

EastLink Operations Centre

2 Hillcrest Avenue Ringwood VIC 3134 Australia PO Box 804 Ringwood VIC 3134 **T** 03 9955 1700

EastLink.com.au

EASTLINK SUSTAINABILITY REPORT

FY2022 (YEAR ENDED 30 JUNE 2022)









ConnectEast Pty Ltd ABN 99 101 213 263



AUTHORING TEAM

Doug Spencer-Roy	Corporate Affairs Manager
Rebecca Tantuccio	Risk, Safety & Sustainability Advisor
Nick Huntington	Environment & Sustainability Coordinator

CONTENTS

1.	SUSTAINABILITY HIGHLIGHTS FOR FY2022	4
2.	MANAGING DIRECTOR'S MESSAGE	5
3.	ABOUT EASTLINK	6
4.	OUR GUIDING SUSTAINABILITY PRINCIPLES	7
5.	ABOUT THIS REPORT	8
5.1	Reporting period	8
5.2	Reported data	8
5.3	United Nations Sustainable Development Goals	8
5.4	GRESB Infrastructure Asset Assessment	9
6.	OUR SUSTAINABILITY MANAGEMENT PLAN	10
7.	MATERIALITY ASSESSMENT	11
8.	SAFETY	12
8.1	Road safety	12
8.2	Workplace safety	18
9.	EMPLOYMENT	20
9.1	Overview	20
9.2	Diversity and equal opportunities	20
9.3	Parental leave and flexible working arrangements	22
9.4	Employee health and wellbeing	23
9.5	Learning and development	24
9.6	Collective agreement	26
9.7	Employment in the Philippines	27
10.	CUSTOMER SERVICE	28
10.1	Overview	28
10.2	Average speed	28
10.3	Key performance indicators	29
10.4	Customer satisfaction	30
10.5	Tolling infringements and customer hardship	31
10.6	EastLink Customer Advocate	33



11.	STAKEHOLDER ENGAGEMENT	34
11.1	Stakeholder engagement plan	34
11.2	Community	34
11.3	Customers	40
11.4	Neighbours	40
11.5	Our people	41
11.6	The media	41
11.7	Industry	41
11.8	Governments	42
11.9	Investors	43
12.	ENVIRONMENT	45
12.1	Environmental standards	45
12.2	Air quality	45
12.3	Energy and emissions	46
12.4	Water	51
12.5	Effluent, waste and recycling	53
12.6	Biodiversity, habitat and landscape	55
12.7	EastLink Trail	57
12.8	Graffiti removal	57
13.	CLIMATE CHANGE	58
13.1	EastLink climate change risk assessment	58
13.2	EastLink emissions reduction initiatives	58
14.	RESILIENCE	59
14.1	Quarterly tunnel maintenance	59
14.2	Road resurfacing	61
14.3	Refresh of data management system	63
14.4	Renewal of Operations Management & Control System (OMCS)	64
14.5	Renewal of Image Processing System	64
14.6	Future ITS data network requirements	64
14.7	Crisis management exercise	65
14.8	Emergency field exercise	65
15.	C-AV TECHNOLOGIES	66
15.1	Annual Victorian Self-Driving Car Survey	66



1. SUSTAINABILITY HIGHLIGHTS FOR FY2022

SAFE ROAD	Low casualty crash rate 2.44 per 100M vehicle km Zero crash fatality Road resurfacing project delivering safety benefits
SAFE WORK	Zero fatality Zero Medically Treated Injury (MTI) One Lost Time Injury (LTI)
QUICK	97 km/h average speed
EFFICIENT	GHG emissions down a further 8% Waste to landfill reduced by nearly 50% Plan to upgrade remaining HPS street lighting to LED
RESILIENT	Completed upgrade of back up traffic control room Completed refresh of data management system
HELPFUL	641 graffiti removal jobs completed Sponsored and helped to promote many arts & culture, sport & leisure, community events
RECOGNISED	GRESB top 5 Star rating for seventh year in a row Ranked #1 Asia Pacific motorways (maintenance & operation) EastLink Net Promoter Score at a record high





2. MANAGING DIRECTOR'S MESSAGE

I am delighted to report that the 2022 GRESB Infrastructure Asset Assessment awarded EastLink the top 5 Star rating for the seventh consecutive year. In the Motorways (Maintenance and Operation) category, EastLink was ranked 1st in Asia-Pacific.

Road safety and workplace safety are paramount and embedded in our organisation's DNA. This year's Sustainability Report provides more insight than ever before into some of the ways that we keep people safe.

During FY2022, the COVID-19 pandemic continued.

With the ending of many COVID-19 restrictions, those EastLink personnel who had been working from home were welcomed back to on-site working during FY2022.

A new Working From Home Policy has been developed and implemented, by which eligible roles and positions are required to attend the workplace for a minimum three days per week, provided their duties can be performed from home or other location for up to two days per week.

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

We also care about local community initiatives impacted by restrictions and lockdowns.

The COVID-19 lockdowns and restrictions during 2020 and 2021 had a huge impact by disrupting a wide range of community sports, arts and other local initiatives over an extended period of time,

resulting in organisers, participants, audiences and volunteers becoming disconnected and disengaged.

During FY2022, EastLink's community investment program focused on sponsorships to help the community re-connect and reengage through community initiatives in the following categories: Arts & Culture; Sport & Leisure; and Community Events

You can read more about these sponsorships in section 11.2.

As the custodian of EastLink, to ensure EastLink continues to offer a safe and smooth ride for customers, the major highlight during FY2022 was the resurfacing of EastLink between Springvale Rd and Burwood Hwy (both directions, including on and off ramps) as well as the Ringwood Bypass west of Ringwood St.

We look forward to the remaining resurfacing works, which we expect will be conducted during the following times (extent of progress will be subject to weather conditions):

- > Summer of FY2023 Burwood Hwy to Cheltenham Rd (both directions, including ramps).
- > Summer of FY2024 Cheltenham Rd to Frankston Fwy (both directions, including ramps).

To improve resilience, we've completed the upgrade of our back up traffic control room, so that it now has similar capabilities to the main traffic control room (section 8.1). Within our datacentre, we've also successfully implemented and completed the refresh of EastLink's data management system (section 14.3).

We're responsible for looking after EastLink's much loved collection of public artworks. As part of that, EastLink's internationally renowned artwork *Hotel* has 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.

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 4.9 million (2021). Prior to COVID-19, Melbourne was Australia's fastest growing city by population. Melbourne is still 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 2027/2028), 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.

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.

EastLink has a total of 26 multi-lane free-flow (MLFF) fully electronic toll points, processing more than 1 million toll point transactions a day.

EastLink features 480 hectares of landscaping with 4 million native trees, shrubs and plants. More than 60 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 and Sustainability Management Plan, which outline our sustainability commitments, roles, and responsibilities to uphold these commitments. They also function in defining our targets and objectives, and monitoring and reporting to achieve them.



5. ABOUT THIS REPORT

5.1 REPORTING PERIOD

This report covers the FY2022 reporting period (1 July 2021 until 30 June 2022) 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 FY2023 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 provide high-level guidance over 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

SUSTAINABLE G ALS





5.4 GRESB INFRASTRUCTURE ASSET ASSESSMENT



The internationally recognised GRESB Infrastructure Asset Assessment covers the ESG performance of around 649 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 2022 GRESB Infrastructure Asset Assessment:

- > EastLink was rated GRESB's maximum 5 Star rating for the seventh year in a row
- > EastLink was ranked 50th globally of 649 infrastructure assets
- In the Motorways (Maintenance and Operation) category, EastLink was ranked 1st in Asia-Pacific
- > In the Transport (Road Companies) category, EastLink was ranked 8th globally.
- EastLink's overall GRESB asset score decreased marginally from 96/100 to 95/100, which is EastLink's second highest score in seven years
- > EastLink's individual GRESB ESG performance ratings were unchanged from the previous year:
 - Environment 29/29 (100%)
 - Social 44/45 (98%)
 - Governance 23/26 (88%)

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

EastLink's GRESB Infrastructure Asset Assessment	2016	2017	2018	2019	2020	2021	2022
GRESB Star rating (up to 5 Stars)	5 Stars						
Overall GRESB asset score (score / 100)	75	80	88	75	91	96	95

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.

GRESB's coverage for real estate now includes more than 1,800 real estate companies, real estate investment trusts (REITs), funds, and developers. GRESB's coverage for infrastructure now includes more than 800 infrastructure assets and funds. Combined, GRESB covers US \$8.6 trillion worth asset of assets under management.

The reported ESG data is used by 170 institutional and more than 2,200 fund managers, companies and asset operators to inform decision-making.

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



Major Achievements in FY2022

Top GRESB 5 Star rating for seventh consecutive year

Ranked #1 for Asia-Pacific in Motorways (Maintenance and Operation) category





6. OUR SUSTAINABILITY MANAGEMENT PLAN



EastLink's Sustainability Management Plan (SMP) describes the management processes that we follow to deliver the sustainability requirements and objectives of EastLink, and EastLink's key strategic purpose to 'Operate sustainably'. 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 and objectives are tracked by metrics and indicators 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, of which the latest was conducted in FY2022 and identified the most material aspects through a materiality assessment consultation process with stakeholders (see section 7).

The SMP illustrates the ways in which operations can minimise impacts and maximise benefits in alignment with the UN's SDGs and 2030 Agenda.

The SMP identifies key focus areas for FY2023 including:

- > Explore renewable energy procurement in partnership with Ventia, our operations and maintenance alliance partner
- > Review of Climate Change Risk Register
- > Contribute to action plan for Mullum Mullum Creek Biolink corridor
- > Deliver training on biodiversity and environment in the EastLink region
- > 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's second materiality assessment was conducted in FY2022.

To assist with each materiality assessment, EastLink conducted a survey of internal and external stakeholders to identify the top 15 material issues for focused attention and prioritisation over the following 3 years.

These material issues, as appropriate, inform EastLink's strategic planning for projects and operations.

The top 15 material issues and their ranking in FY2022 is shown in the chart below.

There has been no change in the ranking of the top 3 material issues since FY2019.

Top 15 material issues in the FY2022 materiality assessment survey

The Y-axis is the level of importance to stakeholders of each material issue





8. SAFETY

8.1 ROAD SAFETY



We operate our own 24/7 traffic control room, which is 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 lower in FY2022 compared to FY2021.

For comparison, the casualty crash rate for EastLink in FY2022 (2.44 per 100 million vehicle km) was significantly lower than the rate reported by the other operator of private tollways in Australia for FY2022 (4.25 per 100 million vehicle km as reported by that operator for their combined Australian and North American operations).



There were fewer motor vehicle accidents (MVAs) on EastLink in FY2022 compared to FY2021. 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 lower in FY2022 compared to FY2021. This metric has been relatively consistent since FY2019, and generally lower than years prior to FY2019, when there was also greater fluctuation.

Motor Vehicle Accidents (MVAs)	Baseline	FY2021	FY2022
Casualty crash rate (per 100 million vehicle km)	2.56 (FY2013)	2.92	2.44
Average time to respond and attend at MVAs (minutes)	4.97 (FY2014)	4.48	4.24
Number of MVAs on EastLink	257 (FY2012)	224	203

Table 2: Motor vehicle accidents and road safety



Table 3: Motor vehicle accident fatalities

MVA Fatalities	Baseline FY2016	FY2021	Target FY2022	Actual FY2022	Target FY2023	Target FY2025
Fatalities in crashes	0	0	0	0	0	0





Image 3: EastLink incident response team has closed lanes at an EastLink interchange to provide safety cover to Victoria Police, Ambulance Victoria and a tow truck following a vehicle rollover (3 August 2021)





Image 4: EastLink incident response team has closed a lane to provide safety cover to Victoria Police, Ambulance Victoria and Fire Rescue Victoria at a vehicle crash site (15 May 2022)



Image 5: EastLink traffic control room team and EastLink incident response team coordinate the safe turnaround of a heavy commercial vehicle which is carrying a load that exceeds the allowed dimensions for the EastLink tunnels. The boom gates have been temporarily deployed to stop the traffic during this two minute operation (22 February 2022)



Image 6: EastLink incident response officer ensures a vehicle fire is extinguished prior to arrival of Fire Rescue Victoria (5 December 2021)





Image 7: EastLink incident response team has closed two lanes to provide safety coverage for Fire Rescue Victoria following a vehicle fire (1 February 2022)



Image 8: EastLink incident response team has closed four lanes to provide safety cover immediately following a multi vehicle collision. The EastLink team also provides initial incident response prior to arrival of the emergency services (1 January 2022)



Image 9: EastLink incident response team has stopped a contra-flow vehicle that had been detected by the EastLink traffic control room late at night (19 October 2021)





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.

To improve resilience, business continuity and disaster recovery, during FY2022 we upgraded the back up traffic control room, so that it has similar capabilities to EastLink's main traffic control room (albeit with a smaller floorspace footprint).

Control room operators are 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 10: A part of EastLink's back up traffic control room

Outside the EastLink tunnels, EastLink's road surface is composed of open grade asphalt. Over the 14 years since opening in 2008, the open grade asphalt road surface has had the top stone layer polished by passing traffic, which reduces skid resistance. Over time, the voids in an open grade asphalt road surface asphalt fill up with debris, reducing the ability to drain rain water through the surface and also reducing the ability of the asphalt to absorb tyre noise.

Replacing the open grade asphalt road surface restores all of these safety characteristics.

During FY2022, EastLink commenced a major project to replace EastLink's road surface, and completed the following works:

- > Resurfacing of EastLink in both directions between Springvale Rd and Burwood Hwy.
- > Resurfacing of Ringwood Bypass in both directions west of Ringwood St.
- > Resurfacing of all access ramps to and from EastLink between Springvale Rd and Burwood Hwy.

Along with new open grade asphalt, the road surface is relevelled to provide a smoother running surface, and line marking and raised reflective pavement markers are all replaced to provide clearer and safer lane delineation.

See section 14.2 for more details about EastLink's road resurfacing project.

Since EastLink opened in 2008, emergency services radio transceiver equipment has ensured that emergency service personnel can use their personal and in-vehicle radios inside the EastLink tunnels. The EastLink control room is also fitted with emergency service radios for emergency service personnel to use. During FY2022, a project was undertaken with Fire Rescue



Victoria to improve radio reception for personal radios within the EastLink control room. This provides additional safety for emergency service personnel, the public and EastLink employees.

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 FY2022, a formal TMA driver's course became available. A total of 26 of EastLink's road operations and maintenance personnel completed this training, which provides the skills and knowledge required to operate the TMA 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. A further five EastLink personnel are planned to become trained TMA drivers in FY2023.

Image 11: One of EastLink's Truck Mounted Attenuator vehicles at the EastLink operations centre



Following completion of the pilot training program for First Responders on High-Speed Roads, which was developed in a collaboration between EastLink, Monash University Accident Research Centre (MUARC), Holmesglen Institute and Victorian emergency services, Holmesglen Institute now offers the training course with various intakes throughout the year. The training course draws on findings from MUARC and identifies the importance of communication and collaboration in learning settings that utilise social learning and collaborative learning practices.



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 FY2022.

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.

During FY2022 there was 1 LTI recorded and no MTIs for Ventia employees, and no LTIs or MTIs recorded for ConnectEast 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 19 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.

Workplace Safety	Baseline (FY2016)	FY2021	Target FY2022	Actual FY2022	Target FY2023	Target FY2025
Lost Time Injury (LTI)			<= 1		<= 1	<= 1
ConnectEast employees	1	0		0		
Ventia & contractors	1	0		1		
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		

Table 4: Workplace safety

* 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 9.5).

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 plan) and a detailed Safe Work Method Statement (SWMS).

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 12: EastLink's operations and maintenance fleet includes incident response vehicles (left) and a boom lift vehicle (right):



9. EMPLOYMENT

9.1 OVERVIEW

EastLink's value system is a key driver to our success. It reflects across the organisation from both a customer and employee perspective.

All employees are accountable for their roles and tasks whilst working in a team friendly environment. The EastLink team cares about the responsibility they have towards all their customers (both internal and external).

Safety is the overarching value across the organisation and is taken with the highest of importance. Employees feel safe in their workplace which reflects in their wellbeing and behaviours. This provides a positive attitude that naturally disseminates to our peers and external customers.

Knowing EastLink's values are the core of business success is backed up by evidence in our low attrition rate over the years.

9.2 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 FY2022, 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.

Workplace	Women				Total Staff		
Diversity	Full-time	Part-time	Casual	Full-time	Part-time	Casual	
Management	3	0	0	11	1	0	15
Professional	12	3	0	31	3	1	50
Customer service	21	13	9	6	3	2	54
Clerical/ administrative	20	11	2	8	1	1	43
Totals	56	27	11	56	8	4	162
	94						

Table 5: Workplace diversity profile (ConnectEast employees as at 30 June 2022)



Table 6: Workplace diversity profile (ConnectEast employees as at 30 June 2022)

Workplace Diversity	Baseline (FY2015)	FY2021	Target FY2022	Actual FY2022	Target FY2023	Target FY2025
Women (% of total employees)	57%	59%	>= 50%	58%	>= 50%	>= 50%
Men (% of total employees)	43%	41%		42%		

Image 13: EastLink customer centre



Table 7: Age profile (ConnectEast employees as at 30 June 2022)

Age	Women	Men	Total Staff	Proportion
< 30	9	8	17	10%
30 to 50	46	40	86	53%
> 50	39	20	59	36%



Table 8: New hires profile (ConnectEast employees FY2022)

New Hires	Women	Men
New appointments / new external hire	9	10
Secondments – inter / intra department	32	6
Promotions	4	8
Transfers	2	1
Proportion	65%	35%

9.3 PARENTAL LEAVE AND FLEXIBLE WORKING ARRANGEMENTS



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

Table 9: Parental leave (ConnectEast employees FY2022)

Parental Leave	Women	Men
Taken by primary carer	4	0
Taken by secondary carer	0	3
Employees <50 years old who took parental leave	7%	n/a
Parental leave return rate	100%	n/a
Employee requests for flexible work arrangements on return from parental leave mutually agreed	100%	n/a
Parental leave return 3 month retention rate	100%	n/a

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.



9.4 EMPLOYEE HEALTH AND WELLBEING



After two years of the COVID-19 pandemic having significant disruption to our business, we were pleased to announce that staff commenced returning to the office in March 2022.

A range of COVID-19 safe working practices and resources for health, hygiene and social distancing remained in place. For example:

- > 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.

Prior to the COVID-19 response outlined above, and returning to the fore in FY2022, 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).
- > Mental health: EastLink has 19 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.



Major Achievements in FY2022

ConnectEast welcomed staff back to work in the office in March 2022



9.5 LEARNING AND DEVELOPMENT



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

In FY2022, the equal employment opportunity and workplace diversity training unit was only delivered to new hires pending the completion of an on-going review of the training materials.

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 FY2022

Learning and development continued despite COVID-19

Compliance Training Attendance	Baseline (FY2016)	FY2021	FY2022
Equal employment opportunity and workplace diversity	242	15	18
Bullying and sexual harassment prevention	35	12	174
Privacy	213	175	175
Security awareness	271	175	176
Fraud & corruption awareness and whistle-blower	315	13	172
Occupational health and safety	218	170	18
Modern slavery	0	176	19
Corporate induction	41	11	18
Total attendances	1,335	747	770

Table 10: Compliance training

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)	FY2021	FY2022
CRM & billing system training modules	665	123	144



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 FY2022 included:

- > Prince2 Foundation Training & Exam
- > Pluralsight Business enterprise training
- > Python Basics
- > Finance for Non-Financial Managers
- > Employment Law Masterclass for HR professionals
- > Auslan 101 for Beginners

Table 12: External training

External Training Attendance	Baseline (FY2017)	FY2021	FY2022
Specialist training courses	82	87	33

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 FY2022 was significantly higher compared to FY2021 due to the increased works on EastLink during FY2022, including: EastLink's Road Resurfacing Project; the State's Monash Freeway Upgrade project at the EastLink – Monash Fwy interchange; and the State's Lathams Road Upgrade project at the EastLink – Rutherford Rd interchange.

Table 13: Safety inductions

Safety Inductions	Baseline (FY2018)	FY2021	FY2022
Safety inductions completed (with a pass mark)	681	1,228	1,638

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)	FY2021	FY2022
Total (Table 10 to Table 13)	1,975	2,185	2,585



In addition to the above training, environmental awareness training took place in FY2022 for 48 Ventia employees working for EastLink.

The purpose of this training was to provide awareness on:

- > Water Management
- > Air Quality
- > Noise Management
- > Archaeological and Cultural Heritage Management
- > Fuel and Chemical Management
- > Flora and Fauna Management
- > Contaminated Soil
- > Sustainability.

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

During FY2022, our industry conference attendances recommenced following COVID-19 restrictions.

Table 15: Conferences

Conference Attendances	Baseline (FY2017)	FY2021	FY2022
Industry conferences	11	0	16

9.6 COLLECTIVE AGREEMENT



As at 30 June 2022, 57% of EastLink employees were covered by the ConnectEast Customer Operations Employee Collective Agreement 2021 (ECA).

The ECA was approved by the Fair Work Commission on 16 September 2021 and has a nominal expiry date of 16 September 2024.

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.



9.7 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.

EastLink has an Automated Licence Plate Number Recognition (ALPNR) system which has been tuned and improved over the years to a point where up to 96% of licence plate images captured at EastLink toll points are able to be automatically recognised with a sufficiently high level of confidence.

This is an industry leading automation rate for licence plate number recognition at freeway speeds.

However, it still means that at least 4% 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 15 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 continued to work through strict COVID-19 restrictions during FY2022. Our service provider has taken multiple steps to ensure that they follow the local government directives to ensure the safety of EastLink's Team Jeepney. They were able to operate at full capacity with multiple around the clock initiatives to ensure the workplace was safe, hygienic and compliant with all necessary protocols. Vaccination schedules for the team were secured and completed, which included three vaccines for all staff. Shuttle services for team members were supplied during lockdowns but have now been discontinued due to public transport once again operating, and the country returning to normal operations.



Major Achievements in FY2022

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 FY2022

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

Table 16: Average speed of vehicles using EastLink

Average Speed	Baseline (FY2016)	FY2021	FY2022
Open road sections (speed limit 100 km/h)	96 km/h	97 km/h	97 km/h
Tunnel section (speed limit mostly 80 km/h)	84 km/h	84 km/h	85 km/h





10.3 KEY PERFORMANCE INDICATORS



Our training, systems, processes and auditable records are geared and tuned to ensure compliance with a comprehensive set of key performance indicators (KPIs), which have been agreed with the State Government to ensure a very high level of service delivery.

KPI coverage includes: customer service, billing and payments; complaint management; incident response; asset maintenance including pavement condition; landscape management; tunnel and traffic lane availability; air and water quality; and graffiti removal.

Under the terms of our Concession Deed, failure to meet any KPI target 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 5 KPI points in the calendar year CY2021 – a record low since the baseline CY2015.

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



Major Achievements in CY2021

Only 5 KPI points incurred for this calendar year against target <= 499 points

A record low since the baseline calendar year CY2015

KPI Points and Credit Penalties	Baseline (CY2015)	CY2020	Target CY2021	Actual CY2021	Target CY2022	Target CY2024
KPI points incurred	100	172.5	<= 499	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

Table 17: KPI points and KPI credit penalties





10.4 CUSTOMER SATISFACTION



During Q1 2022, we conducted our eighth annual customer satisfaction survey.

The number of survey respondents in FY2022 was 36% less than in FY2021. In future customer satisfaction surveys, EastLink will reintroduce road signage to help promote the survey. Road signage has not promoted the survey during the COVID-19 pandemic.

At +46%, the EastLink Net Promoter Score¹ (ENPS) in FY2022 returned to the record high that was achieved in FY2020. ENPS is used by EastLink to measure and track customers' willingness to recommend EastLink to friends and colleagues.



Major Achievements in FY2022

EastLink Net Promoter Score (ENPS) returned to its record high +46%

Overall satisfaction with EastLink was scored at an average 8.33 out of ten in FY2022, which is slightly less than in FY2021 but higher than all prior years.

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)	FY2021	FY2022
Survey respondents	24,545	14,699	9,408
EastLink ENPS	+41%	+45%	+46%
EastLink ENPS (average score / 10)	7.77	7.83	7.85
Satisfaction with EastLink (average score / 10)	8.28	8.35	8.33



¹ ENPS is similar to, but not exactly the same as, the standard Net Promoter Score NPS. ENPS includes 8-10 scores as promoters and 0-6 scores as detractors. The standard NPS includes 9-10 scores as promoters and 0-6 scores as detractors.



10.5 TOLLING INFRINGEMENTS AND CUSTOMER HARDSHIP





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 FY2022 was 9% higher than in FY2021, but still substantially lower than all prior years.

This 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.
- > Higher traffic in FY2022 compared to FY2021 due to recovery from FY2021's COVID-19 lockdowns and restrictions.

Table 19: EastLink infringement penalty notices issued

Infringements Issued	Baseline (FY2016)	FY2021	FY2022
For unpaid travel on EastLink	518,918	183,821	199,519



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 FY2022, we created 6% fewer payment plans for customers experiencing hardship compared to FY2021. This reduction is attributed to economic recovery from FY2021's COVID-19 lockdowns and restrictions. The number of payment plans peaked in FY2020, when the COVID-19 pandemic first emerged and impacted the economy, and uncertainty was at its highest.

During FY2022, the average value of a payment plan was 32% lower in FY2022 compared to the previous year. We believe that this also reflects economic recovery from FY2021.

Table 20: Payment plans created for customers experiencing hardship

Payment Plans	Baseline (FY2018)	FY2021	FY2022
Payment plans created	1,388	3,231	3,028
Total value of plans created	\$371,129	\$942,574	\$603,539
Average value of a plan	\$267	\$292	\$199





10.6 EASTLINK CUSTOMER ADVOCATE





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 41% in FY2022 compared to the previous year. The lower number of cases in FY2022 is attributed to economic recovery from FY2021.

The average time to resolve each case returned to 2.5 calendar days in FY2022, the same as in FY2020.

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

Complaints to EastLink Customer Advocate	Baseline (FY2020)	FY2021	FY2022
Service expedited (not a complaint)	133	138	57
Complaint (upheld)	52	32	41
Complaint (partially upheld)	54	30	15
Complaint (rejected)	55	43	28
Referred to another party	3	3	4
Insufficient details provided	1	1	1
Total	298	247	146

Table 21: EastLink Customer Advocate cases

Table 22: EastLink Customer Advocate case resolution time

Customer Advocate case resolution time	Baseline (FY2020)	FY2021	FY2022
Average time to resolve (calendar days)	2.5	2.1	2.5



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 COVID-19 restrictions and lockdowns, and the return to onsite working during FY2022. This meant that while the framework for the SEP was completed during FY2021, the completion of the SEP has been delayed until FY2023.

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 on a daily basis throughout the year.

Amber Community (until June 2022 named Road Trauma Support Services Victoria RTSSV) is a not-for-profit road safety organisation based locally in Blackburn that provides counselling and support services to people affected by road trauma.

EastLink is a founding sponsor of Amber Community's Shine a Light on Road Safety campaign. EastLink again sponsored the Shine A Light on Road Safety Community Walk on Sunday 1 May 2022 at Albert Park Lake. We also helped to promote this event with customer email bulletins and adverts on the EastLink website.

Periodically, when production companies film television advertisements on EastLink, we ask them to make a cash donation to Amber Community in lieu of location fees.

EastLink donated \$10,000 to Amber Community (December 2021)

In December 2021, following COVID-19 lockdowns and restrictions, EastLink donated \$10,000 to help Amber Community re-engage with the many volunteers who talk about their profoundly personal experiences in RTSSV road safety education programs.

Amber Community CEO Bernadette Nugent (pictured right with EastLink's corporate affairs manager) said, "We are incredibly grateful to EastLink for their generous donation. Our volunteers are an integral part of our organisation, and their personal stories are powerful and compelling. This funding will assist us in providing training so our personal speakers can reconnect with the community to help people understand why road safety is so important." <u>More details >>></u>



Major Achievements in FY2022

EastLink's community investment program has sponsored many arts & culture, sport & leisure, and community events.

EastLink's internationally renowned *Hotel* public artwork has been renovated





Image 14: Email bulletin sent to EastLink customers to promote Shine A Light On Road Safety



 Shine a Light on Road Safety walk

 Palms Lawn, Albert Park Lake

 This Sunday 1 May

 (event starts at 11am, walk starts at 11:30am, lunch 12pm-1:30pm)

 EastLink is a sponsor of Shine a Light on Road Safety.

 Shine a Light on Road Safety to support people impacted by road trauma and make our roads safer.

 The Shine a Light on Road Safety walk is at 11am this Sunday 1 May.

 It's a family day with free coffee and entertainment from 11am.

 The walk is 5km around Albert Park Lake - there is a 2km option or you are welcome to sit back and enjoy a coffee and chat in the marquee seating. Afterwards there is a sausage sizzle BBQ.

 Wear your brightest clothes - or your loved one's favourite colours - to help raise awareness of road safety. Find our more about the walk.

 COST: 515 individual 550 family (4 adults) and 5100 groups (10 adults). Free for children under 16 years.

The COVID-19 lockdowns and restrictions during 2020 and 2021 had a huge impact by disrupting a wide range of community sports, arts and other local initiatives over an extended period of time, resulting in organisers, participants, audiences and volunteers becoming disconnected and disengaged.

During FY2022, EastLink's community investment program focused on sponsorships to help the community re-connect and reengage through community initiatives in the following categories:

- > Arts & Culture
- > Sport & Leisure
- > Community Events

The following are examples of sponsorships undertaken by EastLink's community investment program during FY2022.

EastLink sponsored Frankston Arts Centre (throughout 2022)

Category: Arts & Culture

Sponsorship of Frankston Art Centre's Season 2022, comprising more than 20 theatrical performances.

More details >>>





EastLink sponsored Ringwood Diving Club's championship (29-30 January 2022)

Category: Sport & Leisure

Sponsorship of Ringwood Diving Club's 2022 championship, to help Ringwood Diving Club re-engage with members, families and volunteers.



More details >>>

EastLink sponsored The Waterfront Festival (19-20 February 2022)

Category: Community Event

Sponsorship of Frankston's The Waterfront Festival. To help the local community reengage with large scale public events.



More details >>>

EastLink sponsored Frankston BMX Club's summer championship (11 February 2022 until 27 May 2022)

Category: Sport & Leisure

Sponsorship of Frankston BMX Club's summer championship, to help Frankston BMX Club re-engage with members, families and volunteers.



EastLink sponsored The Backyard in March (13-27 March 2022)

Category: Community Event

Sponsorship of Ringwood's The Backyard in March festival. To help the local community re-engage with small scale public events.

More details >>>



EastLink sponsored The Big Picture Fest (14-20 March 2022)

Category: Arts & Culture

Sponsorship of Frankston's The Big Picture Fest street art festival. To help the local community – especially younger people including teenagers – re-engage with the arts.

More details >>>





EastLink sponsored Get Into Golf EastLink Community Golf Day (25 March 2022)

Category: Sport & Leisure

The *Get Into Golf* EastLink Community Golf Day was an opportunity for beginners to give golf a go, with free activities including rounds of golf and coaching clinics for all ages.



More details >>>

EastLink sponsored Ringwood Gift 1600M Race (3 April 2022)

Category: Sport & Leisure

Sponsorship of the 1600M race at the 2022 Ringwood Gift athletics event, to help local athletes re-engage with organised athletics.



EastLink sponsored Gluttony On Tour (6-10 April 2022)

Category: Arts & Culture

Sponsorship of Adelaide Fringe Festival's Gluttony On Tour. An arts festival brought to Croydon Park by Karralyka Centre, to help the local community re-engage with the arts.



More details >>>

EastLink sponsored Ringwood Saints Baseball Club (11-14 April 2022)

Category: Sport & Leisure

Sponsorship of free baseball clinics over school holidays to help younger children try out baseball for the first time and keep free equipment if they go on to join the club.

More details >>>



FREE clinics for Boys & Girls (5-12 years old)

EastLink sponsored South Side Festival (6-15 May 2022)

Category: Arts & Culture

Sponsorship of Frankston's inaugural South Side Festival, which is Frankston's new signature annual event. To help the local community re-engage with the arts.

More details >>>





In addition to providing sponsorship funding, the EastLink community investment program also committed to helping community initiatives promote to the local community, through a combination of the following (at no cost to the community partner):

- > Email bulletins to EastLink customers
- > Adverts and news stories on the EastLink website
- > Roadside billboards (four separate locations: two northbound and two southbound).

Image 15: Examples of EastLink roadside billboard promotions for community initiatives











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. As significant community resources and recognised landmarks, it's important the artworks are maintained properly.

EastLink's artwork renovation program commenced in FY2021 with the renovation of three artworks in FY2021 (*Public Art Strategy, Ellipsoidal Freeway Sculpture* and *Red Rings*).

During FY2022, EastLink's artwork renovation program continued with EastLink's internationally renowned Hotel.

Hotel, by Melbourne-based artist Callum Morton, the largest and arguably most recognisable and controversial of the EastLink artworks, had some damage and paintwork issues. EastLink completed the necessary repairs and a total repaint of the iconic 20 metres tall large-scale model of a high-rise hotel. Positioned out of context, with no surrounding structures, the artwork appears out of place, as if belonging to another time and place. Renovated, *Hotel* will continue to be effective as a giant folly. Its generic form looking like a number of places simultaneously, as if its identity is unstable and still moving, but never quite of this world.

Image 16: Hotel, by Australian artist Callum Morton, following its renovation in FY2022





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 FY2022, 85 separate news bulletins were sent, with volume totalling 20.3 million emails):
 - o EastLink road closures (e.g. EastLink tunnel maintenance, EastLink resurfacing works)
 - o Adjacent works closing EastLink interchanges (e.g. Monash Fwy and Lathams Rd upgrade projects)
 - o News about EastLink (e.g. annual toll price increase, website closure for maintenance)
 - Safety bulletins (e.g. closure of customer centre due to COVID)
 - o Community news (e.g. information about EastLink's community investment program sponsorships)
 - Reports (e.g. FY2021 EastLink Sustainability Report, 2021 GRESB results)
 - o Market research surveys (e.g. the annual EastLink customer survey, the annual Victorian self-driving car survey).

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



COVID-19 work from home had been previously implemented for many roles and positions during the week ending 27 March 2020.

With the ending of most COVID-19 restrictions, those EastLink personnel who had been working from home returned to on-site working during FY2022.

A new Working From Home Policy has been developed and implemented, by which eligible roles and positions are required to attend the workplace for a minimum three days per week, provided that their duties can be performed from home or other location for up to two days per week.



Major Achievements in FY2022

Return from 'work from home' arrangements to onsite working with new flexibility for eligible roles and positions

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 accounts and tags issued by EastLink to be used on the other toll roads in Australia, and vice versa enables accounts and tags issued by 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 FY2022, EastLink was a member of the following industry associations:

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

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.

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:

- > Monash Fwy Upgrade (stage 2 construction underway throughout FY2022, project completion expected in FY2023)
- > Lathams Rd Upgrade (construction underway throughout FY2022, project completion expected in FY2023).
- > North East Link, including the upgrade of the Eastern Freeway (substantial early works to relocate power, water, gas and other services underway throughout FY2022, project completion expected 2027-2028).

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 17: 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:
 - 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
- > Annual 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



Major Achievements in FY2022 Replacement of tunnel air quality and emissions sensors

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.

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.

During FY2022, the in-tunnel air speed sensors, tunnel stack particulate matter sensors (PM2.5 and PM10), and tunnel stack air velocity sensors were replaced by new, like-for-like sensors. This end-of-life replacement will ensure that EastLink continues to closely monitor air quality parameters in our tunnels.

Pollutant (tonnes/yr)	EPA Licence Limit	Baseline (FY2013)	FY2021	Target FY2022	Actual FY2022	Target FY2023
CO	980	107	28	40	25.7	40
Particles (PM2.5)	21	1.2	0.45	0.9	0.49	0.9
Particles (PM10)	23	1.9	0.9	1.3	0.94	1.3
NO2	35	2.9	1.6	2.1	1.39	2.1
Benzene	2.9	0.3	0.19	0.4	0.17	0.4

Table 23: Tunnel air pollutants

Emissions from EastLink tunnels are consistently much lower than the permitted limits.



Overall, pollutants slightly declined once again in FY2022, associated with reduced traffic in both EastLink tunnels because of COVID-19 lockdown impacts. It is expected to return closer to FY2020 levels in FY2023.



During the reporting period, no exceedances of the Licence limits occurred.

12.3 ENERGY AND EMISSIONS



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.

Scope 3 emissions from our Road Resurfacing Project are included in section 14.2.

Our overall electricity usage in FY2022 decreased by 5.7% compared to the previous year, and total Scope 1 and Scope 2 GHG emissions attributed to EastLink energy usage reduced by 8%.

EastLink's electricity usage and GHG emissions continue to be less than half of what they were in their baseline years:

- > Electricity usage has decreased 61% since the baseline year (FY2010)
- > GHG emissions have decreased 65% since the baseline year (FY2011).

The tunnel LED lighting upgrade helped reduce our electricity usage and GHG emissions footprint in FY2022. Due to an increased number of luminaires installed than forecast, the target for FY2022 was just missed. EastLink is now planning to upgrade the rest of EastLink's interchange and street lighting with LED luminaires during FY2023.

EastLink will continue to seek renewable sources of electricity in line with the Strategic Purpose 'Operate Sustainably'.

down 5.7%

Scope 1 + Scope 2

GHG emissions

down 8%



Image 18: Following the success of our project to upgrade tunnel lighting with LED luminaries in FY2021, EastLink is now planning to upgrade the rest of EastLink's road interchange and street lighting during FY2023



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 usage decreased dramatically, thanks to more efficient operations and the procurement of new hybrid electric vehicles to our fleet. Consumption of petrol increased in FY2022 compared with the previous year, due to the procurement of hybrid electric vehicles. Petrol is also utilised in incident response vehicles for re-fuelling of customer vehicles that had stopped due to running out of fuel. LPG decreased due to some LPG vehicles being replaced by hybrid electric vehicles. EastLink plans to cease the use of LPG in EastLink vehicles by FY2025.

Phase 1 of EastLink's Road Resurfacing Project took place in summer/autumn of FY2022, with resource and emissions data provided in section 14.2. We will continue to report on the data from this project as its rollout progresses.

In the summer of FY2022, we again participated in the 'demand response program' run by our energy service provider. 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 in FY2022 compared to FY2021. This is due to several zones of the EastLink operations centre being temporarily switched off through building control settings due to low occupancy as a result of COVID-19 restrictions and work from home arrangements. An audit of EastLink's gas usage is scheduled for FY2023.

EastLink will report further on aspects of Scope 3 GHG emissions in next year's Sustainability Report:

> 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.

EastLink's Scope 3 emissions include the following sources:

- > Customer vehicle emissions (estimated)
- > Subcontractor fuel usage
- > Resurfacing Project emissions

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)	FY2021	Target FY2022	Actual FY2022	Target FY2023	Target FY2025
Electricity (kWh)	16,476,163	6,769,314	6,300,000	6,381,538	6,389,721	6,024,600
Natural gas (MJ)	1,599,657	1,960,313	1,750,000	1,501,744	1,501,804	1,700,000
Diesel (L)	133,402	143,006	130,000	86,854	85,264	120,000
Petrol (L)	34,561	141	525	7,621	428	2,000
LPG (L)	22,707	7,264	6,764	3,632	6,788	0
Total Energy (MJ)	67,840,071	32,044,995	29,593,172	28,183,661	27,904,039	28,088,960







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

Scope 1 CO2-e (tonnes)	Baseline (FY2011)	FY2021	Target FY2022	Actual FY2022	Target FY2023	Target FY2025
Natural gas	56	95	90	77	77	87
Diesel	340	381	350	235	232	324
Petrol	68	3	1.5	18	1	6
LPG	38	11	11	6	6	0
Total	502	490	453	337	316	417



Table 26: Scope 2 GHG emissions attributable to EastLink energy usage

Scope 2	Baseline	FY2021	Target	Actual	Target	Target
CO2-e (tonnes)	(FY2011)		FY2022	FY2022	FY2023	FY2025
Electricity	17,875	6,528	6,200	6,126	6,048	6,145

Based on NGA Factors as published Aug 2021. 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 FY2022 remained stable 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. EastLink now includes water usage from testing of our tunnel fire suppression deluge system, as well as wall-washing activities.

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. All water from vehicle washing is treated with biological media ready to be used in washing again. With this initiative, we are re-using wastewater as a resource.

There was no usage of ponds water in FY2022, with the preference being for tank water as it was more readily available (more rainfall). The target of recycled water has since been removed, due to recent high rainfall and difficulty of sourcing recycled water. Recycled water will be explored as an option if there is difficulty accessing potable, tank, or pond water.

Water usage data from our Road Resurfacing Project can be found in section 14.2.

Water Use (kL)	Baseline (FY2010)	FY2021	FY2022 Target	FY2022 Actual	Target FY2023	Target FY2025
Potable water	4,422	1718	2,800	2,662	2,800	2,000
Water tanks	n/a	408	900	422	900	1,000
Ponds	0	0	0	0	0	< 500*
Total	4,422	2,126	3,800	3,084	3,800	3,500

Table 27: Water usage

* During periods when there is sufficient rainfall to provide enough tank water to meet our needs, our preference is to avoid the use of ponds water.



Major Achievements in FY2022

Water data from tunnel deluge testing and wall-washing now included





The volume of tunnel wastewater discharged to the trade waste system is primarily groundwater ingress, which is heavily influenced by rainfall levels into the surrounding land. As a result, being outside of EastLink's control or influence, no targets will now be set for this parameter.

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 28: Wastewater discharge to sewer

Wastewater Discharge to Sewer	Baseline (FY2010)	FY2021	FY2022
Tunnel trade wastewater discharged (kL)	14,518	4,956	4,569



12.5 EFFLUENT, WASTE AND RECYCLING



In FY2022, we have improved the way waste is reported on, providing greater detail and transparency. This improvement in reporting was identified internally and aligns with the new EPA laws and the General Environmental Duty.

Waste is now separated into five categories being waste to landfill, recycled waste, reuse offsite, reuse on-site, and treated waste. Waste to landfill includes general waste, mixed waste from skip bins, and some street sweeper waste. As of February 2022, EastLink now diverts all street sweeper waste from landfill, to be reused off-site. Improved waste accounting has resulted in a large reduction in EastLink's waste to landfill with the figure almost halving from FY2021 to FY2022.

During FY2022, recycled waste was by far the largest waste stream given our Road Resurfacing Project, in which all old open grade asphalt is recycled in the supplier's asphalt plants. Because of this, EastLink's total diversion from landfill for FY2022 was 99%. This high figure will continue for the following two years until the completion of this project. Excluding this project and asphalt recycling, diversion from landfill sits at a much improved 46% compared to the previous year.



streetsweeper waste implemented

Improved waste reporting

EastLink continues to recycle various other waste streams, such as cardboard and paper, electronic waste, steel/ferrous metals, and fluorescent tubes. Excluding the asphalt waste recycled. EastLink's diversion from landfill increased notably. EastLink will continue to seek

recycled, EastLink's diversion from landfill increased notably. EastLink will continue to seek and explore methods of diverting waste from landfill through innovations and business opportunities.

Reuse on-site remains at an estimated 60 tonnes, comprising green waste that has been mulched or chipped on EastLink land.

Reuse off-site increased, with street sweeper waste now sent to a third-party business who reuses the materials (primarily small aggregates and soil).

Treated waste includes any contaminated soil which is produced from EastLink activities, primarily desilting of our water treatment wetlands. Approximately half of this treated waste is reused.

Waste (tonnes)	Baseline (FY2011)	FY2021	FY2022 Target	FY2022 Actual	Target FY2023	Target FY2025
Waste to landfill	333	449	400	235	235	180
Recycled waste	19	33	38	25,776	25,776	240
Recycled waste (excluding Road Resurfacing Project)	19	33	38	23	23	240
Reuse off-site	22	2	5	118	118	5
Reuse on-site	N/A	60	60	60	60	60
Treated waste	N/A	N/A	N/A	37	37	N/A

Table 29: EastLink waste data





Table 30: Diversion from landfill

Diversion from landfill	Baseline (FY2011)	FY2021	FY2022 Target	FY2022 Actual	Target FY2023	Target FY2025
Proportion diverted for re-use or recycling	11%	18%	28%	99%	99%	57%
Proportion diverted for re-use or recycling (excluding Road Resurfacing Project)	11%	18%	28%	46%	46%	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.

In FY2022, 28% fewer tags were disposed of compared to the previous year, which is still higher than the baseline year as older tags continue to become obsolete in significant numbers at the end of their lifespan.

Table 31: Tag recycling

Tag Recycling	Baseline (FY2010)	FY2021	FY2022
Tag recycling (number of tags)	2,087	68,250	49,076



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 vegetation.

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

Once again, the primary focus for FY2022 was the removal of noxious woody weeds, and the control and suppression of common weeds. These weeds include invasive species such as gorse (*Ulex europaeus*), blackberry

(*Rubus fruiticosus*) and broom (*Genista sp. Cytisus scoparius*.). These weeds prevent native vegetation from growing and degrade native vegetation communities by reducing habitat value for native fauna.

Woody weed removal is completed using numerous methods including mechanical and chemical control followed by mulching of the cleared areas in suitable locations. The benefits of mulching include weed suppression and therefore less reliance on herbicide, as well as moisture retention for plant establishment.

Goat grazing for weed management continues to be a success. Using goats removes the risk of operating in difficult terrain, does not require fuel or herbicides, and provides an effective method for woody weed removal across a large area.

A goat grazing implementation plan was formed in FY2022, identifying new areas within our boundary for goat grazing. These areas include:

- > Mountain Hwy to Boronia Road (Outbound)
- > Wellington Road to Police Road (Outbound)
- > Dandenong Bypass to Greens Road (Outbound)
- > Ferntree Gully Road to High Street (Inbound)
- > Monash Freeway Interchange (Inbound on-ramp)



Image 19: One of EastLink's grazing goats helps to manage weeds

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.



goats for weed management with plans for expansion

Wildlife handling training delivered



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 biofiltration 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 FY2022, wetland rehabilitation works were completed across several wetlands including pipe maintenance, desilting and replanting of vegetation.

EastLink measures and tracks the habitat restored and maintained (see Table 32), with a target to continue to maintain the rehabilitated land.

Table 32: Habitat and ecology

Habitat and Ecology	Baseline (FY2019)	FY2021	Target FY2022	Actual FY2022	Target FY2023	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

Regrettably, operating 40 kilometres of high-speed 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 largest category of wildlife fatalities in FY2022 were non-native animals, mostly pest species

Our aspirational objective is zero animal fatalities.

However, in practice, animal fatalities resulting from customers driving their vehicles on EastLink are difficult for us to control other than through our provision and maintenance of the extensive fencing and noise walls along the roadway which limit access.

Larger animals that find their way onto EastLink may be detected via EastLink's network of CCTV cameras, by EastLink's



operations and maintenance field crews, or by phone reports from motorists to the EastLink control room.

Where practical, the EastLink control room team dispatches an EastLink crew to assist with the capture of any larger animals.

During FY2022, EastLink delivered wildlife handling training from an external provider for our operation and maintenance crews. A wildlife handling information sheet is now posted at our Ferntree Gully Depot, so that any crew member can refer to the sheet in the instance of an injured animal.



12.7 EASTLINK TRAIL



During FY2022, we continued to maintain the 35 kilometre EastLink Trail shared use path for cyclists, runners and pedestrians.

We also continued to provide a section of the EastLink Trail under licence to Parkrun Australia for the weekly Mullum Mullum Parkrun, which is part of the worldwide Parkrun phenomenon.

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 during the first half of FY2022 which suspended Mullum Mullum Parkrun for a time, 32 Mullum Mullum Parkrun events were able to be held during FY2022, which is 68% more events than in FY2021.

A total of 4,421 runners participated during FY2022 (on average 138 runners per event).

Typically, 10-12 volunteers also attend each event to provide event management.

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

During FY2022, EastLink and Parkrun commenced discussions about the opportunity to install permanent way-finding markers along the Mullum Mullum Parkrun course. This will reduce the number of volunteers required at each event. We hope to be able to include Aboriginal artworks in the design of the proposed way-finding markers.

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 seven days.

During FY2022, we continued with the preference to paint over graffiti in order to maintain the reduction in the use of paint remover chemicals.

EastLink continues to be relatively free of graffiti compared to other freeways in Melbourne.

EastLink reports the number of graffiti removal jobs that our crew undertakes (see Table 33).

Table 33: Graffiti removal

Graffiti removal	Baseline (FY2020)	FY2021	FY2022
Graffiti removal jobs undertaken by EastLink	812	597	641





13. CLIMATE CHANGE

13.1 EASTLINK CLIMATE CHANGE RISK ASSESSMENT



A changing climate poses direct and indirect risks to 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.

EastLink's 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 climate risk register and scenarios report aids EastLink in identifying which assets or aspects require increased adaptive capacity or resilience, to ensure safe operations into the future.

The climate risk register and scenarios report are based on leading scientific information including the Victorian Climate Projections 2019 and IPCC documentation. These 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 GHG emissions centred around resource usage. This assists in identifying trends whereby action can be implemented to reduce these emissions. In FY2022, EastLink commenced partial reporting on Scope 3 emissions (specifically relating to EastLink's Road Resurfacing Project). In future, EastLink intends to report further on customer and subcontractor Scope 3 emissions. This data will help identify where EastLink can reduce its carbon footprint where we can.

The tunnel lighting upgrade from HPS to LED technology (completed in late FY2021) has reduced 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 during FY2023.

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 has developed a plan to incorporate Zero Emissions Vehicles (ZEV's) into our service fleet, reducing Scope 1 emissions and contributing to the Victorian Government's ZEV roadmap. Four hybrid electric vehicles were added to EastLink's vehicle fleet in FY2022. Scoping the market for ZEV utility vehicles and truck mounted attenuator vehicles will occur in FY2023.



14. **RESILIENCE**

14.1 QUARTERLY TUNNEL MAINTENANCE



We conducted four quarterly tunnel maintenance closures during FY2022:

- > Overnight Saturday 14 August 2021 from 8pm to 7am
- > Overnight Saturday 20 November 2021 from 8pm to 7am
- > Overnight Saturday 19 February 2022 from 8pm to 7am
- > Overnight Saturday 14 May 2022 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)
- > 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).



Major Achievements in FY2022

Conducted stakeholder tours during tunnel maintenance closures



The tunnel deluge fire suppression system is also tested during quarterly maintenance closures.

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

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

Image 20: Stakeholder tour inside EastLink's tunnel facilities (31 July 2021, during a closure of the EastLink tunnels due to resurfacing works on EastLink between Springvale Rd and Maroondah Hwy)





14.2 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 the summer of FY2022 we completed the following major resurfacing works:

- > Resurfacing of EastLink in both directions between Springvale Rd and Burwood Hwy.
- > Resurfacing of Ringwood Bypass in both directions west of Ringwood St.
- Resurfacing of all access ramps to and from EastLink between Springvale Rd and Burwood Hwy.

We have completed planning for the remaining resurfacing works, which we expect will be conducted during the following times (extent of progress will be subject to weather conditions):

- > Summer of FY2023 Burwood Hwy to Cheltenham Rd (both directions, including ramps).
- > Summer of FY2024 Cheltenham Rd to Frankston Fwy (both directions, including ramps).

Asphalt removed during these resurfacing works (approximately 100,000 tonnes in total over three years) is being returned for recycling and re-use in other road construction projects, in accordance with best practice.

Given the large scope of this resurfacing program, EastLink has worked with the asphalting contractor to provide the Scope 3 GHG emissions from the various trucks, plant and machinery used for the works. Table 34 provides an example of how EastLink will report on Scope 3 emissions in the future.

The reporting of Scope 3 emissions across other subcontractors as well as customers is intended to be implemented in the future.

In addition to emissions data, water usage data is also reported in Table 35.

Waste and recycling data from this project can be found in section 12.5.

Table 34: Resurfacing project scope 3 emissions

Resurfacing Project Scope 3 Emissions CO2-e (tonnes)	FY2022
Diesel	214
Natural Gas (Plant Burner)	366
Electricity	78
Total	658



Major Achievements in FY2022

Resurfacing of EastLink completed between Springvale Rd and Burwood Hwy (both directions including ramps)

Resurfacing of Ringwood Bypass completed (both directions west of Ringwood St)



Table 35: Resurfacing project water usage

Resurfacing Project	FY2022
Water usage (kL)	390

Image 21: Grinding off the original asphalt surface from EastLink's main carriageway (January 2022)



Image 22: Laying the new open grade asphalt surface on EastLink's main carriageway (January 2022)





Image 23: Laying the new open grade asphalt surface near the EastLink tunnels (February 2022)



14.3 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.

The refresh of the data management system was implemented and successfully completed during FY2022 as scheduled.



Major Achievements in FY2022

Successfully completed the refresh of EastLink's data management system



14.4 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.

The first stage of this project was 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 PLC upgrade was implemented and successfully completed in FY2022 as scheduled.

In late FY2022 and into FY2023, we commenced the competitive tender process for the upgrade of the core OMCS. This will involve replacement of the core system hardware and software, and will improve user experience, and modernise the technology with additional features, functions and monitoring capability.

14.5 RENEWAL OF IMAGE PROCESSING SYSTEM



EastLink's image processing system conducts Automatic Licence Plate Number Recognition (ALPNR) using digital images of the front and rear of vehicles passing EastLink's toll points. This system is essential for the tolling of vehicles travelling without tags.

The image processing system is also helpful to ensure that vehicles travelling with tags are charged according to the correct tolling class (in case a vehicle is carrying the wrong class of tag).

The competitive tender process for renewal of the image processing system will commence in FY2023.

14.6 FUTURE ITS DATA NETWORK REQUIREMENTS

Last year, we indicated that planning would commence 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. This proposed project has been deferred, pending further work on longer term ITS strategies and assessment of emerging technologies.



14.7 CRISIS MANAGEMENT EXERCISE



EastLink is declared Vital Critical Infrastructure by the State of Victoria, and we are 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 FY2022 crisis management exercise on 18 November 2021. With the lifting of COVID-19 restrictions, this exercise was successfully conducted at the EastLink operations centre, with emergency services personnel onsite.

The FY2023 crisis management exercise is planned for November 2022.

14.8 EMERGENCY FIELD EXERCISE



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

The 2021 emergency exercise was conducted on 11 March 2021, which replayed and reviewed the response to a real field incident (a vehicle fire that had occurred in the EastLink tunnels earlier that same month). The exercise included emergency services personnel who were involved in the real incident.

The 2022 emergency exercise is planned for November 2022.



15. C-AV TECHNOLOGIES

15.1 ANNUAL VICTORIAN SELF-DRIVING CAR SURVEY



EastLink has conducted the Annual Victorian Self-Driving and Electric Car survey since FY2018.

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

EastLink's FY2022 survey – the fifth in the series – was conducted from September to November 2021. More than 13,600 Victorian motorists completed the survey, which is 46% more than in the previous year.

Key survey findings include:

> More and more motorists are using the latest driver assistance functions in each successive year of the survey.



Major Achievements in FY2022

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

- > 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 gap is now relatively small.
- > The proportion of motorists who could imagine using hands-off driving on a freeway is significantly less compared to the first two years of this annual survey (2017, 2018). After an initially large decrease, this proportion is still declining slowly from year to year.
- > Demand for fully self-driving cars on all roads continues to be flat at a significantly lower level compared to the first year of this annual survey (2017).
- > 74% of motorists (compared to 77% in the previous year) 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 28% of motorists (compared to 31% in the previous year) who would take a ride in a fully selfdriving vehicle that is completely driver-less with no driving controls.
- > Even more strongly than the previous year, 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 (75% and increasingly slowly each year), followed by the lack of charging facilities away from home (59% and steady), and then vehicle range before re-charging also called range anxiety (49% and steady).
- > 74% of motorists (compared to 71% in the previous year and 68% in the year before that) think that Governments should provide incentives to encourage the take-up of electric vehicles.
- Most motorists continue to "definitely want" their next car to be connected to a data network for vehicle security (66%), road condition warnings (61%) and traffic warnings (57%). Network connectivity is definitely wanted for automatic emergency assistance by 50% of motorists. The demand for vehicle connectivity is virtually unchanged over all five years of this survey.

The 2022 Annual Victorian Self-Driving Car Survey will be conducted from October to November 2022.

© Copyright 2022 ConnectEast Group. All Rights Reserved.

For further information: Doug Spencer-Roy, Corporate Affairs Manager <u>dsroy@connecteast.com.au</u>



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 2022 ("Eastlink Sustainability Report FY2022") results.

Reported Data	Category	Subject Matter	Page Reference
Workplace Safety	Social	Lost Time Injury (LTI)	Table 4, page 18
Data		Medically Treated Injury (MTI)	
		Fatality	
Customer	Social	Payment Plans	Table 20, page 32
Internal Audit	Governance	Internal Audit Process	Page 43 and 44
Customer Advante			Table 24 and 22 name
Customer Advocate	Governance	Eastlink Customer Advocate cases	
		Eastlink Customer Advocate case resolution time	
Tunnel Air Pollutants	Environment	Tunnel air pollutants	Table 23, page 45
Energy and	Environment	Energy Usage	Table 24, page 48
Emissions		Scope 1 GHG emissions attributable to EastLink	Table 25, page 49
		energy usage	Table 26, page 50
		Scope 2 GHG emissions attributable to EastLink	
		energy usage	

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 2022 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.

PKF Melbourne Audit & Assurance Pty Ltd ABN 75 600 749 184

Level 12, 440 Collins Street, Melbourne, Victoria 3000

T: +61 3 9679 2222 F: +61 3 9679 2288 www.pkf.com.au

Liability limited by a scheme approved under Professional Standards Legislation

PKF Melbourne Audit & Assurance Pty Ltd is a member firm of the PKF International Limited family of separately owned firms and does not accept any responsibility or liability for the actions or inactions of any individual member or correspondent firm or firms.



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 FY2022.

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 evidencegathering 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 FY2022;
- 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.

HYF

PKF Melbourne, Australia 1 June 2023

Kaitlynn Grady

Kaitlynn Brady Partner