmental, social, and governance factors are critical to the long-term and sustainable stewardship of EastLink. This includes recognising the whole-of-life requirements for maintaining and enhancing the quality of our assets.

We protect and enhance the surrounding environment and actively engage as a responsible member of the communities in which we operate. One of our four corporate values is “**We Care** about our employees, colleagues, customers, the environment and the EastLink asset.”

Our three strategic purposes are “Custodian of EastLink”, “Customer focused” and “Operate sustainably.”

We are committed to being a good corporate citizen and understanding the impacts we have on our internal and external stakeholders within the broader community.

We are committed to conducting our affairs in a lawful manner, with the highest levels of integrity and ethics, ensuring good corporate governance practices are adhered to in all dealings with internal and external stakeholders.

These principles are guided by our Environmental, Social and Governance (ESG) policy, outlining our sustainability commitments, roles and responsibilities to uphold these commitments, and outlining our targets and objectives, and monitoring and reporting to achieve them.

5. ABOUT THIS REPORT

5.1 REPORTING PERIOD

This report covers the FY2021 reporting period (1 July 2020 until 30 June 2021) unless specified otherwise.

5.2 REPORTED DATA

The data included in this report includes:

- > ESG data for the reporting period
- > Where applicable, the target that was previously set for the reporting period
- > Where applicable, the targets set for FY2022 and FY2025
- > The previous year's data
- > The baseline year varies for each metric, and is generally based on when the metric was first reported
- > Other historical data included in previous Sustainability Reports is shown in charts.

5.3 UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

The UN has 17 Sustainable Development Goals (SDGs), which are a part of the UN's 2030 Agenda. Where a part of this report relates to one of the SDGs, it will be accompanied by the corresponding SDG icon. The SDG's set the basis of EastLink's sustainability goals and are recognised globally as an essential mechanism to ensure a sustainable planet Earth for future generations. Some of the SDGs are less relevant to EastLink and are not included in this report.

For more details about the SDGs, visit www.un.org/sustainabledevelopment

Image 2: The UN's Sustainable Development Goals



5.4 GRESB INFRASTRUCTURE ASSET ASSESSMENT



The internationally recognised GRESB Infrastructure Asset Assessment covers the ESG performance of around 550 infrastructure assets located around the world.

We have been reporting our ESG sustainability performance to the GRESB Infrastructure Asset Assessment since its inception in 2016.

Our participation in the GRESB Infrastructure Asset Assessment every year since its inception has helped to encourage the participation of other infrastructure entities.

In the 2021 GRESB Infrastructure Asset Assessment:

- > EastLink was rated GRESB's maximum 5 Star rating for the sixth year in a row
- > EastLink was ranked 24th globally of 549 infrastructure assets, putting EastLink within the top 5%.
- > In the transport (road companies) category, EastLink was ranked 2nd in the world
- > EastLink's overall GRESB asset score increased from 91/100 to 96/100
- > EastLink's individual GRESB ESG performance ratings were:
 - o Environment 29/29 (100%)
 - o Social 44/45 (98%)
 - o Governance 23/26 (88%)



Major Achievements in FY2021

Top GRESB 5 Star rating for sixth consecutive year

Ranked #2 globally in the transport (road companies) category

Increased GRESB score from 91/100 to 96/100



Table 1: EastLink's GRESB Infrastructure Asset Assessment for ESG Sustainability

| EastLink's GRESB Infrastructure Asset Assessment | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|--|---------|---------|---------|---------|---------|---------|
| GRESB Star rating (up to 5 Stars) | 5 Stars | 5 Stars | 5 Stars | 5 Stars | 5 Stars | 5 Stars |
| Overall GRESB asset score (score / 100) | 75 | 80 | 88 | 75 | 91 | 96 |

More about GRESB

GRESB is a mission-driven and investor-led organisation providing standardised and validated ESG data to the financial markets. Established in 2009, GRESB has become the leading ESG benchmark for real estate and, from 2016, infrastructure investments across the world.

The 2021 real estate benchmark covers more than 1,500 property companies, real estate investment trusts (REITs), funds, and developers. GRESB's coverage for infrastructure includes more than 700 infrastructure assets and funds. Combined, GRESB represents US \$6.4 trillion in real asset value.

The reported ESG data is used by 140 institutional and financial investors to inform decision-making.

For more details about GRESB, visit www.gresb.com

6. EASTLINK SUSTAINABILITY MANAGEMENT PLAN



In FY2020, EastLink developed its first Sustainability Management Plan (SMP), which describes the management processes that we will develop to deliver the sustainability requirements and objectives of EastLink. The SMP is a key document to further our strategic objectives to ensure EastLink remains Melbourne's safest freeway.

The SMP outlines sustainability targets for the financial year across a broad range of sustainability aspects in the environmental, social, economic and governance spheres and explains the overall strategy for each of these aspects.

Targets are tracked by metrics which provide information on trends and tracking performance, as well as helping to drive implementation and better inform which sustainability targets are most important for us to focus on. These are also informed by our 3-yearly materiality assessment, which was first conducted in FY2019 and identified the most material aspects through a materiality assessment consultation process with stakeholders (see section 7).

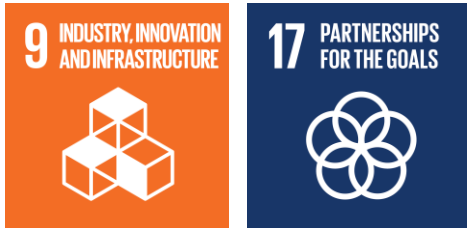
The SMP targets and objectives align with those UN SDG's that are relevant to EastLink. This illustrates the ways in which operations can minimise impacts and maximise benefits in alignment with the UN's 2030 Agenda.

The SMP identifies key focus areas for FY2022 including:

- > Renewable energy procurement
- > Develop a plan to capture Scope 3 emissions data
- > Develop an implementation plan to include zero emissions vehicles (ZEV's) in EastLink's ancillary vehicle fleet
- > Develop plans around workplace diversity and aboriginal cultural heritage
- > Organise EastLink Annual Safety Day to include wellbeing themes.

EastLink's SMP will be updated annually and is a dynamic working plan to reflect changes in legislation, technology, and activities, with a goal to have a holistic and robust set of targets and objectives for each sustainability aspect.

7. MATERIALITY ASSESSMENT



A materiality assessment is the identification of material issues within the organisation, and based on internal and external stakeholder and management input, the prioritisation and development of actions to monitor and/or address these matters.

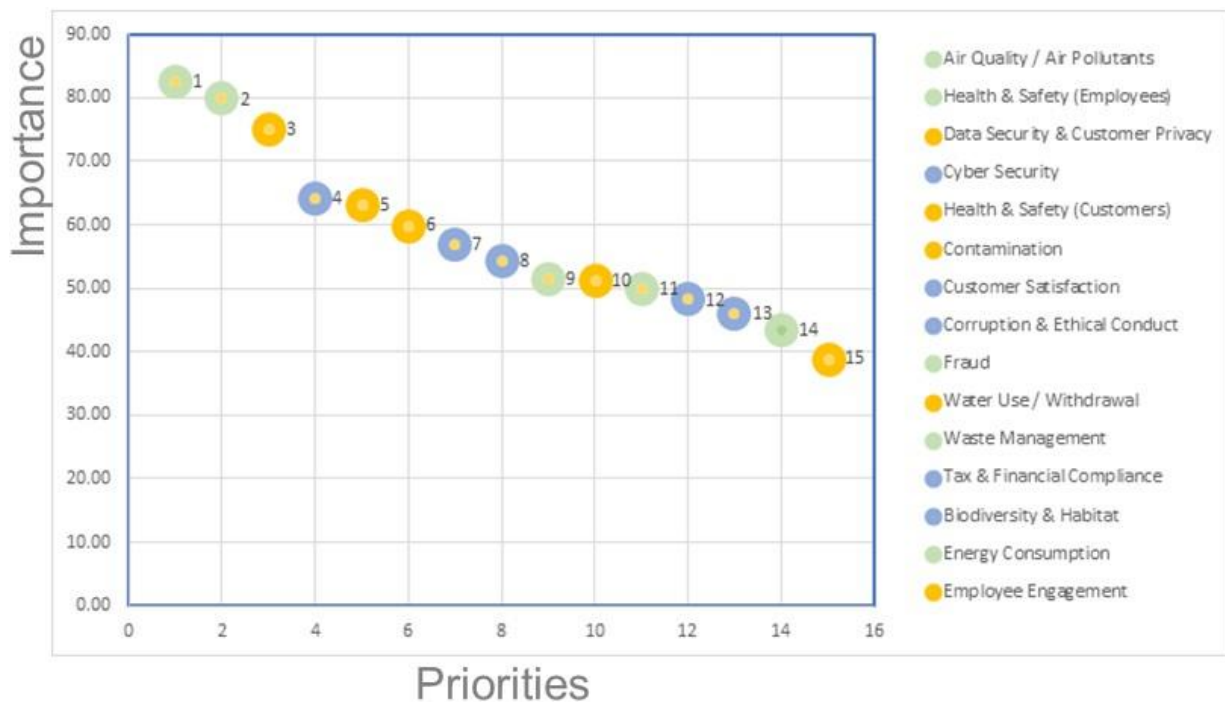
EastLink’s first materiality assessment was conducted in FY2019:

- > EastLink identified 45 material issues through a consultation process with stakeholders.
- > EastLink conducted a survey of internal and external stakeholders to identify the top 15 material issues for focused attention and prioritisation over the next 3 years.

These material issues, as appropriate, inform EastLink’s strategic planning for projects and operations, including the development of EastLink’s first Sustainability Management Plan (see section 6).

The next materiality assessment will be conducted in FY2022.

The top 15 material issues and their ranking is shown below.



8. SAFETY

8.1 ROAD SAFETY




We operate our own 24/7 traffic control room dedicated to EastLink, and normally have two EastLink incident response vehicles on duty. A range of intelligent transport systems (ITS) monitor traffic and help with incident management.

The principal measure we use to benchmark our safety performance relative to other roads is the casualty crash rate, which is the number of motor vehicle accidents resulting in transportation to hospital per 100 million vehicle kilometres travelled.

The casualty crash rate for EastLink was slightly higher in FY2021 compared to FY2020. For comparison, the casualty crash rate for EastLink in FY2021 (2.92 per 100 million vehicle km) was significantly lower than the rate reported by the other operator of private tollways in Australia for FY2021 (4.29 per 100 million vehicle km as reported by that operator for their combined Australian and North American operations).

There were 26% fewer motor vehicle accidents (MVAs) on EastLink in FY2021 compared to FY2020. This is attributed to lower traffic volumes during COVID-19 lockdown periods.

The average time for EastLink incident response teams to respond and attend at MVAs was slightly higher in FY2021 compared to FY2020. The trend since FY2017 indicates that this measure has in recent years been neither increasing or decreasing.



Major Achievements in FY2021

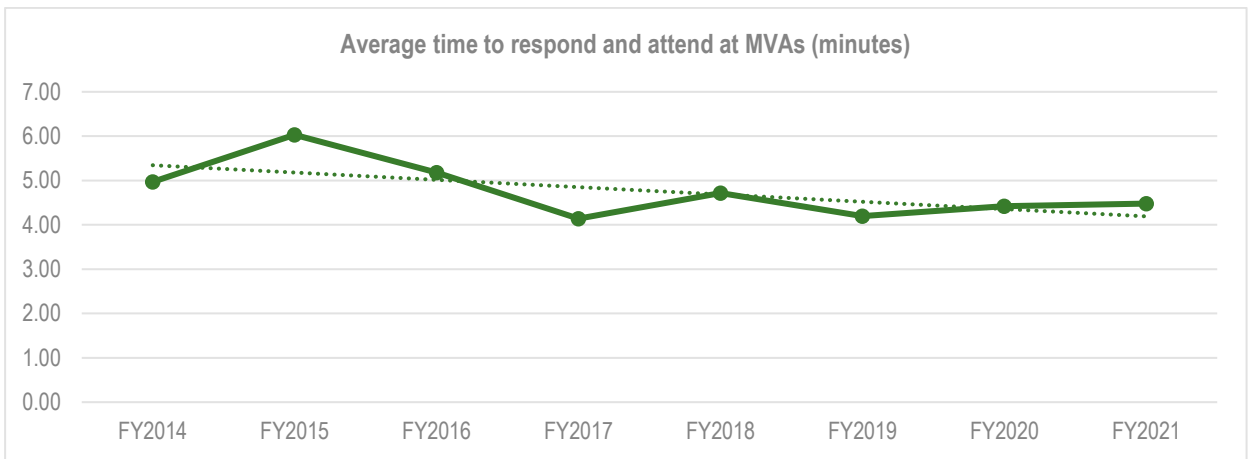
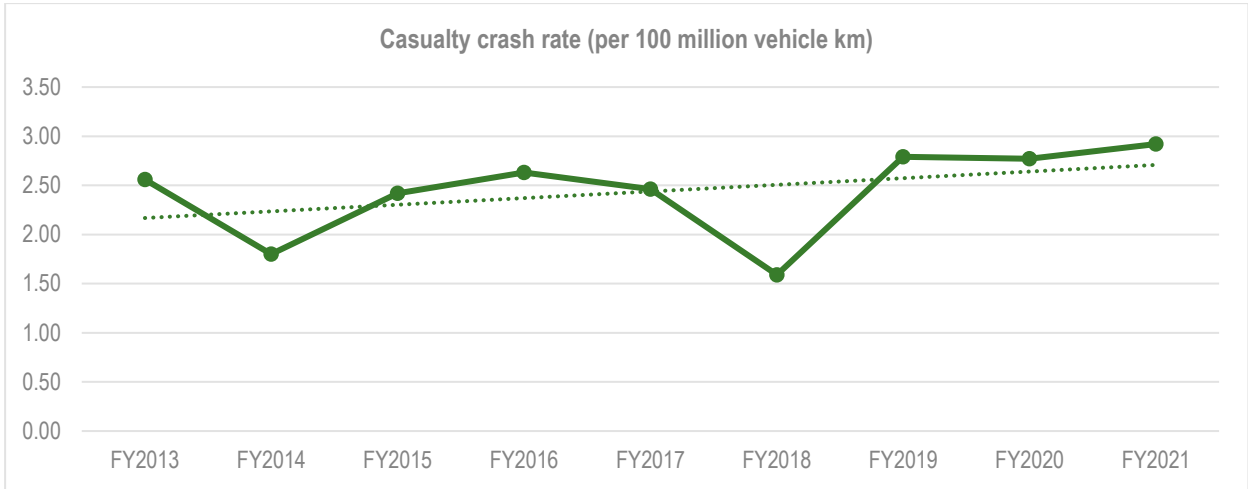
- Low casualty crash rate of 2.92 per 100 million vehicle km
- Zero fatalities in vehicle crashes
- Tunnel lighting upgraded
- Upgrade of backup traffic control room nearing completion
- 14 EastLink road operations personnel completed TMA driver training

Table 2: Motor vehicle accidents and road safety

| Motor Vehicle Accidents (MVAs) | Baseline | FY2020 | FY2021 |
|--|---------------|--------|--------|
| Casualty crash rate (per 100 million vehicle km) | 2.56 (FY2013) | 2.77 | 2.92 |
| Average time to respond and attend at MVAs (minutes) | 4.97 (FY2014) | 4.42 | 4.48 |
| Number of MVAs on EastLink | 257 (FY2012) | 304 | 224 |

Table 3: Motor vehicle accident fatalities

| MVA Fatalities | Baseline FY2016 | FY2020 | Target FY2021 | Actual FY2021 | Target FY2022 | Target FY2025 |
|-----------------------|-----------------|--------|---------------|---------------|---------------|---------------|
| Fatalities in crashes | 0 | 0 | 0 | 0 | 0 | 0 |



EastLink’s back up traffic control room is located in a separate building from EastLink’s main traffic control room and was originally set up with only basic backup services.

This meant that if the main traffic control room was unavailable, EastLink would not be able to operate to its full extent, and additional resources would be needed to be manually deployed along EastLink to ensure road safety.

To improve resilience, business continuity and disaster recovery, during FY2021 we’ve been upgrading the back up traffic control room, so that it will have similar capabilities to EastLink’s main traffic control room (albeit with a smaller floorspace footprint).

The upgrade of the back up traffic control room is expected to be completed early in FY2022.

Once completed, control room operators will be able to quickly relocate from the main traffic control room in one building, to the back up traffic control room in the other building, with minimal impact.

Image 3: A part of EastLink’s back up traffic control room nearing completion



During FY2021, we upgraded the tunnel lighting. The EastLink tunnels became the first major tunnels in Victoria to be lit by LED lights. Over four nights, 1,066 High Pressure Sodium (HPS) lights were replaced with 1,174 new LED lights.

The new LED lights are brighter and whiter than the old orange HPS lights.

The upgraded lighting will improve safety for motorists, by making the driving task easier.

Operators in the EastLink control room are benefiting from an improvement in the quality of CCTV images.

EastLink incident response personnel and emergency services will also benefit, as brighter, whiter lighting will make the management of incident sites easier.

For example, if a motorist is injured in a vehicle collision, attending paramedics will find that the new brighter, whiter lighting will assist with their treatment of the injured person. Should there be a vehicle fire, Fire Rescue Victoria will have a brighter environment in which to operate their equipment.

This upgrade has also provided energy and emissions benefits (see section 12.3 for those details).

Image 4: EastLink tunnel lighting is now brighter and whiter than before



Truck Mounted Attenuators (TMAs) provide a safety cushion / protection barrier between an incident or work site and on-coming traffic to protect both motorists and workers. EastLink has three TMAs that are used daily for maintenance works. EastLink’s TMAs can also be deployed to assist with incidents in addition to on-call TMAs provided by third parties.

During FY2021, a formal TMA driver’s course became available. Fourteen of EastLink’s road operations and maintenance personnel completed this TMA training, which provides the skills and knowledge required to operate the trucks in a high speed road environment. The training includes traffic management, planning and preparation, radio communications, operating and positioning of TMAs, traffic controls and site clean-up.

This training means that we have more flexibility with the use of the three EastLink TMAs and are less reliant on third party TMA providers. More EastLink personnel are planned to become trained TMA drivers in FY2022.

The First Responders on High-Speed Roads pilot training program was developed in a collaboration between EastLink, Monash University Accident Research Centre (MUARC), Holmesglen Institute and Victorian emergency services. It draws on findings from MUARC and identifies the importance of communication and collaboration in learning settings that utilise social learning and collaborative learning practices.

The pilot training program was open to representatives from all emergency services as well as EastLink and Victorian Department of Transport incident responders. The highly interactive, facilitator-led online sessions were designed to build on the pre-existing skills and competencies by enhancing a set of capabilities that recognise personal, interpersonal and cognitive awareness, and how these impact on the safety of all first responders.

With 158 participants, the pilot training program ran from February to June 2021. Sessions were conducted twice a week with each session running for four hours.

Key training topics included:

- > Working Together
- > The Grey Zone
- > Reducing Risk
- > Switching Roles

Whilst this program has now had its first pilot in Australia, we have also had overseas interest in replicating this training package. An organisation in Turkey found out about this program through reading EastLink’s Sustainability Report for FY2020.

8.2 WORKPLACE SAFETY



The safety of our customers, staff and contractors is of primary importance to EastLink.

EastLink takes a proactive approach to workplace safety, and we implemented a number of safety improvements in FY2021.

On the freeway, a number of new safe work procedures have been implemented, which have improved the safety of our workforce who work in a live, high speed traffic environment.

Our workplace safety goals are always:

- > Zero Lost Time Injury (LTI)
- > Zero Medically Treated Injury (MTI)
- > Zero Fatality.



**Major Achievements
in FY2021**

Zero Lost Time Injury
(LTI)

Zero Medically
Treated Injury (MTI)

Zero Fatality

During FY2021 there were no LTI’s or MTIs recorded for ConnectEast employees, Ventia employees or contractors.

All injuries and close calls are investigated to identify and implement any changes that would improve safety.

In addition to Fire Wardens and First Aiders, EastLink has 18 personnel trained as Mental Health First Aiders – all located at the EastLink operations centre. EastLink also offers an employee assistance program that provides employees with free access to trauma support and professional counselling and advice.

Table 4: Workplace safety

| Workplace Safety | Baseline (FY2016) | FY2020 | Target FY2020 | Actual FY2021 | Target FY2021 | Target FY2025 |
|---------------------------------------|-------------------|--------|---------------|---------------|---------------|---------------|
| Lost Time Injury (LTI) | | | <= 1 | | <= 1 | <= 1 |
| ConnectEast employees | 1 | 0 | | 0 | | |
| Ventia & contractors | 1 | 2 | | 0 | | |
| Medically Treated Injury (MTI) | | | <= 1 | | <= 1 | <= 1 |
| ConnectEast employees | 0 | 0 | | 0 | | |
| Ventia & contractors | 1 | 0 | | 0 | | |
| Fatality | | | 0 | | 0 | 0 |
| ConnectEast employees | 0 | 0 | | 0 | | |
| Ventia & contractors | 0 | 0 | | 0 | | |
| Road users | 0 | 0 | | 0 | | |
| Community members | 1* | 0 | | 0 | | |

* A cyclist using the EastLink Trail

Operations and Maintenance Safety

No person is permitted to commence operations and maintenance work on any part of EastLink without holding a valid safety induction (see section 9.4).

Without exception, all operations and maintenance works on EastLink must have an approved Work Authority Permit (WAP) prior to commencement.

Each WAP application includes safety requirements (e.g. traffic management plans) and a detailed job safety and environmental analysis (JSEA).

WAP applications must be lodged online using our WAP portal at least 5 days prior to the works scheduled start date.

This allows sufficient time for a comprehensive review of the WAP application and for the applicant to revise the WAP application as required by the WAP application reviewer prior to any approval of the WAP.

Image 5: EastLink road operations and maintenance



9. EMPLOYMENT

This section applies to and includes EastLink employees only. It does not apply to or include employees of Ventia who work for EastLink under an alliance arrangement for the delivery of road operations and maintenance services. (Ventia was previously known as Broadspectrum.)

9.1 DIVERSITY AND EQUAL OPPORTUNITIES



EastLink recognises that maintaining a diverse workforce is critical to our organisational capability. Diversity includes origin, age, gender, race, cultural heritage, lifestyle, education, physical ability, appearance, language and other factors.

We are committed to employing the best people and recognise the importance of reflecting the diversity of our customers and markets in our workforce. Above all, we are committed to ensuring that all employees are treated fairly and with respect and dignity. Managing diversity at EastLink is a responsibility vested in everyone within our workplaces.

Equal employment opportunity exists throughout the term of the employment relationship and includes recruitment, selection, promotion, transfers, training and professional development. The recruitment and selection of all employees and their promotion through the organisation is based upon the principle of merit.

During FY2021, EastLink submitted an annual report to the Australian Workplace Gender Equality Agency (WGEA). WGEA assessed the report and issued a compliance letter to confirm that EastLink is compliant with its obligations under the Workplace Gender Equality Act. An annual report on EastLink's Equity and Diversity Program was also provided to the EastLink Board.

Table 5: Workplace diversity profile (as at 30 June 2021)

| Workplace Diversity | Women | | | Men | | | Total Staff |
|-------------------------|-----------|-----------|-----------|-----------|-----------|----------|-------------|
| | Full-time | Part-time | Casual | Full-time | Part-time | Casual | |
| Management | 2 | 0 | 0 | 12 | 1 | 0 | 15 |
| Professional | 11 | 4 | 0 | 29 | 2 | 1 | 47 |
| Customer service | 21 | 17 | 9 | 8 | 2 | 2 | 59 |
| Clerical/administrative | 21 | 12 | 2 | 8 | 4 | 1 | 48 |
| Totals | 55 | 33 | 11 | 57 | 9 | 4 | 169 |
| | | 99 | | | 70 | | |

Table 6: Workplace diversity profile (as at 30 June 2021)

| Workplace Diversity | Baseline (FY2015) | FY2020 | Target FY2021 | Actual FY2021 | Target FY2022 | Target FY2025 |
|------------------------------|-------------------|--------|---------------|---------------|---------------|---------------|
| Women (% of total employees) | 57% | 59% | >= 50% | 59% | >= 50% | >= 50% |
| Men (% of total employees) | 43% | 41% | | 41% | | |

Image 6: EastLink contact centre



Table 7: Age profile (as at 30 June 2021)

| Age | Women | Men | Total Staff | Proportion |
|----------|-------|-----|-------------|------------|
| < 30 | 15 | 7 | 22 | 13% |
| 30 to 50 | 48 | 42 | 90 | 53% |
| > 50 | 36 | 21 | 57 | 34% |

Table 8: New hires profile (FY2021)

| New Hires | Women | Men |
|--|-------|-----|
| New appointments / new external hire | 6 | 5 |
| Secondments – inter / intra department | 39 | 31 |
| Promotions | 8 | 7 |
| Proportion | 55% | 45% |

9.2 PARENTAL LEAVE AND FLEXIBLE WORKING ARRANGEMENTS



EastLink provides a paid parental leave scheme in addition to statutory entitlements.

Table 9: Parental leave (FY2021)

| Parental Leave | Women | Men |
|--|-------|----------------------|
| Taken by primary carer | 8 | 0 |
| Taken by secondary carer | 0 | 0 |
| Employees <50 years old who took parental leave | 13% | 0% |
| Parental leave return rate | 100% | None |
| Employee requests for flexible work arrangements on return from parental leave mutually agreed | 100% | No requests received |
| Parental leave return 3 month retention rate | 100% | None applicable |

Employees of more than 12 months tenure are entitled to request flexible working arrangements (e.g. part time work, flexible rostering, job sharing or leave purchasing) if they:

- > Are a parent or guardian of a child who is school age or younger
- > Are a carer (as defined in the Carer Recognition Act 2010)
- > Have a disability
- > Are 55 or older
- > Are experiencing, or are caring for or supporting, a family member who is experiencing, family or domestic violence.

9.3 EMPLOYEE HEALTH AND WELLBEING



During FY2021, the principal concerns for employee health and wellbeing related to COVID-19.

After more than 12 months of the COVID-19 pandemic having significant disruption to our business, we were pleased to announce that all staff were back into the workplace in April 2021.

A range of COVID-19 safe working practices and resources for health, hygiene and social distancing were introduced by EastLink in accordance with COVID-19 recommendations and restrictions announced by the Victorian Government.

For example:

- > Every day, all staff members signed into a QR code tracing app (initially the 1Breadcrumb app, followed by the State Government's own app when mandated by Government) or at the EastLink operations centre reception on arrival.
- > Social distancing measures maintained for all staff.
- > Automated hand sanitiser stations located throughout the EastLink operations centre and at field depots.
- > Access to the mission critical traffic control room restricted to essential personnel only.
- > The walk-in EastLink customer centre was closed during COVID-19 lockdowns in compliance with government restrictions.
- > Field personnel (incident response, landscape and maintenance) maintained working practices to eliminate/minimise visits to the EastLink operations centre. This included maintenance personnel proceeding directly from home to field work sites without needing to visit the operations centre first.
- > Rostering was managed to limit the number of interpersonal contacts made by field personnel or those staff continuing to work at the operations centre.
- > Face masks were made available to all field personnel and those staff continuing to work at the operations centre.

Another wave of COVID-19 restrictions in Melbourne were introduced by Government on 27 May 2021, with most staff transitioning to return to temporary work from home practices at that time.

Prior to the COVID-19 response outlined above, the normal areas of focus for employee health and wellbeing were:

- > **Ensuring employee health and wellbeing:** In the modern workplace, employee health and wellbeing is more than an employee benefit. Progressive organisations who value their employees provide a range of activities and services that genuinely care for and support their workers. Our Employee Health and Wellbeing program draws on a range of personal health, financial health and wellbeing activities that support employees. These activities engage employees within the workplace, and provide a positive return on investment as evidenced by our organisation's low levels of attrition rates, personal (sick) leave statistics and workers compensation claims. Management views these as important factors that contribute to making a successful organisation.

Our Employee Health and Wellbeing program includes:

- Fresh fruit available daily throughout the year
- Skin checks
- Flu vaccinations
- Health appraisals
- Bio age assessments
- Corporate discount for memberships at Aquanation aquatic and leisure centre
- Corporate group gym classes at Aquanation (partially subsidised)
- Employee assistance program for counselling and advice (includes assistance for family members).



Major Achievements in FY2021

Continued to enact EastLink's pandemic plan for staff

- > **Mental health:** EastLink has 18 personnel who are trained as Mental Health First Aiders.
- > **Completely smoke-free workplace:** Since July 2017 EastLink has been a completely smoke-free workplace. Smoking on EastLink work premises is not permitted. This includes within the boundaries of the EastLink operations centre and field depots, inside any buildings and inside any company vehicles. It also includes outdoor locations such as road and landscaping work sites.

9.4 LEARNING AND DEVELOPMENT



For existing employees, each compliance training unit is delivered every two years, with the exception of the privacy and security awareness units which are delivered annually due to the increased importance of privacy and cyber security.

Newly hired customer service operators receive all compliance training on their first day, while other newly hired employees receive all compliance training within their first week of employment.



**Major Achievements
in FY2021**

Learning and
development
continued online
despite COVID-19

Table 10: Compliance training

| Compliance Training Attendance | Baseline (FY2016) | FY2020 | FY2021 |
|--|-------------------|--------------|------------|
| Equal employment opportunity and workplace diversity | 242 | 164 | 15 |
| Bullying and sexual harassment prevention | 35 | 159 | 12 |
| Privacy | 213 | 172 | 175 |
| Security awareness | 271 | 178 | 175 |
| Fraud & corruption awareness and whistle-blower | 315 | 168 | 13 |
| Occupational health and safety | 218 | 11 | 170 |
| Modern slavery | 0 | 157 | 176 |
| Corporate induction | 41 | 10 | 11 |
| Total attendances | 1,335 | 1,019 | 747 |

Many employees use our customer relationship management (CRM) and billing system as part of their role. This is a sophisticated tolling system which has been tailored for EastLink’s needs. User training for this system is provided via a series of modules. Employees only receive the training modules that are appropriate for their role. User training for this system was most extensively provided in FY2017, which was the year in which the CRM and billing system was first introduced (replacing a much earlier SAP-based system).

Table 11: CRM & billing system user training

| CRM & Billing System User Training Attendance | Baseline (FY2017) | FY2020 | FY2021 |
|---|-------------------|--------|--------|
| CRM & billing system training modules | 665 | 184 | 123 |

Access to externally provided specialist training courses is provided for specific roles, with training needs identified through each employee's on-going performance review and professional development (PR&PD) assessment.

Some of the specialist training courses attended by employees during FY2021 included:

- > Prince2 Foundation Training & Exam
- > Mental Health First Aid
- > First Aid
- > CPR and Basic Emergency Life Support.

Table 12: External training

| External Training Attendance | Baseline (FY2017) | FY2020 | FY2021 |
|------------------------------|-------------------|--------|--------|
| Specialist training courses | 82 | 85 | 87 |

Safety inductions are mandatory for EastLink employees, Ventia employees engaged on EastLink alliance activities, contractors and sub-contractors who work on the road and tunnel infrastructure, landscaping and wetlands, EastLink Trail and other areas with higher risk compared to the general office.

The safety induction comprises training and a test, which must be passed.

No person is permitted to commence work on EastLink without holding a valid safety induction.

Each safety induction expires after two years, requiring the individual to undertake a new safety induction.

The number of safety inductions in FY2021 was higher compared to FY2020 due to the increased works on EastLink during FY2021 – including tunnel lighting upgrade works, resurfacing/aspalting works, and in relation to the Monash Freeway Upgrade project at the EastLink interchange.

Table 13: Safety inductions

| Safety Inductions | Baseline (FY2018) | FY2020 | FY2021 |
|--|-------------------|--------|--------|
| Safety inductions completed (with a pass mark) | 681 | 945 | 1,228 |

We can estimate total training attendances for EastLink by summing the data from Table 10 to Table 13.

Table 14: Total training

| Total Training Attendances | Baseline (FY2018) | FY2020 | FY2021 |
|------------------------------|-------------------|--------|--------|
| Total (Table 10 to Table 13) | 1,975 | 2,233 | 2,185 |

Professional staff may also be provided the opportunity to attend conferences, for professional development as well as for business purposes.

During FY2021, there were no industry conferences attended due to COVID-19 restrictions.

Table 15: Conferences

| Conference Attendances | Baseline (FY2017) | FY2020 | FY2021 |
|------------------------|-------------------|--------|--------|
| Industry conferences | 11 | 29 | 0 |

9.5 COLLECTIVE AGREEMENT



Negotiations began in May 2021 for Employee Collective Agreement.

As at 30 June 2021, 59% of EastLink employees were covered by the Customer Operations Employee Collective Agreement (ECA). The ECA has a nominal expiry date of 27 September 2021.

In May 2021, employee, employer and Australian Services Union (ASU) representatives commenced negotiations of a new ECA.

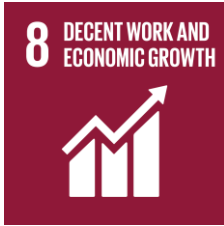
At the time of writing this Sustainability Report, all negotiating parties had reached a unanimous in principle agreement, and the formal process steps for lodging the new ECA were nearing completion.

A key feature of the ECA ensures pay gender equity for all employees covered by the ECA, so that irrespective of gender, employees receive the same pay for the same work performed. The new ECA includes new clauses that support flexible working arrangements and casual employee conversation. New employee benefits include:

- > Paid COVID-19 vaccination leave
- > A transition to retirement clause which co-matches \$500 for employees 55 years or older in obtaining professional financial advice as they more toward retirement.

Our employee group, who have been so very resilient over the past 18 months, sought modest wage increases over the life of the new 3-year ECA, acknowledging the impact that COVID-19 has had on our business and overall revenue. We acknowledge the professionalism of the bargaining group and their company-focused approach that will allow us to be successful moving into the future.

9.6 EMPLOYMENT IN THE PHILIPPINES



Vehicles travelling on EastLink without a valid tag are tolled via their licence plate numbers. Cameras at each toll point take images of these vehicles' licence plates.

Depending on prevailing conditions, between 4% and 10% of licence plate images captured at EastLink toll points are not able to be automatically recognised with a sufficiently high level of confidence by our automated licence plate number recognition (LPNR) systems.

As a result, these 4% to 10% of licence plate images need to be verified by people – image processing operators.

Images are presented to an image processing operator, who confirms the licence plate number, state of registration and tolling class for each image.

Once the licence plate details are confirmed, the toll point transaction can then be processed by our CRM and billing system into an EastLink trip for charging to the relevant customer's account, trip pass or for creating a toll invoice.

Since June 2018, EastLink has operated an image processing team in Manila, the Philippines. "Team Jeepney" comprises 13 image processing operators, one team leader and an account manager.

The staff are very committed to their role and they are proud of EastLink, the business that they represent.

Manila continues to work through strict COVID-19 restrictions. Our service provider has taken multiple steps to ensure that they follow the local government directives to ensure the safety of Team Jeepney. They have been allowed to operate at full capacity with multiple around the clock initiatives to ensure the workplace is safe, hygienic and follow all necessary protocols. Vaccination schedules for the team have been secured and commenced. Shuttle services for team members continued, which helped team members attend the workplace safely without public transport exposure.



Major Achievements in FY2021

The image processing team in Manila continued to process images despite strict COVID-19 restrictions on movement within the megacity

10. CUSTOMER SERVICE


10.1 OVERVIEW

EastLink is committed to delivering high standards of customer service at an affordable price.

10.2 AVERAGE SPEED



As an indicator of the level of service provided by the freeway to our customers, we measure the average speed of every vehicle that uses EastLink. Average speed has not changed significantly over the years, and remains close to the speed limit. We believe that EastLink continues to be the quickest and most reliable freeway in Melbourne.

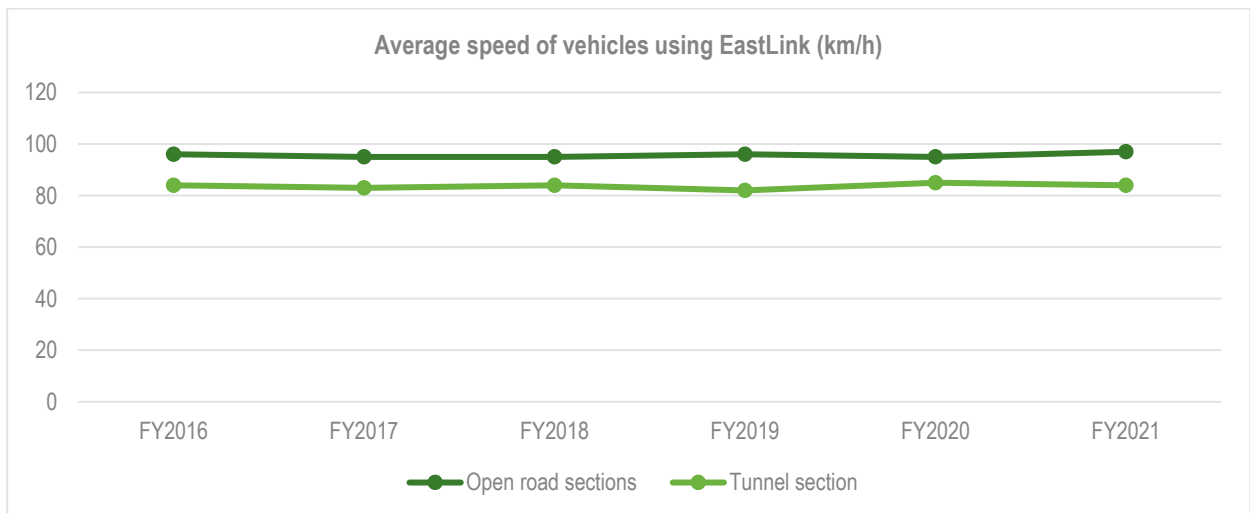


Major Achievements in FY2021

Quick and reliable freeway with average speed measured at 97 km/h

Table 16: Average speed of vehicles using EastLink

| Average Speed | Baseline (FY2016) | FY2020 | FY2021 |
|---|-------------------|---------|---------|
| Open road sections (speed limit 100 km/h) | 96 km/h | 95 km/h | 97 km/h |
| Tunnel section (speed limit mostly 80 km/h) | 84 km/h | 85 km/h | 84 km/h |



10.3 KEY PERFORMANCE INDICATORS




Under the terms of our Concession Deed, we assess EastLink’s performance in delivering customer service using a comprehensive set of key performance indicators (KPIs). Failure to meet any KPI incurs KPI points.

EastLink can accrue up to 499 KPI points in any calendar year before a financial penalty (known as a KPI credit penalty) is imposed on EastLink. KPI points and KPI credit penalties have the potential to escalate quickly if controls are not managed effectively.

EastLink incurred 172.5 KPI points in calendar year 2020. While that number is higher than in previous years, it is still 65% less than the maximum number of KPI points allowed.

Accordingly, no KPI credit penalty was imposed.

Since EastLink opened in 2008, no KPI credit penalties have ever been imposed.

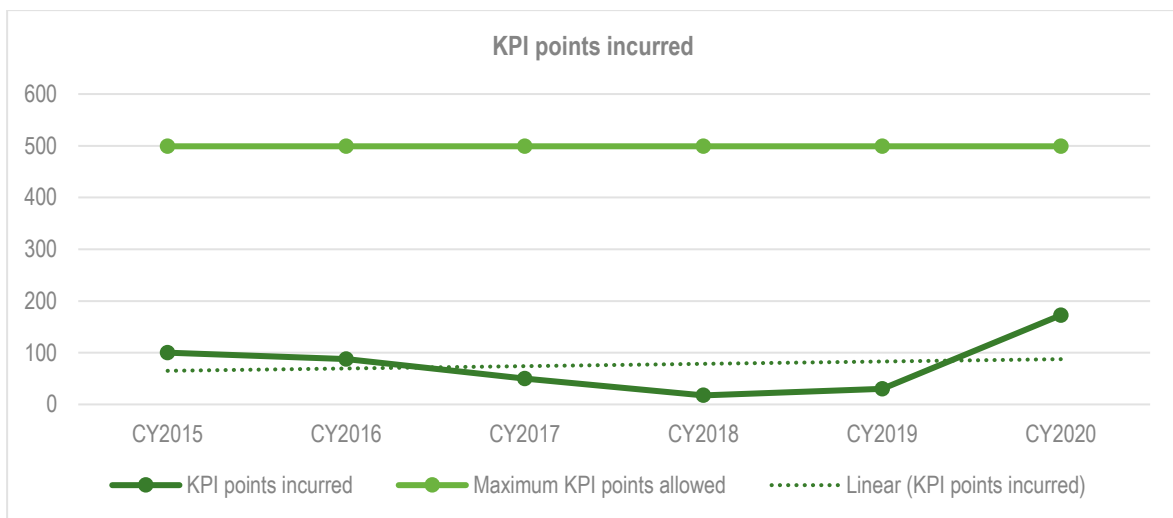


Major Achievements in CY2020

KPI points incurred was 65% less than the maximum KPI points allowed

Table 17: KPI points and KPI credit penalties

| KPI Points and Credit Penalties | Baseline (CY2015) | CY2019 | Target CY2020 | Actual CY2020 | Target CY2021 | Target CY2024 |
|---|-------------------|--------|---------------|---------------|---------------|---------------|
| KPI points incurred | 100 | 30 | <= 499 | 172.5 | <= 499 | <= 499 |
| Maximum KPI points allowed before penalties | 499 | 499 | 499 | 499 | 499 | 499 |
| KPI credit penalties imposed | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |



10.4 CUSTOMER SATISFACTION





**Major Achievements
in FY2021**

Satisfaction with
EastLink reached a
record high

During Q1 2021, we conducted our seventh annual customer satisfaction survey.

The number of survey respondents was 47% higher than the previous year.

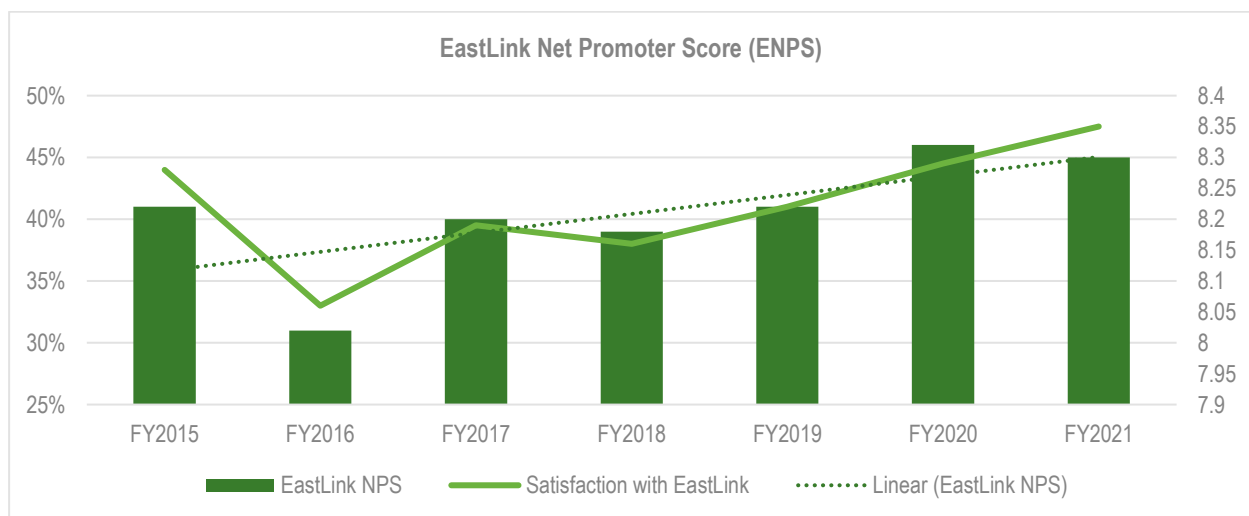
At +45%, the EastLink Net Promoter Score (ENPS) in FY2021 was only slightly less than the previous year’s record high. ENPS is a measure of customers’ willingness to recommend EastLink to friends and colleagues. (ENPS is similar to, but not exactly the same as, the standard Net Promoter Score NPS.)

Overall satisfaction with EastLink was scored at an average 8.35 out of ten in FY2021, reaching a record high.

Our survey also measures levels of satisfaction with the other toll roads and freeways in Melbourne’s east. EastLink continues to achieve the highest level of satisfaction among this cohort.


Table 18: Customer survey results (EastLink account holders only)

| EastLink Account Holders Only | Baseline (FY2015) | FY2020 | FY2021 |
|---|-------------------|--------|--------|
| Survey respondents | 24,545 | 10,003 | 14,699 |
| EastLink ENPS | +41% | +46% | +45% |
| EastLink ENPS (average score / 10) | 7.77 | 7.87 | 7.83 |
| Satisfaction with EastLink (average score / 10) | 8.28 | 8.29 | 8.35 |



10.5 TOLLING INFRINGEMENTS AND CUSTOMER HARDSHIP





Major Achievements in FY2021

54% fewer infringement penalty notices issued for unpaid EastLink travel compared to the previous year

Customers, via tolling accounts, trip passes or toll invoices, pay more than 99% of trips on EastLink. Fewer than 1% of trips remain unpaid, which can result in Fines Victoria sending infringement penalty notices.

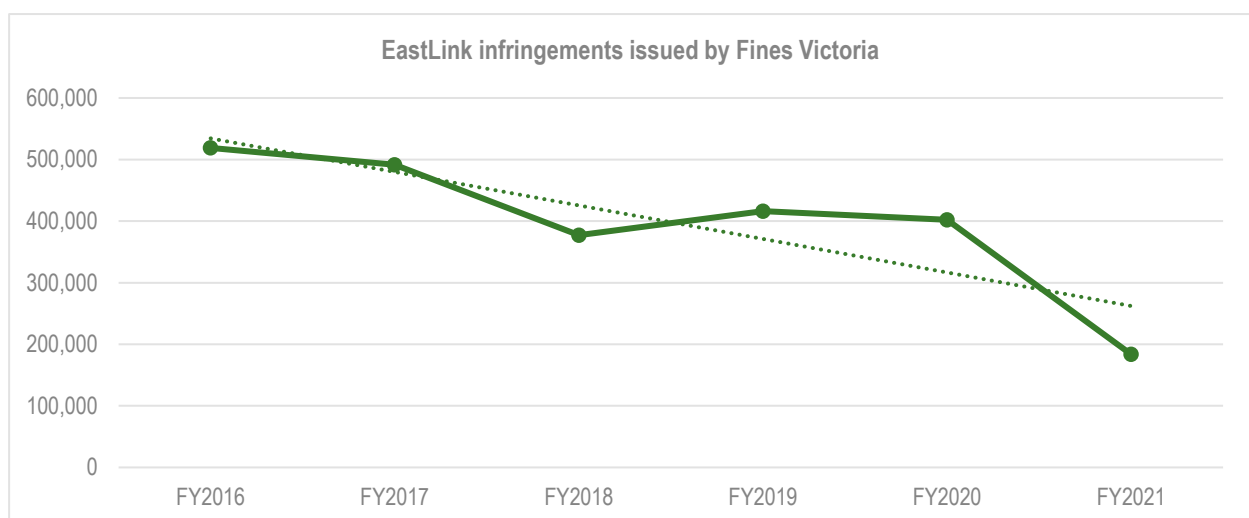
The number of infringement penalty notices for unpaid EastLink travel issued by Fines Victoria in FY2021 was 54% less than the previous year.

This reduction is attributable to two factors:

- > A change was made in late FY2020 to the maximum number of infringements that could be issued for a vehicle. Previously, one infringement penalty notice could be issued per toll invoice (covering up to three consecutive calendar days). After the change, one infringement penalty notice can only be issued per seven consecutive calendar days. This change should ensure that the number of infringements during FY2022 and beyond will continue to be much lower than in the years up to and including FY2020.
- > There was also lower traffic on EastLink during COVID-19 lockdown periods.

Table 19: EastLink infringement penalty notices issued

| Infringements Issued | Baseline (FY2016) | FY2020 | FY2021 |
|-------------------------------|-------------------|---------|---------|
| For unpaid travel on EastLink | 518,918 | 402,070 | 183,821 |



There are alternative routes to EastLink that are un-tolled and nearby (e.g. Springvale Rd, Stud Rd, Maroondah Hwy).

While we expect customers to limit their use of EastLink so that it remains within their ability to pay, we recognise that people can experience real financial hardship and may need additional assistance and flexibility.

The EastLink Hardship Policy helps to ensure that regardless of a customer’s circumstances, the customer will be treated with understanding, dignity and respect.

We assess each application for financial hardship assistance on the customer’s individual financial circumstances.

Under our Hardship Policy, options that we may provide to a customer include:

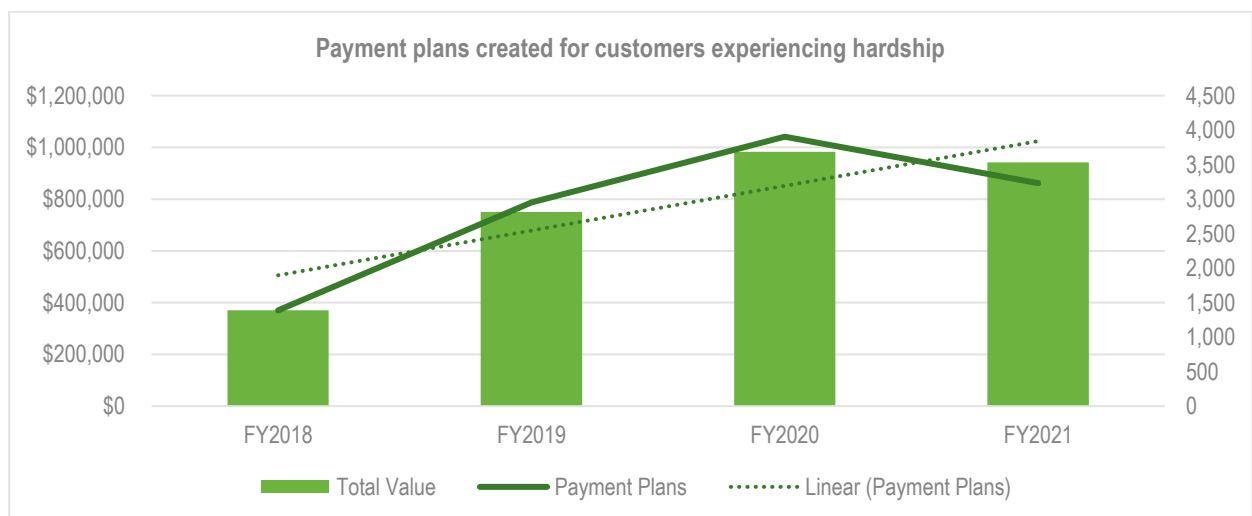
- > Extension of payment terms to provide more time to pay the debt
- > A payment plan that is realistic and affordable to allow the debt to be paid by instalments over a maximum of 12 weeks (or other timeframe if agreed by us)
- > Reduction or waiver of the debt
- > Our commitment to refrain from debt collection activities (over a timeframe agreed by us).

During FY2021, we created 17% fewer payment plans for customers experiencing hardship compared to the previous year. The higher number of payment plans in the previous year is attributed to a wave of financial uncertainty during the second half of FY2020, when the COVID-19 pandemic first emerged and impacted the economy, and uncertainty was at its highest.

However, during FY2021, the average value of a payment plan was 16% higher in FY2021 compared to the previous year. We believe that this reflects the on-going financial impact that some sectors of the economy have continued to experience in FY2021.


Table 20: Payment plans created for customers experiencing hardship

| Payment Plans | Baseline (FY2018) | FY2020 | FY2021 |
|------------------------------|-------------------|-----------|------------------|
| Payment plans created | 1,388 | 3,905 | 3,231 |
| Total value of plans created | \$371,129 | \$983,104 | \$942,574 |
| Average value of a plan | \$267 | \$252 | \$292 |



10.6 EASTLINK CUSTOMER ADVOCATE





Major Achievements in FY2021

Average time to resolve each EastLink Customer Advocate case reduced from 2.5 calendar days to just 2.1 calendar days

For the resolution of unresolved customer complaints, the EastLink Customer Advocate role was introduced on 1 July 2019.

Accordingly, FY2020 set the baseline for EastLink Customer Advocate case data.

The number of cases raised with the EastLink Customer Advocate decreased by 17% in FY2021 compared to the previous year. The higher number of cases in FY2020 is attributed to a wave of additional cases during the second half of FY2020, when the COVID-19 pandemic first emerged and impacted the economy, and uncertainty was at its highest.

The average time to resolve each case decreased by 16% in FY2021 compared to the previous year, to just 2.1 calendar days.

The EastLink Customer Advocate publishes quarterly reports on the EastLink website.

Table 21: EastLink Customer Advocate cases

| Complaints to EastLink Customer Advocate | Baseline (FY2020) | FY2021 |
|--|-------------------|------------|
| Service expedited (not a complaint) | 133 | 138 |
| Complaint (upheld) | 52 | 32 |
| Complaint (partially upheld) | 54 | 30 |
| Complaint (rejected) | 55 | 43 |
| Referred to another party | 3 | 3 |
| Insufficient details provided | 1 | 1 |
| Total | 298 | 247 |

Table 22: EastLink Customer Advocate case resolution time

| Customer Advocate case resolution time | Baseline (FY2020) | FY2021 |
|---|-------------------|--------|
| Average time to resolve (calendar days) | 2.5 | 2.1 |

11. STAKEHOLDER ENGAGEMENT

11.1 STAKEHOLDER ENGAGEMENT PLAN



Development of a new Stakeholder Engagement Plan was impacted by the availability of resources during the COVID-19 pandemic. The same people who had started work on the new Stakeholder Engagement Plan (SEP) had to instead prioritise their responsibilities and work to ensure business continuity during Government COVID-19 restrictions and lockdowns. This meant that while the framework for the SEP was completed during FY2021, the completion of the SEP has been necessarily delayed until FY2022.

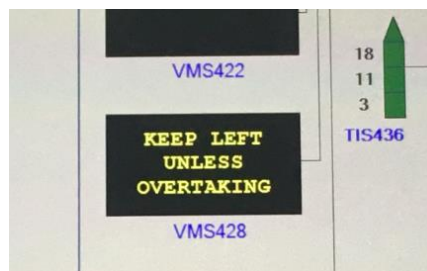
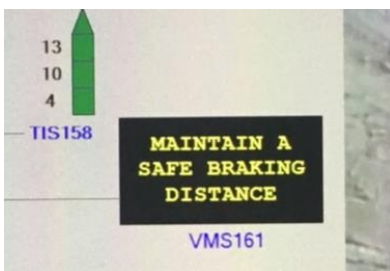
11.2 COMMUNITY



As the operator of Melbourne’s safest freeway, we are committed to promoting safer driving behaviour throughout the community.

EastLink is the only road operator in Victoria to use its network of digital Variable Message Signs (VMS) to promote safer driving behaviour every day of the year.

Image 7: Road safety messages on digital VMS as seen on EastLink control room display



Major Achievements in FY2021

EastLink’s Community Investment Program donated a total of \$600,000 to six not-for-profit community service providers

EastLink public artworks renovated

Road Trauma Support Services Victoria (RTSSV) is a not-for-profit organisation based locally in Blackburn that provides counselling and support services to people affected by road trauma.

EastLink is a founding sponsor of RTSSV’s Shine a Light on Road Safety campaign. EastLink again sponsored the Shine A Light on Road Safety Community Walk on Sunday 2 May 2021 at Albert Park Lake (this event was able to proceed due to the prevailing status of COVID-19 in Melbourne at that time). On Friday 21 May 2021, RTSSV and EastLink asked motorists to turn on their headlights as a simple, free and highly visible gesture to remember those impacted by road trauma and show commitment to road safety.

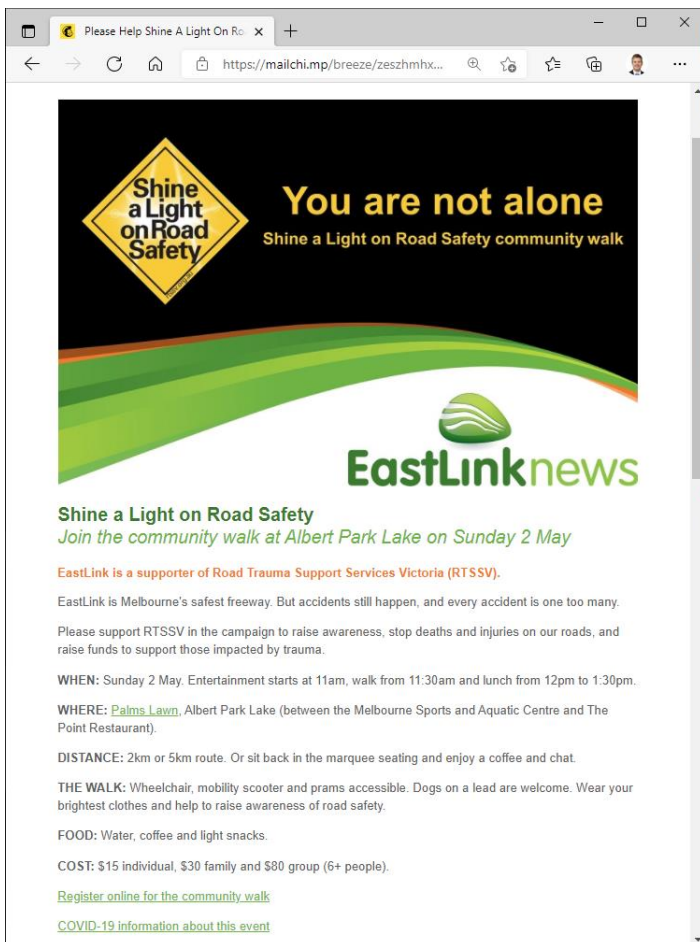
We used EastLink’s digital VMS and customer email bulletins to promote these events.

In lieu of location fees, we ask for a cash donation to RTSSV when production companies wish to film television advertisements on EastLink.

Image 8: An EastLink digital VMS promoting Shine A Light on Road Safety



Image 9: Email bulletin sent to 250,000 EastLink customers to promote Shine A Light On Road Safety



The COVID-19 pandemic has had an unprecedented impact on the Victorian economy, increasing unemployment and underemployment, and many businesses have closed.

EastLink recognises that some local people living in the EastLink corridor have been directly affected and are experiencing financial hardship, mental health issues and family violence.

To assist local people experiencing disadvantage during these difficult times, EastLink implemented a Community Investment Program that donated a total of \$600,000 to not-for-profit community service providers.

EastLink donated \$100,000 to Peninsula Community Legal Centre (PCLC) in January 2021

PCLC is an independent not-for-profit provider of free legal services to communities in EastLink’s southern corridor.

PCLC CEO Jackie Galloway said, “PCLC is thrilled to be the inaugural recipient of the EastLink Community Investment Fund.”

“PCLC has seen an increase in clients reporting family violence. PCLC is pleased to be able to use this donation in supporting people experiencing family violence with their family law needs.”

[More details >>>](#)



Jackie Galloway, CEO of Peninsula Community Legal Centre, with EastLink’s corporate affairs manager at EastLink’s *Ellipsoidal Freeway Sculpture* artwork

EastLink donated \$100,000 to Eastern Community Legal Centre (ECLC) in February 2021

ECLC is an independent not-for-profit provider of free legal assistance to communities in EastLink’s northern corridor, with offices in Box Hill, Boronia and Healesville.

Eastern Community Legal Centre CEO Michael Smith said, “As we enter 2021, the social and economic impacts of the pandemic are continuing to greatly impact our communities.”

“ECLC will use this support to increase our legal, advocacy and education support to priority communities.”

“The additional services will focus on women and children experiencing family violence, older people at risk of elder abuse, people experiencing mental health issues, and culturally diverse communities.”

[More details >>>](#)



Michael Smith, CEO of Eastern Community Legal Centre, visits the EastLink tunnels during a maintenance closure

EastLink donated \$100,000 to EACH for Eastern Financial Counselling Services in March 2021

EACH is an independent not-for-profit provider of health, disability, counselling and mental health services across Australia. As part of this, EACH provides Eastern Financial Counselling Services, which is a free, confidential and non-judgemental financial counselling service to people experiencing financial hardship and living in the Eastern region of Melbourne.

EACH CEO Peter Ruzyla said, "We're delighted to receive this donation which will boost Financial Counselling Services for community members who need it most following the challenges brought on by the COVID-19 pandemic."

"We can support people experiencing financial hardship to take control of their financial situation. Support includes managing debt collectors, mortgages, loans, leases, Centrelink debts, utility bills, fines and more."

[More details >>>](#)



Peter Ruzyla, CEO of EACH, at EastLink's *Hotel* artwork

EastLink donated \$100,000 to Beyond Blue in April 2021

Beyond Blue is Australia's most well-known and visited mental health organisation, focused on supporting people affected by anxiety, depression and suicide.

Beyond Blue Chief Community Officer Patrice O'Brien said, "Throughout the pandemic, we've seen more and more people contacting our services for support and we see this as good sign."

"It means people are increasingly comfortable talking about their mental health and are taking steps to manage their wellbeing."

"Every dollar we receive from EastLink will go to the Beyond Blue Support Service, which is staffed by skilled mental health professionals who are ready to provide free counselling, advice and referrals 24/7 to everyone in Australia."

[More details >>>](#)



Patrice O'Brien, Beyond Blue's Chief Community Officer, at EastLink's *Public Art Strategy* artwork

EastLink donated \$100,000 to Safe Steps Family Violence Response Centre in May 2021

Safe Steps is Victoria's 24/7 family violence response centre, providing specialist support services for anyone in Victoria who is experiencing family violence.

Safe Steps CEO Rita Butera said, "It continues to be such a challenging time for so many women and children following the COVID restrictions, and we're seeing an increase in the volume of calls from victim survivors seeking help."

"It is also encouraging to see an increase in calls from family and friends who are seeking advice on helping loved ones and people they care about."

"This support from EastLink will help us to continue to provide our service 24/7 at times of crisis."

[More details >>>](#)



Rita Butera, CEO of Safe Steps, at EastLink's Red Rings artwork

EastLink donated \$100,000 to Reading Out Of Poverty in June 2021

Reading Out Of Poverty is the only non-profit organisation in Victoria with a sole focus on providing early literacy skills and school preparedness for children aged 0-5 years from a disadvantaged background.

Reading Out Of Poverty CEO Andrew Kay said, "This level of support will allow us to reach 20,000 migrant and refugee families in the region with children's books, literacy starter packs and specialised tutoring."

"Over the past 18 months we have seen an increased need for books to support at home learning, and this initiative will help meet that growing demand."

[More details >>>](#)



Andrew Kay, CEO and Executive Director of Reading Out Of Poverty, at EastLink's Boy Looking Up artwork

Three of EastLink’s most recognisable public artworks have been renovated and are now as good as new.

EastLink’s public art collection – comprising a total of 12 artworks – cost \$5 million when the artworks were commissioned and acquired shortly before EastLink opened in 2008, so it’s important they are maintained properly.

Public Art Strategy, by Melbourne-based artist Emily Floyd, had some rust damage and patchy paintwork. EastLink completed the necessary repairs and a total repaint of the iconic 13 metre tall black bird, which is ominously contemplating a yellow worm. 50 litres of black paint were used for the bird, plus 25 litres of yellow paint for the worm. Beautifully repainted, Public Art Strategy will continue to describe Melbourne through its public art by referencing a number of other important outdoor sculptures across Melbourne.

Image 10: Public Art Strategy after renovation



Ellipsoidal Freeway Sculpture, by Australian artist James Angus, was damaged in October 2018 by a runaway trailer carrying a small excavator ([watch the 7News report about the incident](#)). The paintwork of this 30 metre long artwork, affectionately known by EastLink personnel as ‘the Smarties’, had also faded. The runaway trailer destroyed one of the 24 fibreglass ellipsoids, and badly damaged another. Following negotiations with the trailer operator’s insurer, EastLink was finally able to proceed with the manufacture and installation of two replacement ellipsoids. Ellipsoidal Freeway Sculpture was also given a total repaint to refresh the artwork and ensure the two new ellipsoids colour-match with the others. The colours are drawn from the surrounding native flora.

Image 11: Ellipsoidal Freeway Sculpture before, during and after renovation



Red Rings, by the late Inge King – a pioneer of contemporary sculpture – had faded paintwork and had become a paler shade of its former self. EastLink completed the repainting of Red Rings’ three steel rings, each 2.5 metres in diameter. Once more resplendent in vibrant red, the artwork’s colour contrasts strongly with the green landscaping, expressing the strength and tension that is the motivating force behind it.

Image 12: Red Rings during renovation



Image 13: Red Rings after renovation



Community events and community facilities help provide a sense of community and contribute to health and wellbeing.

In normal times, EastLink engages with community by sponsoring and helping to promote community events and community facilities. The promotions we provide includes free roadside billboards and email bulletins sent to customers.

Due to the impact of the COVID-19 pandemic and government restrictions, most community events were not able to proceed.

However, during FY2021, EastLink was able to sponsor and support Frankston Arts Centre, some of whose performances were able to proceed when restrictions allowed.

EastLink also provided support for Mornington Peninsula Tourism during H2 FY2021, to help visitations to the important tourist region recover from the most severe COVID-19 lockdown restrictions that were imposed in 2020.

Image 14: Examples of EastLink’s support for Mornington Peninsula Tourism in H2 FY2021



11.3 CUSTOMERS



For a tollway operator, EastLink has a relatively high level of engagement with customers:

- > Notices about EastLink accounts (e.g. account statements, payment receipts, low balance warnings, suspension warnings). Although these notices are mostly sent by email, a small proportion continue to be by print+post. (as a small proportion of customers do not provide an email address).
- > EastLink toll invoices and overdue notices (for road users who don't have accounts and don't purchase a trip pass). Although many of these notices are sent by print+post, an increasing proportion each year are sent electronically (email, SMS)
- > News bulletins (during FY2021, 58 separate news bulletins were sent, with volume totalling 14.3 million emails):
 - o news about EastLink (e.g. annual toll price increase, tunnel closure or website closure for maintenance)
 - o safety bulletins (e.g. upgrade of EastLink's tunnel lighting, closure of customer centre due to COVID)
 - o community news (e.g. information about the donations made by EastLink's community investment program)
 - o reports (e.g. EastLink Sustainability Report for FY2020 and 2020 GRESB results)
 - o market research surveys (e.g. the annual EastLink customer survey, the annual Victorian self-driving car survey)



Major Achievements in FY2021

58 news bulletins sent via 14.3 million emails

11.4 NEIGHBOURS



Neighbours contact EastLink directly to raise concerns they may have about local issues, including:

- > Graffiti
- > Litter
- > Potential hazards on the EastLink Trail (e.g. branches fallen from trees, cyclist accidents)
- > EastLink landscaping works (e.g. grass cutting, weed removal)
- > Noise (e.g. from plant, maintenance activities)

These contacts are logged in our neighbourhood issues tracking system (NHI), actioned by our operations team, and the neighbour is advised of the outcome.

Once completed, the NHI record is marked complete and closed off.

When necessary, EastLink contacts neighbours directly about local issues, including:

- > To provide information about EastLink projects that may affect them
- > Requests to remove items dumped or stored illegally on EastLink land
- > Requests to repair badly damaged property fences which pose a risk to EastLink Trail users.

11.5 OUR PEOPLE



The most significant change affecting our people during FY2021 was the continuation of work from home arrangements for most of EastLink’s office-based staff due to COVID-19.

This change had been previously implemented during the week ending 27 March 2020.

With people dispersed geographically, measures were introduced to maintain cohesion and a sense of community. This included:

- > Frequent ‘EastLink On Air’ videos, incorporating news and information about EastLink and the tolling industry, interviews with managers and staff, and other relevant topics. 111 video episodes were published during FY2021.
- > Regular COVID-19 staff updates, including mental health updates and reminders about the availability of employee assistance program and mental health first aiders.
- > ‘Travels of EastLink’ articles on the EastLink intranet site – written by staff members, they recount stories and provide photographs of past international travel (Australia’s COVID-19 restrictions include a ban on international travel – Australians cannot leave the country).
- > Various wellbeing and education resources on the EastLink intranet site.



Major Achievements in FY2021

111 video episodes of ‘EastLink On Air’ to help engage staff while working from home

11.6 THE MEDIA



The EastLink media spokesperson is available to media 24/7.

The EastLink media spokesperson builds and maintains relationships with the media by engaging proactively throughout the year on a range of stories.

The EastLink media spokesperson liaises with the Victorian Department of Transport (DoT) media team and Australian Traffic Network (ATN) to communicate updates about accidents, unusual congestion events and maintenance closures on EastLink via DoT’s social media channels and broadcast radio station partners, as well as ATN’s broadcast radio station partners.

11.7 INDUSTRY



EastLink is a signatory to the Memorandum of Understanding (MoU) for Australian toll road interoperability, which enables tags issued by EastLink to be used on the other toll roads in Australia, and vice versa enables tags issued by the other toll road operators to be used on EastLink.

As part of this, EastLink representatives attend meetings of the MoU Group, which sets, reviews, and adjusts the standards relating to toll road interoperability.

Throughout FY2021, EastLink was a member of the following industry associations:

- > Australia & New Zealand Driverless Vehicle Initiative (ADVI)
- > Intelligent Transport Systems Australia (ITS Australia)
- > Roads Australia
- > World Road Association (PIARC)
- > Infrastructure Partnerships Australia.

During FY2021, EastLink continued to maintain contact with corporate affairs and public policy representatives at the RACV (Royal Automobile Club of Victoria).

EastLink conducts the Annual Victorian Self Driving and Electric Car Survey (see section 15).

When requested, EastLink co-operates with partners and suppliers to help prepare case studies for their sales and marketing initiatives.

During FY2021 for example, EastLink worked with Ventia on a case study to explain the support provided by Ventia in relation to EastLink operations and maintenance.

Online case study: <https://www.ventia.com/projects/traffic-management-services-for-Victorias-EastLink>

11.8 GOVERNMENTS



EastLink actively engages with the Victorian State Government and its relevant agencies and contractors on state road construction projects which directly interface with EastLink. Our objective is to minimise impacts on EastLink customers during these construction projects:

- > Thompsons Rd Upgrade (completed during FY2021)
- > Monash Fwy Upgrade (stage 2 construction underway throughout FY2021)
- > North East Link, including the upgrade of the Eastern Freeway (substantial early works to relocate power, water, gas and other services underway throughout FY2021)
- > Lathams Rd Upgrade (early works commenced in FY2021)

EastLink consults with local councils on local issues, for example in relation to planning applications for developments adjacent to or near EastLink land.

EastLink has partnered with Frankston City Council, allowing the Council to maintain promotional flags on EastLink. The promotional flags are strategically located on EastLink between two tourism signs – the first is a “Welcome to Mornington Peninsula” tourism gateway sign and the second is a Frankston tourism services sign. This creates a vibrant tourism gateway to the famous Mornington Peninsula tourism region.

Image 15: Frankston promotional flags on EastLink



11.9 INVESTORS



The EastLink business is privately owned by Horizon Roads, which is a small, international group of superannuation funds and sovereign wealth funds.

Each investor either holds the right to maintain board position/s or can nominate an observer to the board, depending on the relative size of their holding in EastLink.

Accordingly, most investor communications are conducted through the board, for example board reports, board papers, board meetings and board sub-committee meetings.

This means that EastLink’s investors are well informed about EastLink and have opportunities to provide input and feedback directly to the EastLink management team.

Corporate Governance

Good corporate governance is a critical aspect to the successful operation of any organisation. The Horizon Roads board and ConnectEast management team take our responsibilities and obligations of corporate governance very seriously.

While not an exhaustive list, the following governance committees and activities are in place at EastLink:

- > Board of directors with independent non-executive chairman
- > Audit Risk & Compliance Committee – sub-committee of the board

- > Human Resources Committee – sub-committee of the board
- > Board and management governance policies including Code of Conduct and Ethics
- > Independent auditors are appointed by the board for:
 - 6-month and annual audit of the financial accounts
 - Concession deed KPI performance verification and validation
 - Delivery of customer services
 - Environmental –wetlands and environmental management
 - Executive remuneration and benefits.

In addition, the management team conduct a large range of corporate governance activities that support the legal and ethical management of our organisation, these include:

- > Internal audit team – auditing key functions and critical processes
- > 6-monthly internal controls questionnaire
- > Protected disclosure officers – whistle-blower reporting
- > Annual compliance certificates – senior management sign-off of the compliance activities against the EastLink concession deed
- > Annual risk management and internal audit sign-off from functional department leaders.

Our goal is to foster and promote a culture of integrity, honesty and transparency with all board members, management and employees operating with the highest level of moral and ethical behaviour.

12. ENVIRONMENT

12.1 ENVIRONMENTAL STANDARDS



EastLink’s operations are required to meet stringent environmental standards set by: the EastLink Concession Deed; the EastLink Environmental Management Plan (in accordance with AS/NZS ISO 14001); and the EastLink tunnel ventilation operating licence issued by Environment Protection Authority Victoria (EPA Victoria).

EastLink’s Sustainability Management Plan (see section 6) outlines short-term and long-term environmental targets which are met through various metrics. Targets outlined in this Sustainability Report are consistent with the targets in the Sustainability Management Plan.

12.2 AIR QUALITY



Impacts on air quality from road and tunnel infrastructure can come from a range of sources including emissions from vehicles using the road, emissions from plant and equipment conducting maintenance, and indirect emissions from energy sources used in facilities.

Carbon equivalent emissions from the use of various energy sources at EastLink are provided in section 12.3 of this report.

We do not estimate the emissions from customer vehicles using EastLink, however we do directly monitor the air pollutants discharged from the tunnels.

The emissions from the tunnel exhaust stacks and tunnel portals are managed in accordance with a licence from EPA Victoria. The licence includes limits for maximum discharge rates and total discharge over the year, to protect air quality for the community around EastLink.

Table 23: Tunnel air pollutants

| Pollutant (tonnes/yr) | EPA Licence Limit | Baseline (FY2013) | FY2020 | Target FY2021 | Actual FY2021 | Target FY2022 | Target FY2025 |
|-----------------------|-------------------|-------------------|--------|---------------|---------------|---------------|---------------|
| CO | 980 | 107 | 32 | 40 | 28 | 40 | 100* |
| Particles (PM2.5) | 21 | 1.2 | 0.5 | 0.9 | 0.45 | 0.9 | 1.5* |
| Particles (PM10) | 23 | 1.9 | 1 | 1.3 | 0.9 | 1.3 | 2.5* |
| NO2 | 35 | 2.9 | 2.1 | 2.1 | 1.6 | 2.1 | 5.0* |
| Benzene | 2.9 | 0.3 | 0.13 | 0.4 | 0.19# | 0.4 | 0.25 |

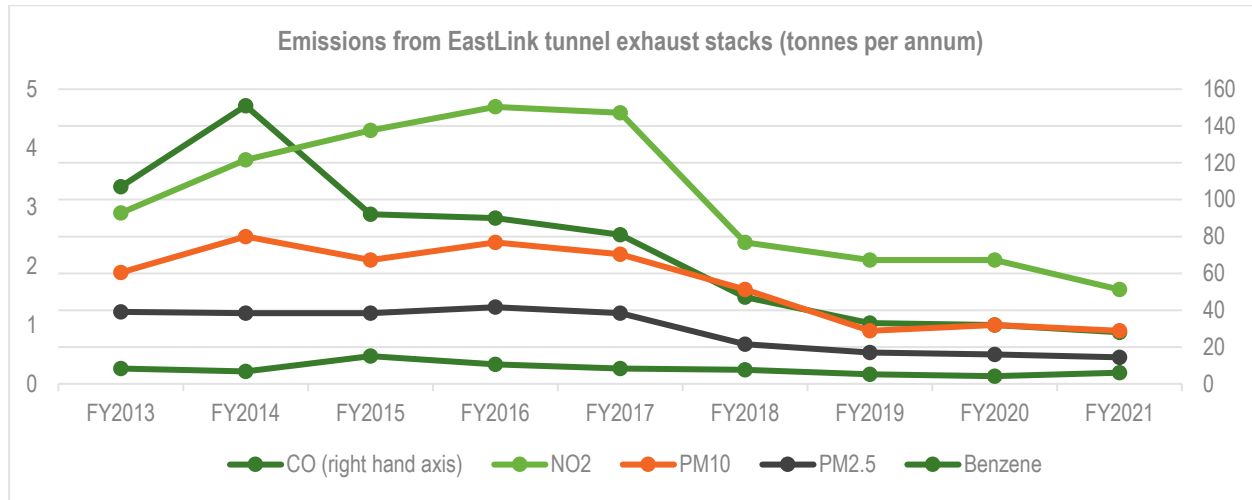
* Target FY2025 figures include estimates of tunnel portal emissions, which have not been included in earlier figures.

This figure is from late June 2020 (not FY2021) but is considered FY2021 for this report.

Major Achievements in FY2021
EastLink Tunnels Risk Management and Monitoring Plan completed

Emissions from EastLink tunnel exhaust stacks are consistently much lower than the permitted limits.

Overall, pollutants slightly declined in FY2021 associated with reduced traffic in both EastLink tunnels.



During the reporting period one incident occurred involving exceedance of an EPA licence limit which was reported to EPA Victoria. The incident involved portal emissions greater than the permitted limit for a short period of time due to a customer vehicle fire in the tunnel (a rare event that has only occurred a few times since EastLink first opened). This incident did not cause an environmental impact and all emergency plans and procedures were implemented including tunnel deluge which put out the fire, effectively ending the emission exceedance. All incidents of this nature are thoroughly investigated with appropriate corrective actions implemented as required.

In preparation for the new environmental laws coming into effect on 1 July 2021, EastLink developed a Tunnels Risk Management and Monitoring Plan (RMMP), capturing EastLink’s best-practice air quality monitoring, and demonstrating EastLink’s general environmental duty to the community.

12.3 ENERGY AND EMISSIONS



This Sustainability Report includes Scope 1 + Scope 2 energy usage and GHG emissions:

- > Scope 1 emissions are direct GHG emissions that occur from energy sources that are controlled or owned by an organization (e.g. emissions associated with fuel combustion in diesel generators, gas powered equipment and vehicles with combustion engines).
- > Scope 2 emissions are indirect GHG emissions associated with the purchase of electricity and other energy sources generated by a third party.

Our overall electricity usage in FY2021 decreased by 1.6% compared to the previous year, and the Scope 1 + Scope 2 GHG emissions attributed to EastLink energy usage reduced by 6.3%.

EastLink’s electricity usage and Scope 1 + Scope 2 GHG emissions continue to be less than half of what they were in their baseline years:

- > Electricity usage has decreased 60% since the baseline year (FY2010)
- > Scope 1 + Scope 2 GHG emissions have decreased 62% since the baseline year (FY2011).

Major Achievements in FY2021

- Electricity usage down 1.6%
- Scope 1 + Scope 2 GHG emissions down 6.3%
- Tunnel lighting upgraded to LED which will reduce GHG emissions by 469 tonnes each year

During late FY2021, we upgraded the tunnel lighting, and the EastLink tunnels became the first major tunnels in Victoria to be lit by LED lights. Over four nights, 1,066 High Pressure Sodium (HPS) lights were replaced with 1,174 new LED lights.

The new LED lighting system consumes less power than the old HPS system. The estimated 26% power reduction will reduce greenhouse gas emissions by around 469 tonnes each year.

This upgrade has also provided road safety benefits (see section 8.1 for those details).

Image 16: Up to 60 technicians and 22 scissor lifts worked over four nights to install 1,174 new LED lights



Diesel, LPG and petrol fuel is consumed by EastLink vehicles that are used for performing maintenance and incident response activities. Diesel is also used to fuel our on-site electricity generator (stationary fuel) at the EastLink operations centre, when required.

Diesel consumption decreased by 21% in FY2021 compared to the previous year and LPG consumption decreased by 7% in FY2021 compared to the previous year. EastLink plans to cease the use of LPG in EastLink vehicles by FY2025.

Petrol consumption remained in FY2021 was similar to previous years, with petrol only being utilised in incident response vehicles for re-fuelling customer vehicles that have stopped on EastLink due to running out of fuel.

In the summer of FY2021, we again participated in the 'demand response program' run by our energy service provider. We achieved 100% of our response goal. On nominated days of peak demand, we disconnect the EastLink operations centre from the power grid and generate our own electricity using our on-site diesel generator. This helps the electricity retailer reduce peak power demand and eases the load on the electricity network. In return, we receive some tariff savings as well as opportunities to test our on-site generator.

Natural gas usage declined this year compared to FY2020. This is due to several zones of the EastLink operations centre being switched off through the building control settings due to low occupancy as a result of COVID-19 restrictions and work from home arrangements.

In future Sustainability Reports, EastLink will also report on aspects of Scope 3 GHG emissions:

- > Scope 3 emissions are the result of activities from assets not owned or controlled by the reporting organization, but that the organization indirectly impacts in its value chain.

This will enhance our understanding of resource consumption and emissions with the aim to further reduce EastLink's carbon footprint (see Section 13).

Table 24: Energy usage

| Energy Usage | Baseline (FY2010) | FY2020 | Target FY2021 | Actual FY2021 | Target FY2022 | Target FY2025 |
|--------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Electricity (kWh) | 16,476,163 | 6,769,314 | 6,749,000 | 6,661,164 | 6,300,000 | 6,024,600 |
| Natural gas (MJ) | 1,599,657 | 1,960,313 | 1,850,000 | 1,727,859 | 1,750,000 | 1,700,000 |
| Diesel (L) | 133,402 | 143,006 | 140,000 | 113,469 | 130,000 | 120,000 |
| Petrol (L) | 34,561 | 141 | 1,050 | 420 | 525 | 2,000 |
| LPG (L) | 22,707 | 7,264 | 7,120 | 6,788 | 6,764 | 0 |
| Total Energy (MJ) | 67,840,071 | 32,044,995 | 31,772,854 | 30,280,162 | 29,593,172 | 28,088,960 |

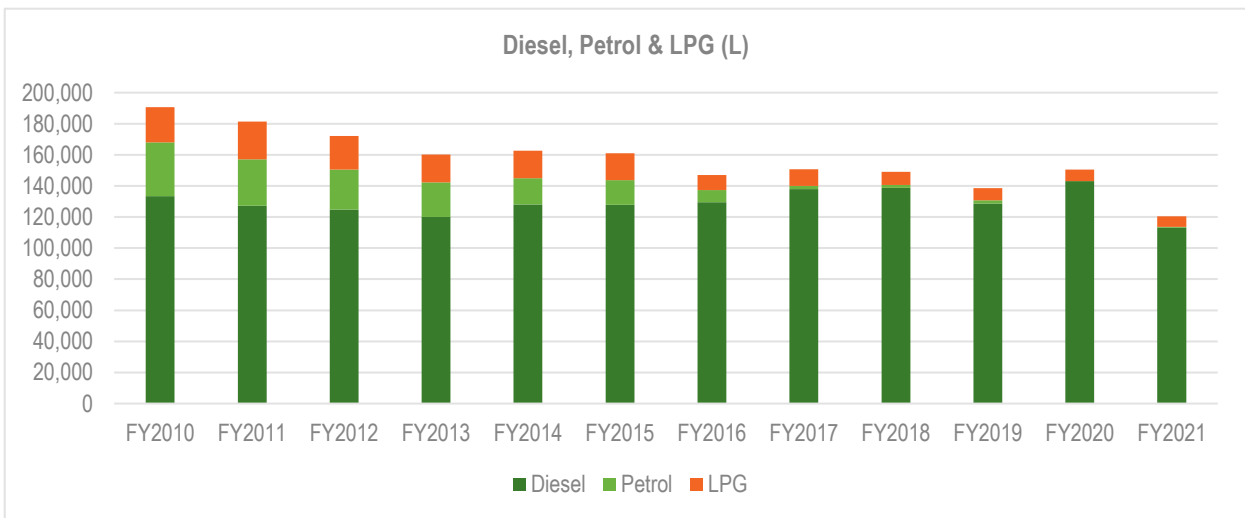
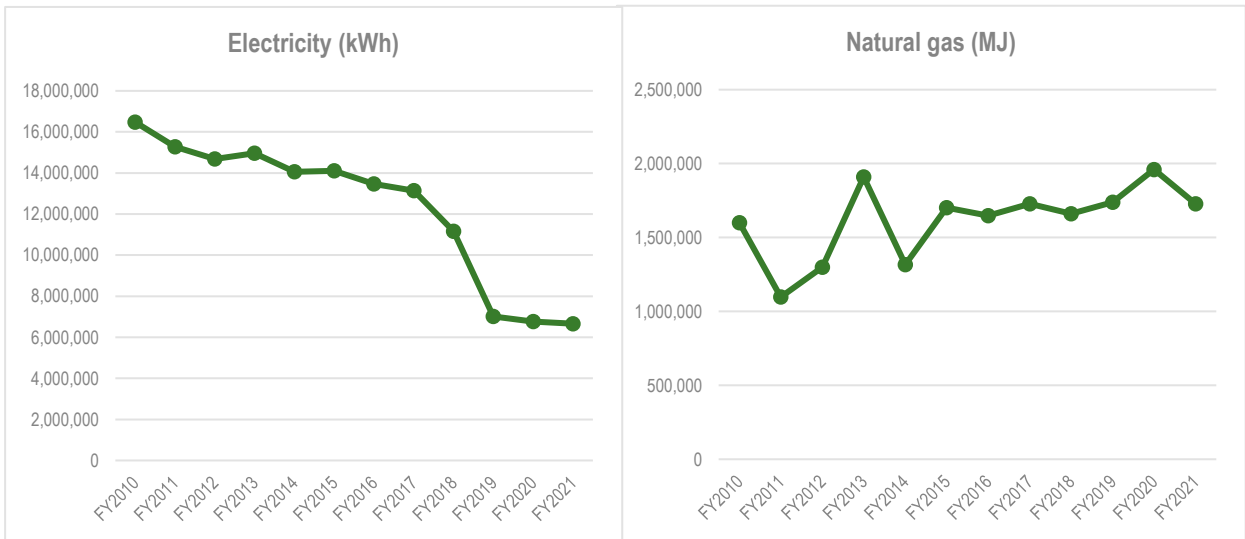
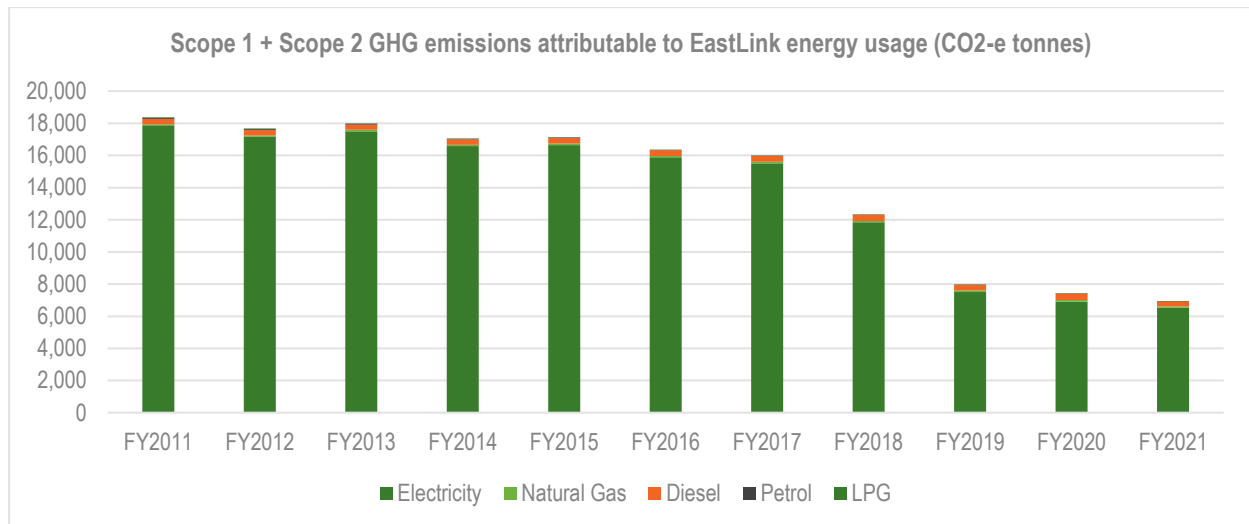


Table 25: Scope 1 + Scope 2 GHG emissions attributable to EastLink energy usage

| CO2-e (tonnes) | Baseline (FY2011) | FY2020 | Target FY2021 | Actual FY2021 | Target FY2022 | Target FY2025 |
|----------------|-------------------|--------------|---------------|---------------|---------------|---------------|
| Electricity | 17,875 | 6,905 | 6,884 | 6,528 | 6,200 | 6,145 |
| Natural gas | 56 | 101 | 95 | 89 | 90 | 87 |
| Diesel | 340 | 389 | 381 | 308 | 350 | 324 |
| Petrol | 68 | 0.3 | 3 | 1 | 1.5 | 6 |
| LPG | 38 | 12 | 11 | 11 | 11 | 0 |
| Total | 18,377 | 7,407 | 7,374 | 6,937 | 6,653 | 6,564 |

Based on NGA Factors as published Dec 2014. Vehicles fuels are calculated for transport and stationary energy purposes and the totals combined for reporting.



12.4 WATER



Rainwater tanks provide water for maintenance activities, which includes the cleaning of vehicles as well as nursery and landscape watering in hot weather. We also supplement that with water from road runoff collected in ponds. The use of water from tanks and ponds off-sets some of our potable water usage.

The majority of EastLink’s potable water use occurs within our offices, with some used for maintenance activities where we need to supplement tank water use.

Potable water usage in FY2021 was lower than in FY2020 due to consistent rainfall resulting in less need for landscaping watering, as well as increased usage of tank water due to more tank water being available. There were also fewer staff on site due to COVID-19 restrictions.



Major Achievements in FY2021
 Lowest potable water usage reported

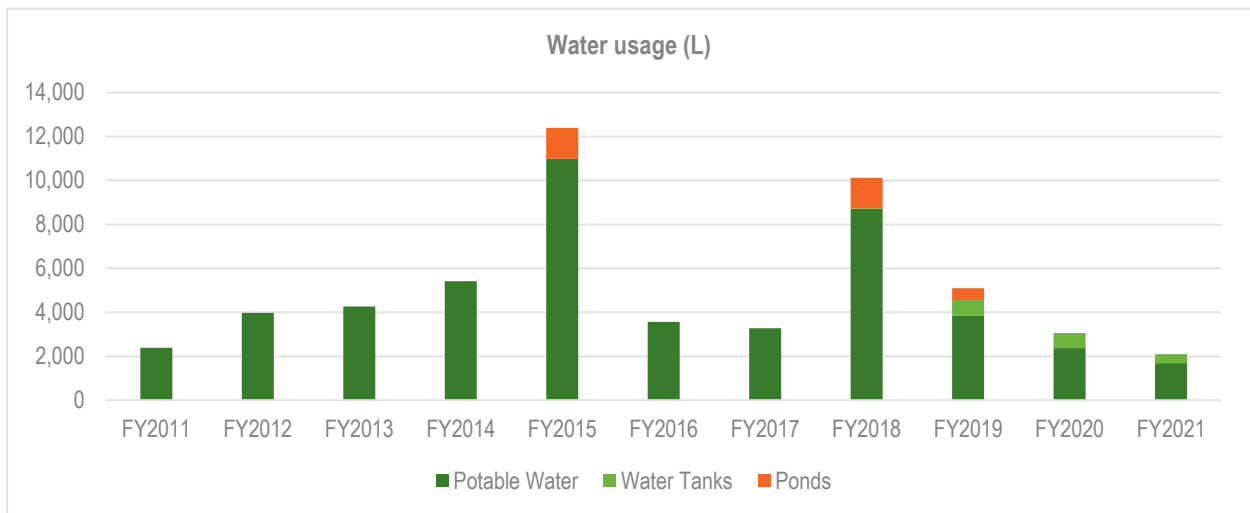
Potable water used at our Bangholme Rd maintenance depot remains low due to the closed loop ‘Waste to Water’ recycling system that we operate for washing EastLink maintenance vehicles. Water from vehicle washing is treated with biological media ready to be used in washing again. In this way, wastewater is re-used as a resource.

There was no usage of ponds water in FY2021, with the preference being for tank water as it was more readily available (more rainfall).

Table 26: Water usage

| Water Use (kL) | Baseline (FY2010) | FY2020 | FY2021 Target | FY2021 Actual | Target FY2022 | Target FY2025 |
|----------------|-------------------|--------------|---------------|------------------|---------------|---------------|
| Potable water | 4,422 | 2,372 | 3,000 | 1,718 | 2,800 | 2,000 |
| Water tanks | n/a | 688 | 800 | 408 [#] | 900 | 1,000 |
| Ponds | 0 | 0 | 0 | 0 | 0 | 500 |
| Recycled water | 0 | 0 | 0 | 0 | 100 | 1,700 |
| Total | 4,422 | 3,060 | 3,800 | 2,126 | 3,800 | 5,200 |

[#] Water tank FY2021 does not include the tank at the EastLink operations centre due to a meter reading error. Actual figure is likely somewhat higher than 408 kL. However it is noted that this tank is a less well used tank only used for occasional vehicle cleaning, with most vehicle cleaning occurring elsewhere.



Water tanks were not metered prior to FY2018, so water tank usage is excluded from years prior to FY2018.

The volume of tunnel wastewater discharged to the trade waste system increased by 10% in FY2021 compared to the previous year. This increase is attributed to intense rainfall events, particularly in February and June 2021. The wastewater is primarily groundwater ingress, which is heavily influenced by rainfall levels into the surrounding land.

Rainwater run-off that enters the tunnels from the adjacent road surface is treated through our natural water treatment system comprised of artificial wetlands, instead of being discharged into the trade waste system (which is what used to occur during EastLink’s early years of operation and is the reason for the high discharge in the baseline year).

Table 27: Wastewater discharge to sewer

| Wastewater Discharge to Sewer | Baseline (FY2010) | FY2020 | FY2021 Target | FY2021 Actual | Target FY2022 | Target FY2025 |
|---|-------------------|--------|---------------|---------------|---------------|---------------|
| Tunnel trade wastewater discharged (kL) | 14,518 | 4,692 | 4,500 | 4,956 | 4,500 | 3,000 |

12.5 EFFLUENT, WASTE AND RECYCLING



We continue to recycle a wide range of materials.

During FY2021, this included 12 tonnes of steel (primarily the result of motor vehicle accident damage).

Fluorescent light tubes, HPS light globes, herbicide drums, electronic equipment, batteries, cardboard and general office co-mingled materials were also recycled.

Where we conduct upgrades of our equipment, we seek opportunities for refurbishment or recycling.

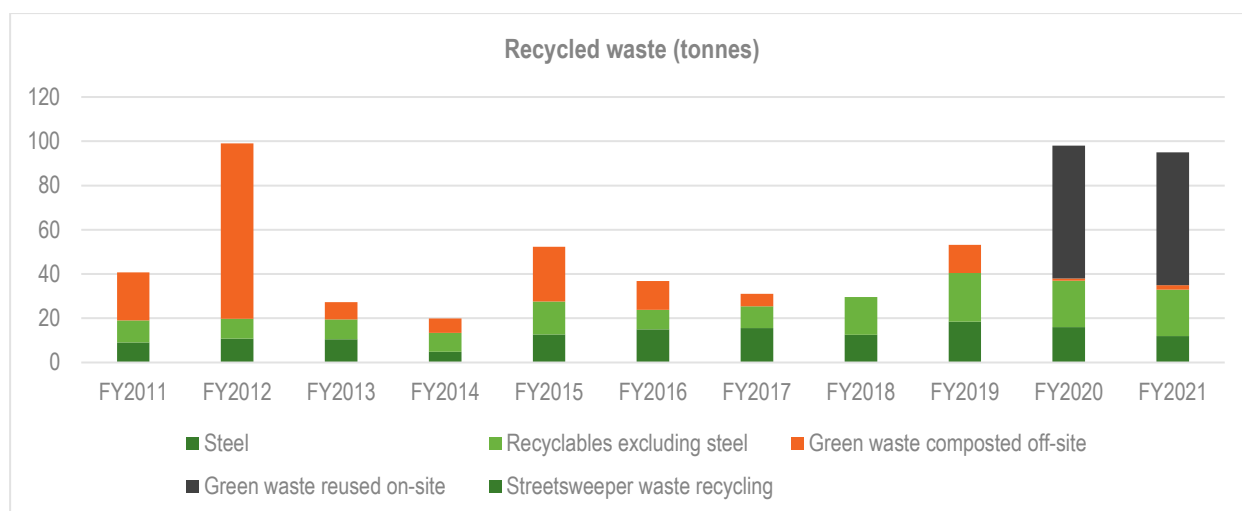
In FY2022, EastLink aims to commence recycling of street sweepings. This waste is mostly comprised of small aggregates from the road surface and an initiative is being developed to recycle these into usable products, such as for construction.

In FY2020, we commenced reporting data for green waste reused on-site, which is primarily used for mulching purposes. EastLink aims to re-use all green waste in-situ to contribute to a circular economy. An estimated 60 tonnes of green waste were reused on-site in FY2021.

Hazardous wastes have been included in EastLink’s reporting for the first time. Hazardous waste is defined as: waste because of its quantity, concentration or physical/chemical/infectious characteristics may contribute to adverse effects on human health and the environment when improperly treated, stored, transported, disposed of, or otherwise mismanaged. This includes priority waste as per EPA waste guidelines. As a part of EastLink operations, waste accumulated in triple interceptor pits from cleaning vehicles comprises the vast majority of FY2021’s hazardous waste figure. A small amount of hazardous waste is derived from dumped roadside containers which may contain dangerous chemicals or liquids such as paints and fuels. All hazardous waste is disposed of according to environmental law and through best-practice EPA guidelines.

Table 28: Recycled waste

| Recycled Waste (tonnes) | Baseline (FY2011) | FY2020 | FY2021 Target | FY2021 Actual | Target FY2022 | Target FY2025 |
|--------------------------------|-------------------|-----------|---------------|---------------|---------------|---------------|
| Steel | 9 | 16 | 16 | 12 | 16 | 20 |
| Recyclables excluding steel | 10 | 21 | 22 | 21 | 22 | 30 |
| Green waste composted off-site | 22 | 1 | 5 | 2 | 5 | 5 |
| Green waste reused on-site | n/a | 60 | 60 | 60 | 60 | 60 |
| Streetsweeper Recycling | 0 | 0 | 0 | 0 | 50 | 125 |
| Total recycled waste | 41 | 98 | 103 | 95 | 153 | 240 |



Green waste reused on site was not reported prior to FY2020, so it is excluded from years prior to FY2020.

Table 29: Landfill waste

| Landfill Waste (tonnes) | Baseline (FY2011) | FY2020 | FY2021 Target | FY2021 Actual | Target FY2022 | Target FY2025 |
|-----------------------------|-------------------|------------|---------------|---------------|---------------|---------------|
| General landfill waste | 147 | 226 | 215 | 209 | 200 | 180 |
| Streetsweeper waste | 186 | 303 | 250 | 240 | 200 | 0 |
| Total landfill waste | 333 | 529 | 465 | 449 | 400 | 180 |

Table 30: Landfill waste

| Hazardous Waste | Baseline | FY2020 | FY2021 Target | FY2021 Actual | Target FY2022 | Target FY2025 |
|-----------------|----------|--------|---------------|---------------|---------------|---------------|
| Tonnes | N/A | N/A | N/A | 4.5 | 10 | 5 |

In total during FY2021, 18% of waste was diverted from landfill for recycling.

Table 31: Diversion from landfill

| Diversion from landfill | Baseline (FY2011) | FY2020 | FY2021 Target | FY2021 Actual | Target FY2022 | Target FY2025 |
|---|-------------------|--------|---------------|---------------|---------------|---------------|
| Proportion diverted for re-use or recycling | 11% | 16% | 18% | 18% | 28% | 57% |



Where possible, we refurbish tolling tags that are returned to us by our customers, for re-issue to other customers.

In some cases, however, a tolling tag may not be suitable for refurbishment and re-issue. For example, if a tag is damaged, has a technical failure, is an out of date model, or the tag’s built-in battery has expired, it cannot be used again.

We dispose of these unusable tags via a specialist provider in Melbourne that delivers safe, secure, ethical and environmentally sound electronic and battery recycling solutions. The provider we use is ISO 9001, ISO 14001, AS 4801, AS 5377 and OHSAS 18001 certified, and operates under an environmental licence from EPA Victoria.

The large increase in the number of tags recycled is due to old tags becoming obsolete at the end of their lifespan.

Table 32: Tag recycling

| Tag Recycling | Baseline (FY2010) | FY2020 | FY2021 |
|--------------------------------|-------------------|--------|--------|
| Tag recycling (number of tags) | 2,087 | 5,761 | 68,250 |

12.6 BIODIVERSITY, HABITAT AND LANDSCAPE



Motorists using EastLink experience the greenery of the roadside landscape, which has been designed to complement the region’s bushland, parklands and creek corridors. EastLink’s landscape extends to 480 hectares and includes 4 million native trees, shrubs and plants, which we have planted and continue to look after.

Included in the land we manage are areas of remnant native vegetation (protected by us since before EastLink’s construction started), wetlands, garden beds, grassed areas and the EastLink Trail.

We undertake regular landscape inspections, including specific checks of the areas identified as supporting remnant Ecological Vegetation Class.

Through these inspections, we detect and assess outbreaks of invasive weeds across EastLink’s landscape, allowing us to target weed control.

Image 17: Rehabilitated landscaping adjacent to wetlands



Once again, the primary focus for FY2021 was the removal of noxious and woody weeds, and the control and suppression of common weeds. These weeds include invasive species such as the Mediterranean Broom, French Broom, Flaxleaf Fleabane, and Blackberry. These weeds prevent native vegetation from growing and damaging the local ecosystems.

This was performed through safe removal from the site, suitable application of herbicide, followed by mulching of the cleared areas. The benefits of mulching include weed suppression and therefore less reliance on herbicide, as well as moisture retention for plant establishment.

The use of goats for weed maintenance and control continues to be a good news story. EastLink has utilised goats in this way since 2016 and they will continue to be used into the future as a sustainable and eco-friendly weed management solution. A plan has been developed to increase goat usage during FY2022 in tandem with revegetation projects.



Major Achievements in FY2021

Extensive removal of noxious and woody weeds

Continued use of goats for weed management with plans for expansion

Significant volume of mulch applied

Areas with goats used include:

- > Several wetlands
- > Mountain Hwy / EastLink underpass and surrounding area
- > Monash Fwy / EastLink Interchange
- > High St Rd / EastLink Interchange
- > EastLink Trail in Donvale

With these two weed control strategies working in tandem, EastLink is developing a thriving landscape rich in biodiversity. This includes establishing a developed upper story and tree canopy for mature trees, as well as a fast-growing hardy lower shrub layer to cover the cleared areas and prevent weeds from invading the areas.

EastLink has more than 60 wetlands, which provide a water treatment function for road surface rainwater run-off before it is released to local waterways. These wetlands also provide habitat for a range of native species and enhance the environment for the many walkers and cyclists on the EastLink Trail, which passes by some of the wetland areas.

EastLink wetlands range from a single pond or filtration swale, through medium sized systems consisting of two ponds, to our largest wetland systems at Canterbury Road and Oakwood Park which have multiple large ponds supporting native wetland plant species.

In FY2021, wetland rehabilitation works were completed across several wetlands including pipe maintenance, desilting and replanting of vegetation.

EastLink now measures and tracks the habitat restored and maintained (see Table 33), with a target to continue to maintain the rehabilitated land.

Table 33: Habitat and ecology

| Habitat and Ecology | Baseline (FY2019) | FY2020 | FY2021 Target | FY2021 Actual | Target FY2022 | Target FY2025 |
|----------------------------|-------------------|--------|---------------|---------------|---------------|---------------|
| Habitat restored (ha) * | 0.153 | 1.5 | 1.5 | 1.5 | 1.5 | 1.5 |
| Habitat maintained (ha) ** | 8.8 | 14.37 | 14.37 | 14.37 | 14.37 | 14.37 |

* Disturbed habitat identified and improved for the benefit of native flora and fauna

** Total habitat retained in its current condition through management practices

Wildlife Fatalities

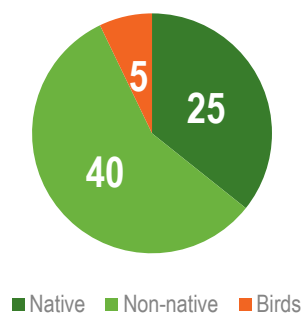
Regrettably, operating 40 kilometres of roadway (EastLink plus Ringwood Bypass) means from time to time we find animals which have been killed by travelling vehicles.

At EastLink, we carefully manage removal of these animals and record details of the type of animal.

The majority of wildlife fatalities in FY2021 were non-native animals, mostly pest species.

Through on-going analysis of this data, we hope to identify opportunities for prevention. For example, during FY2020 we installed hi-vis warning flappers on fences in the flight path of local fruit bats.

Wildlife fatalities (FY2021)



12.7 EASTLINK TRAIL



During FY2021, we continued to maintain the 35 kilometre EastLink Trail shared use path for cyclists, runners and pedestrians.

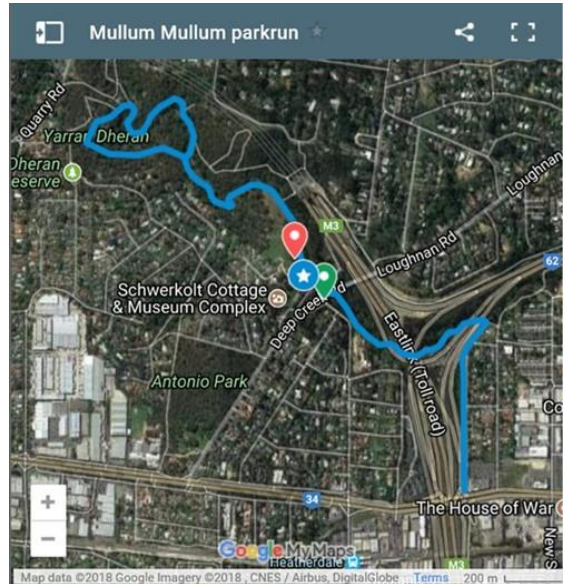
During FY2021, we continued to provide a section of the EastLink Trail to Parkrun Australia for the weekly Mullum Mullum Parkrun.

Mullum Mullum Parkrun is a free, timed 5km run, which is held on the EastLink Trail in the Mullum Mullum valley every Saturday at 8am.

Despite COVID-19 restrictions and lockdowns during the year, 19 Mullum Mullum parkrun events were able to be held during FY2021. A total of 3,492 runners participated (average 184 runners per event).

Typically, 15-20 volunteers also attend for event management.

More details are available at www.parkrun.com.au/mullummullum.



12.8 GRAFFITI REMOVAL



We have our own graffiti removal crew. Offensive graffiti is removed within 24 hours of being reported. Non-offensive graffiti is removed within five days.

During FY2021, we continued with the preference to paint over graffiti in order to maintain the reduction in the use of paint remover chemicals.

EastLink reports the number of graffiti removal jobs that our crew undertakes (see Table 34).

Table 34: Graffiti removal

| Graffiti removal | Baseline (FY2020) | FY2021 |
|--|-------------------|--------|
| Graffiti removal jobs undertaken by EastLink | 812 | 597 |



Major Achievements in FY2021

597 graffiti removal jobs

Offensive graffiti removed within 24 hours

Non-offensive graffiti removed within five days

13. CLIMATE CHANGE

13.1 EASTLINK CLIMATE CHANGE RISK ASSESSMENT



A changing climate poses direct and indirect risks to all EastLink's operations and maintenance works.

More days of hotter and drier conditions can affect employee and customer health, vegetation health, integrity of surfaces, increased grass and bushfire risk, energy security, and many other aspects.

More intense rainfall events can lead to increased flooding risk in low lying areas and result in higher maintenance requirements for drainage assets.

Sea level rise has flow-on impacts to all infrastructure assets.

In addition to physical risks, transition risks such as changing policy on fossil fuels and industry standards, as well as changing societal behaviours in response to climate change will influence EastLink's response to climate change.

In FY2021, EastLink completed our first climate change risk and scenarios report. A new standalone climate risk register identifies key areas of the business which are most at risk of the various direct and indirect impacts that changing climate will bring.

The report and register are based on leading scientific information including the Victorian Climate Projections 2019 and IPCC documentation. They follow best-practice standards for climate risk assessment, and incorporate information from relevant EastLink stakeholders to provide a balanced position and perspective.

Several high-level risks were identified in the climate change risk assessment process, and mitigation treatment measures have been identified. The climate change risk register will be reviewed annually with treatment measures regularly monitored.

13.2 EASTLINK EMISSIONS REDUCTION INITIATIVES

EastLink acknowledges the Victorian Government's Climate Strategy whereby the state aims to achieve net zero emissions and have a climate-resilient community and economy by 2050.

EastLink has a number of mechanisms and initiatives to aid in understanding how greenhouse gas emissions can be reduced to align with the Victorian Government's Climate Strategy and mitigate against climate change.

As identified in Section 12.3 of this report, EastLink measures Scope 1 and Scope 2 emissions centred around resource usage. This assists in identifying trends whereby action can be implemented to reduce these emissions. EastLink aims to include some Scope 3 emissions data to gain better understanding of EastLink's influence on emissions, and to further identify where EastLink can reduce its carbon footprint where we can.

The tunnel lighting upgrade from HPS to LED technology will reduce electricity usage and Scope 2 emissions (see Section 12.3). EastLink plans to roll out LED lighting to other areas of EastLink, such as at interchanges.

With the rapid rise of renewable energy in Victoria, EastLink will seek to transition to procuring electricity from renewable sources.

To align with the Victorian transport sector's pledge to reduce emissions, EastLink will, in FY2022, develop a plan to incorporate Zero Emissions Vehicles (ZEV's) into our ancillary vehicle fleet, reducing Scope 1 emissions and contributing to the Victorian Government's ZEV roadmap.

14. RESILIENCE

14.1 COVID-19 CRISIS MANAGEMENT



EastLink's Crisis Management Team for COVID-19 response was formally stood down on 27 November 2020, and EastLink has subsequently treated COVID-19 as a business as usual activity.

14.2 QUARTERLY TUNNEL MAINTENANCE



We conducted four quarterly tunnel maintenance closures during FY2021:

- > Overnight Saturday 15 August 2020 from 8pm to 7am
- > Overnight Saturday 21 November 2020 from 8pm to 7am
- > Overnight Saturday 20 February 2021 from 8pm to 7am
- > Overnight Saturday 22 May 2021 from 8pm to 7am.

During each maintenance closure, EastLink was closed in both directions between Springvale Rd and Canterbury Rd. Ringwood Bypass was also closed west of Ringwood St in both directions.

During the week prior to each quarterly tunnel maintenance closure, we raised awareness of the closure:

- > Using our digital VMS signs
- > Sending email bulletins to customers
- > Sending email bulletins to key stakeholders (e.g. emergency services, councils, government departments and agencies)
- > Alert message on the EastLink website home page
- > Tweets
- > Via third party channels including VicRoads and traffic bulletins broadcast on radio.

Before maintenance workers and their plant equipment are allowed to enter the site, there is a safety sweep by an EastLink incident response vehicle to verify closure has been completed successfully and that no motorists remain in the closed area.

Quarterly maintenance closures provide the opportunity to test and maintain tunnel equipment that is normally inaccessible, including:

- > Jet fans within the tunnels (24 jet fans)
- > Tunnel lights (approximately 1,200 lights)
- > Digital variable speed signs (26)
- > Digital lane control signs (71)



Major Achievements in FY2021

Conducted
stakeholder tours
during tunnel
maintenance closures

- > Digital VMS tunnel signs (48)
- > CCTV cameras within the tunnels (85)
- > Help phones within the tunnels (56)
- > Fire cabinets within the tunnels (58)
- > Tunnel public address system speakers (126)
- > Tunnel radio rebroadcast system
- > Traffic detector loops within the tunnels (12)
- > Overheight vehicle detectors and automatic boom gates (4).

During quarterly maintenance closures, the tunnel deluge system (for vehicle fire suppression) is also tested.

We also take advantage of the tunnel closures to conduct “behind the scenes” stakeholder tours:

- > Emergency services technical familiarisation tours
- > Corporate stakeholder tours.

Following a temporary suspension due to COVID-19 restrictions, some of these stakeholder tours were able to resume in 2021.

Image 18: Stakeholder tour for Eastern Community Legal Centre inside EastLink’s tunnel facilities (20 February 2021)



Image 19: Emergency services personnel about to watch a demonstration of the fire suppression deluge system (22 May 2021)



Image 20: Stakeholder tour for Ventia and Department of Transport in the tunnel ventilation facility (22 May 2021)



14.3 ROAD RESURFACING



EastLink construction was completed and the road was opened to traffic in June 2008.

With approximately one billion vehicle trips having been made on EastLink since then, it's time for EastLink to be re-surfaced (excluding the road surface inside the tunnels which is dense grade instead of open grade, and therefore has a longer lifespan).


During FY2021 we completed the following works:

- > Resurfacing of the ramp from Ringwood Bypass to the Melba tunnel (November 2020)
- > Preparatory asphaltting works at 7 separate locations on EastLink between Canterbury Rd and Police Rd interchanges (May 2021), to fix some settlement issues prior to the main resurfacing works in the coming years.

We have completed planning for the main resurfacing works, which will be conducted during the following seasons:

- > November 2021 to March 2022
- > November 2022 to March 2023
- > November 2023 to March 2024.

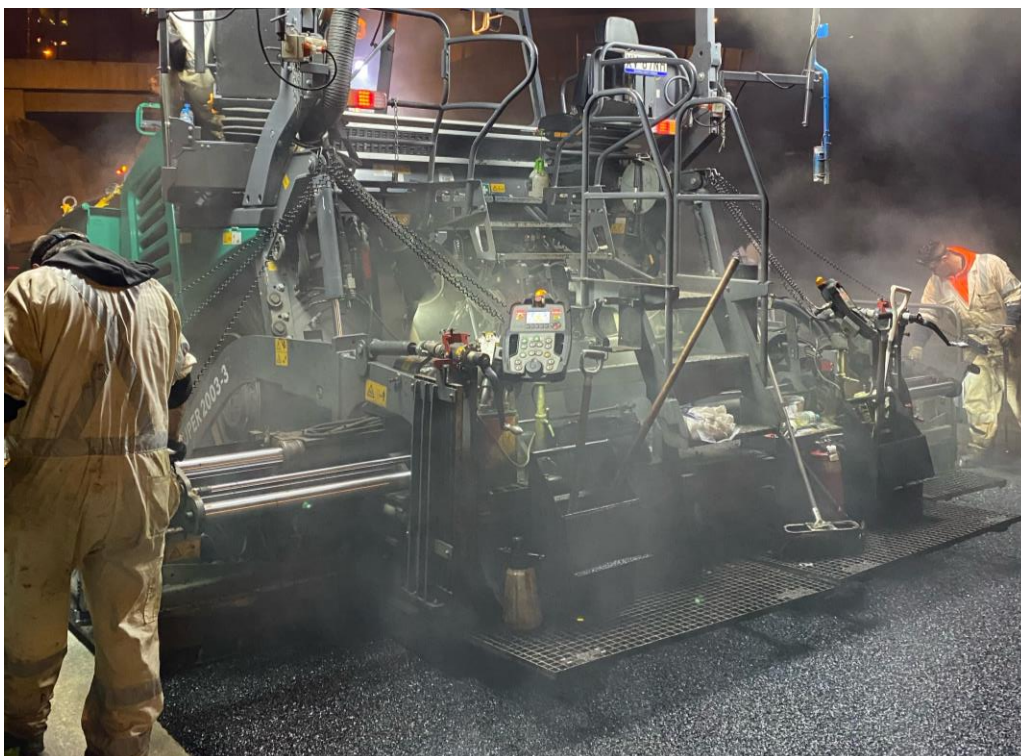
All asphalt removed during the main resurfacing works (approximately 100,000 tonnes) will be returned for recycling and re-use in other road construction projects, in accordance with best practice.



Major Achievements in FY2021

- Resurfaced the ramp from Ringwood Bypass to the Melba tunnel
- Preparatory asphaltting works at 7 locations to fix settlement issues
- Completed planning for the main resurfacing works

Image 21: Resurfacing works underway on EastLink's Ringwood Bypass ramp (November 2020)



14.4 REFRESH OF DATA MANAGEMENT SYSTEM



EastLink maintains its own datacentre for data storage and processing.

Within the datacentre, EastLink’s data management system holds EastLink’s operational data, including tolling transactions and customer related data.

It’s important to keep this system up to date to ensure data security, data integrity, system performance and system reliability.

During FY2021, the refresh of the data management system was planned.

The refresh of the data management system will be implemented in FY2022.



Major Achievements in FY2021

Completed planning for the refresh of EastLink’s data management system

14.5 RENEWAL OF OPERATIONS MANAGEMENT & CONTROL SYSTEM (OMCS)



EastLink’s operations management & control system (OMCS) is the centralised mission critical system for management and control of traffic, road, tunnel and intelligent transport systems.

Users of the OMCS include the operators at EastLink’s 24/7 traffic control room.

During FY2021 we planned and prepared for the first stage of this renewal program, which is the upgrading of programmable logic controllers (PLCs). The PLCs allow the OMCS to control edge devices such as tunnel safety systems, variable speed signs, lane control signs, VMS signs, overheight detectors, and automated boom gates. The PLCs need to be upgraded prior to the upgrade of the OMCS proceeding. The upgrading of the PLCs is expected to be completed in early FY2022.

In FY2022, we plan to conduct a competitive tender process for the upgrade of the whole OMCS – network infrastructure, hardware and software will all be upgraded. The competitive tender process and selection of supplier is expected to be completed in late FY2022.

14.6 FUTURE ITS DATA NETWORK REQUIREMENTS



Planning activities for a new, much higher capacity roadside broadband network that will be able to support future Intelligent Transport Systems (ITS) and infrastructure to vehicle communications capabilities were deferred from FY2021 to FY2022.

This deferral was required because the same people who will conduct these planning activities had to instead prioritise their responsibilities and work to ensure business continuity during Government COVID-19 restrictions and lockdowns.

14.7 CRISIS MANAGEMENT EXERCISE



EastLink is declared Vital Critical Infrastructure by the State of Victoria, and it is required to conduct an annual Crisis and Emergency Management Exercise under Part 7A of the *Emergency Management Act 2013*. The crisis management exercise tests our crisis management, business continuity and recovery plans, procedures and resources.

We conducted our FY2021 crisis management exercise on 19 November 2020. Due to COVID-19 restrictions, this exercise was successfully conducted online for the first time, with participants participating from home.

The FY2022 crisis management exercise is being planned for 18 November 2021. Anticipating COVID-19 restrictions, this exercise will be conducted online, with participants participating from home.

14.8 EMERGENCY FIELD EXERCISE



An Emergency Exercise is conducted each year, with every third year being a field exercise within the tunnels (during which the tunnels are closed to traffic).

The 2020 emergency exercise was scheduled to be a field exercise, but COVID-19 restrictions prevented this from occurring.

Instead, a desktop exercise was held online with emergency services in November 2020. The desktop exercise was based on a real EastLink event – a vehicle fire in an EastLink tunnel that occurred earlier in 2020.

15. C-AV TECHNOLOGIES

15.1 ANNUAL VICTORIAN SELF-DRIVING CAR SURVEY



Since FY2018, with the support of the Australian Road Research Board (ARRB), EastLink has conducted the Annual Victorian Self-Driving and Electric Car survey.

This annual survey is tracking Victorian motorists' perceptions of, and attitudes to automated driving technologies, self-driving cars, vehicle connectivity, electric propulsion and road use charging.

EastLink's FY2021 survey was conducted in October 2020. More than 9,000 Victorian motorists completed the survey, despite the COVID-19 pandemic.

Key survey findings include:

- > More and more motorists are using the latest driver assistance functions each year.
- > Female motorists increasingly want the latest driver assistance functions in their next car, which is continuing to close the gap in demand for these functions compared to male motorists.
- > The proportion of motorists who could imagine using hands-off driving on a freeway continues to be flat and significantly less compared to the first two years of this annual survey (2017, 2018).
- > Demand for fully self-driving cars on all roads continues to be flat and significantly less compared to the first year of this annual survey (2017).
- > 77% of motorists would take a ride in a fully self-driving vehicle when there is a driver in the vehicle constantly monitoring and ready to take control.
- > However, this drops to just 31% of motorists who would take a ride in a fully self-driving vehicle that is completely driver-less with no driving controls.
- > For the first time, more motorists would prefer hybrid power and 100% fully electric options for their next car over a traditional petrol combustion engine.
- > The biggest barrier to owning a 100% fully electric vehicle is purchase cost (74%), followed by the lack of charging facilities away from home (60%), and then vehicle range before re-charging – also called range anxiety (50%).
- > 71% of motorists think that Governments should provide incentives to encourage the take-up of electric vehicles, compared to 68% in 2019.
- > Most motorists "definitely want" their next car to be connected to a data network for vehicle security (66%), road condition warnings (61%) and traffic warnings (56%). Network connectivity is definitely wanted for automatic emergency assistance by 50% of motorists.

The 2021 Annual Victorian Self-Driving Car Survey will be conducted in October 2021.



Major Achievements in FY2021

Conducted the fourth consecutive survey in this annual series to ensure data continuity through the COVID-19 pandemic

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Independent Limited Assurance Report on the Eastlink Sustainability Report of ConnectEast Pty Limited (“ConnectEast”)

To: The Board of Directors and Management of ConnectEast

Subject Matter

We have undertaken a limited assurance engagement relating to the selected Eastlink Sustainability Report data as set out below (“the Subject Matter”) presented in the Sustainability Report of ConnectEast for the year ended 30 June 2021 (“Eastlink Sustainability Report FY2021”) results.

| Reported Data | Category | Subject Matter | Page Reference |
|-------------------------------|-------------|---|--|
| Workplace Safety Data | Social | Lost Time Injury (LTI) Medically Treated Injury (MTI) Fatality | Table 4, page 16 |
| Customer Satisfaction | Social | Customer survey results (Eastlink account holders only) | Table 18, page 28 |
| Internal Audit Process | Governance | Governance and oversight | Page 42 and 43 |
| Customer Advocate | Governance | Eastlink Customer Advocate cases Eastlink Customer Advocate case resolution time | Table 21 and 22, page 31 |
| Tunnel Air Pollutants | Environment | Tunnel air pollutants | Table 23, page 44 |
| Effluent, Waste and Recycling | Environment | Recycled waste Landfill waste Diversion from landfill Tag recycling | Table 28 and Table 29, page 51 Table 30, Table 31 and Table 32, page 52 |

Limitations

There are inherent limitations in performing assurance – for example, assurance engagements are based on selective procedures on the information being examined – and it is possible that fraud, error may occur and not be detected. There are additional inherent risks associated with assurance over non-financial information compiled using definitions and estimation methods developed by the entity. The level of assurance obtained from a limited assurance engagement is substantially less than that which would have been obtained from a reasonable assurance engagement.

Finally, adherence to Australian Standard on Assurance Engagements (ASAE) 3000, Assurance Engagements Other Than Audits or Reviews of Historical Financial Information (Revised) is subjective and will be interpreted differently by different stakeholder groups.

Our assurance was limited to the Eastlink Sustainability Report for the year ended 30 June 2021 and does not extend to the annual statutory financial statements.

Use of this Report

Our responsibility in performing our assurance activities is to the Directors and Management of ConnectEast only and in accordance with the terms of reference for this engagement and agreed with Management. We do not therefore accept or assume any responsibility for any other purpose or to any other person or organisation. Any reliance any such third party may place on this report is entirely at their own risk. No statement is made as to whether the criteria are appropriate for any third party purpose.

Management's Responsibility

The Management of ConnectEast is responsible for:

- determining that the Subject Matter and applicable criteria are appropriate to meet their needs and the needs of the users;
- collecting, preparing and presenting the Subject matter and applicable criteria; and
- maintaining adequate records and internal controls that are designed to support the disclosures made in the Eastlink Sustainability Report FY2021.

Assurance Practitioner's Responsibility

Our responsibility is to express a limited assurance conclusion as to whether the Subject Matter is presented in accordance with the applicable criteria in all material respects based on the procedures performed and the evidence obtained.

Assurance Approach

Our assurance approach was conducted, and our engagement has been planned and performed, in accordance with Australian Standard on Assurance Engagements Other than Audits or Reviews of Historical Financial Information (ASAE) 3000 (Revised).

Level of Assurance

A limited assurance engagement consists of making enquiries and applying analytical and other evidence-gathering procedures that are sufficient for us to obtain a meaningful level of assurance as the basis for a conclusion. The procedures performed depend on the assurance practitioner's judgement including the risk of a material misstatement of the specific subject matter information, whether due to fraud or error. While we considered the effectiveness of Management's internal controls when determining the nature and extent of our procedures, our review was not designed to provide assurance on internal controls. We believe that the evidence we obtained is sufficient and appropriate to provide a basis for our conclusion.

Our Independence and Quality Control

In accordance with APES 110 –*Code of Ethics for Professional Accountants (including Independence Standards) (2018)*, PKF and all personnel involved in this engagement have met the independence and ethical requirements. The firm also complies with the requirements of ASQC1 - *Quality Control for Firms that Perform Audits and Reviews of Financial Reports and Other Financial Information, and Other Assurance Engagements*.

Assurance Procedures

Our Assurance procedures performed included, but were not limited to:

- Assessing policies and procedures of ConnectEast related to the Subject Matter disclosed in the Eastlink Sustainability Report FY2021;
- Interviewing process owners of the Subject Matter to understand the key issues related to ConnectEast's policies and procedures;
- Evaluating the design and implementation of the key processes, systems and controls for collecting, managing and reporting the Subject Matter covered by Assurance and review of certain controls for

- collecting, managing and reporting the Subject Matter covered by Assurance; and
- Agreeing the Subject Matter covered by Assurance to relevant underlying sources on a sample basis.

In accordance with the Standard we have:

- Used our professional judgement to plan and perform the engagement to obtain limited assurance that we are not aware of any material misstatements in the performance data covered by Assurance, whether due to fraud or error;
- Considered relevant internal controls when designing our assurance procedures, however we do not express a conclusion on their effectiveness; and
- Ensured that the engagement team possess the appropriate knowledge, skills and professional competencies.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement.

Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement. Accordingly, we do not express an opinion providing reasonable assurance about whether the Subject Matter has been reported, in all material respects, in accordance with the criteria.

Assurance Conclusion

Based on the procedures performed and evidence obtained, we are not aware of any material amendments that need to be made to the assessment of the Subject Matter for them to be in accordance with the applicable criteria.

PKF



Kenneth Weldin
Partner
Melbourne, Australia
9 June 2022