



EastLink
Time better spent.

Sustainability Report

FY23





Acknowledgement of Country

We take this opportunity to acknowledge the Wurundjeri and Bunurong people, Traditional Custodians of the land on which our business operates.

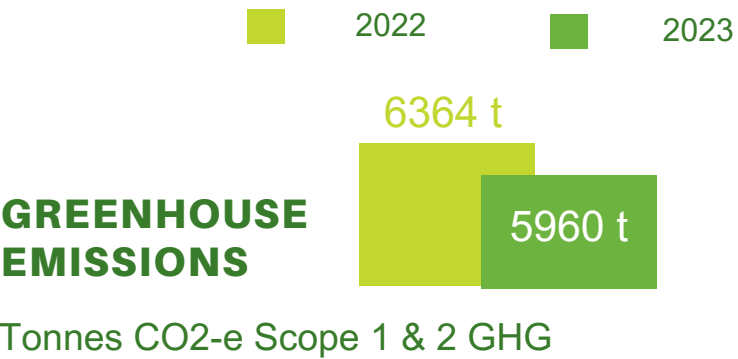
We pay our respects to their Elders past, present and emerging. We extend that respect to all Aboriginal and Torres Strait Islander people across the communities in which we work.

**Original artwork titled Rainbow Serpent
Tracks by Simone Thomson © 2019.
Woi-Wurrung Wurundjeri Artist**

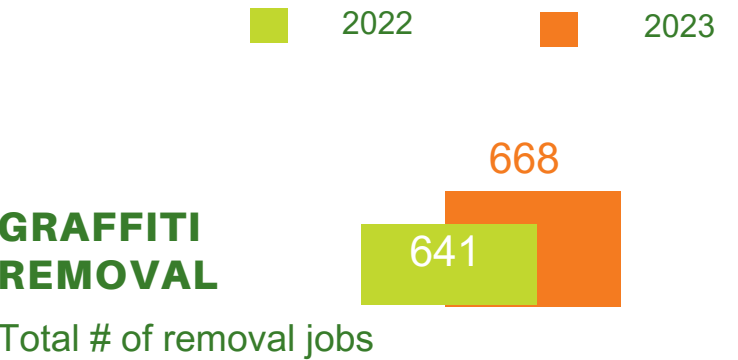
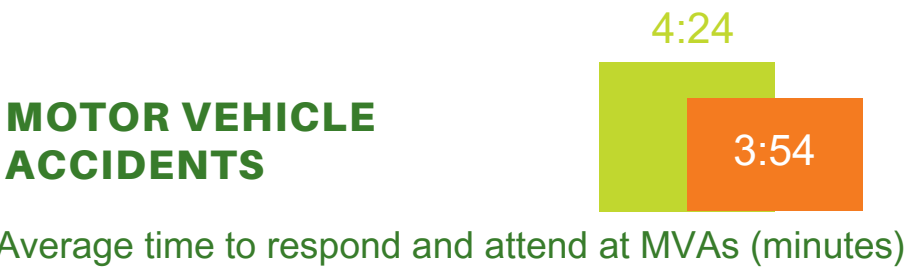
*"Rainbow Serpent's journey tracks across Country,
pushing earth up with his belly, creating
mountains and valleys in winding crevices."*

2023 Highlights

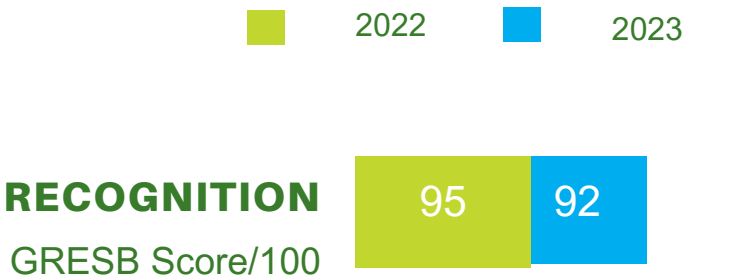
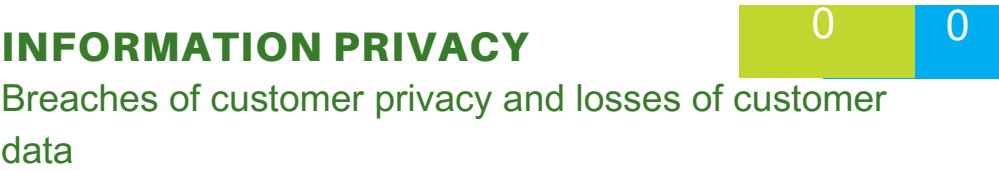
ENVIRONMENT



SOCIAL



GOVERNANCE



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Charles Griplas
Managing Director, ConnectEast

Message from our Managing Director

On 29 June 2023, we celebrated the 15th anniversary of our completion of EastLink construction and the opening of EastLink to traffic (29 June 2008). In this report, you will see that we have made giant strides on our sustainability journey, while at the same time not compromising safety, which remains paramount.

For example, our scope 1 and scope 2 GHG emissions have decreased from 17,875 tonnes CO₂-e in the baseline FY10 to just 5,263 tonnes in FY23. Our recent upgrade of EastLink's 1,424 streetlights to LED technology will deliver further reductions.

In the workplace, we achieved our zero harm safety objective for our employees, with zero LTI, zero MTI and zero fatalities. While on the road, we achieved a record low casualty crash rate for our customers (down to just 1.48 casualty crashes per 100 million vehicle km), with zero fatalities and record low incident response times.

During FY23 we continued our multi-year road resurfacing project, which is the largest civil works project we've undertaken since EastLink opened 15 years ago.

Ensuring resilience of EastLink's complex IT systems is a major focus. We have embarked on a project to replace our mission-critical road operations management and control system with a brand new system.

We have also prioritised and are investing in the enhancement of cyber security measures to further protect our customers' data. For example, we will introduce mandatory two-factor authentication for account login during FY24.



About this report

This report covers the FY23 reporting period (1 July 2022 until 30 June 2023) unless specified otherwise.

The purpose of this report is to inform our stakeholders of our sustainability performance over the past year including applicable future targets.



We recognise the UN Sustainable Development Goals and the importance of working toward them and have identified those we are contributing to and shaded those that we don't directly contribute to.

EastLink will seek to address and contribute to all 17 goals where possible as we edge closer to the Sustainable Development Goals' final year in 2030.

EastLink functions which relate to certain Sustainable Development Goals are indicated in this Report.

SUSTAINABLE DEVELOPMENT GOALS





About EastLink

Business Activities

Fast, efficient and safe road with low cost tolls

ConnectEast Group is the privately owned Special Purpose Vehicle 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.

EastLink opened to traffic in June 2008 and is the only major north-south transport artery in Melbourne's east, connecting the Eastern, Monash, Peninsula Link and Frankston Freeways. The EastLink toll road concession agreed with the State of Victoria will continue until 2043.

EastLink's core business activities focus on ensuring our customers can use our road safely and pay tolls as efficiently as possible.

Ventia is the Alliance partner of ConnectEast for road operations and maintenance (O&M). Ventia is one of the largest essential infrastructure services providers in Australia and New Zealand operating across over 400 different operations.

ConnectEast (owner name) and EastLink (asset and trading name), are often used interchangeably.



Infrastructure Assets

Our 40km road network comprises:

- EastLink (39km tollway), connecting the Eastern, Monash, Frankston and Peninsula Link freeways
- Ringwood Bypass (1km un-tolled highway), connecting EastLink to Maroondah Hwy and Mt Dandenong Rd
- Twin 1.6km tunnels
- Safety barriers & noise panels
- 17 bridges, 80 interchanges
- 26 toll points (multi-lane free-flowing (MLFF))
- 480ha landscaping, 4million native trees & shrubs
- 35km shared pathways & pedestrian bridges
- 63 wetlands
- 12 public art works
- EastLink operations centre & customer service office
- 2 depots
- IT infrastructure



Governance Structure

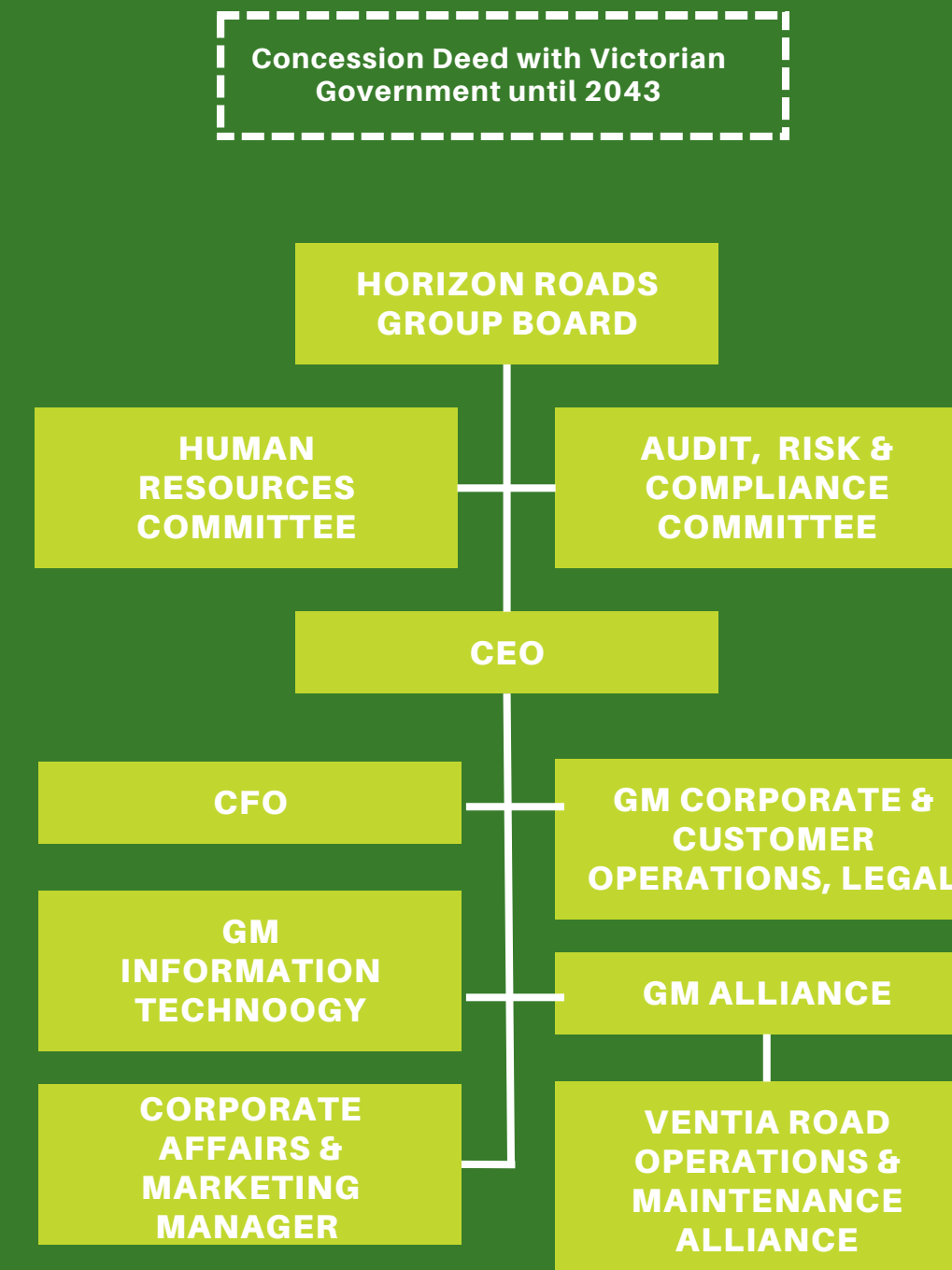
ConnectEast Group is a Special Purpose Vehicle (SPV) privately owned by Horizon Roads

Horizon Roads Group is a group of international 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. The Horizon Roads Group investors hold all securities for the ConnectEast Group.

The ConnectEast Group operates and maintains the EastLink motorway under the terms of a Concession Deed entered into with the State of Victoria.

The Horizon Roads Group board has two sub committees:

- The Audit, Risk and Compliance Committee assists the board with its duties in relation to risk management, financial management and reporting, management of the external and internal audit functions.
- The Human Resources Committee assists the board with its duties in relation to executive remuneration and succession planning, human resources policies and strategies.



Corporate Strategy

2022 to 2024: We are focused on continuously innovating our customer engagement, roadside service and asset management delivering efficiencies that will generate sustainable returns for our stakeholders until the end of the concession deed in 2043

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.”

Our sustainability goals and targets, together with our ESG metrics, feed into monitoring the successful implementation of our corporate objectives and strategic initiatives.



Stakeholder Engagement

EastLink has numerous formal and informal mechanisms for stakeholders to engage with the business on issues of importance to them and for the business to ensure its potential impacts on stakeholders are identified and addressed.



STAKEHOLDER

INTERESTS

**ENGAGEMENT
ACTIVITIES**

EMPLOYEES

Safe, rewarding, and respectful workplace.

- Employee Assistance Program
- OH&S Committee
- ConnectEast Customer Operations Employee Collective Agreement (ECA)
- Performance reviews
- Grievance mechanisms
- Flexible work policy
- Social Club
- Diversity, equity and Inclusion Committee
- Wellbeing program

GOVERNMENTS

Collaborative participation in policy debate representing EastLink’s stakeholder interests. Long term asset sustainability.

- Local councils: Manningham, Maroondah, Whitehorse, Knox, Monash, Greater Dandenong and Frankston councils. Neighbouring planning & development applications, environment and biodiversity strategy interactions
- Dept of Transport & Planning: operational and financial meetings and correspondence, Concession Deed KPI reporting
- VicRoads: Provision of vehicle owner contact details
- Dept of Justice: Infringement allegations
- EPA: licence condition reporting & notifications
- Emergency services: Victorian Police, Fire Rescue Victoria, Country Fire Authority, Ambulance Victoria, SES – Incident liaison, familiarisation tours
- Annual crises management exercise – critical infrastructure legislative requirements
- Bi-annual – tunnel emergency evacuation exercise with emergency services.

Stakeholder Engagement

STAKEHOLDER	COMMUNITY	SUPPLIERS	INDUSTRY	CUSTOMERS	INVESTORS
INTERESTS	<i>Investment in the community whilst ensuring we operate a safe, efficient and sustainable asset</i>	<i>Business continuity, financial stability, sustainable procurement.</i>	<i>Road network & tolling infrastructure integration. Cost effective & efficient travel & service reliability</i>	<i>Safe, efficient and reliable road travel, ease of toll payments and customer service, value for money</i>	<i>Optimisation of asset performance and sustainable returns</i>
ENGAGEMENT ACTIVITIES	<ul style="list-style-type: none"> Sponsorship of community initiatives through the EastLink Community Investment Program which has 4 pillars: <ul style="list-style-type: none"> Sport & leisure Arts & culture Community events Road safety EastLink trail maintenance & improvements coordinated with local enterprises and councils Participation in First Friends of Dandenong Creek planting day Neighbouring Planning application engagements with authorities and developers to optimise outcomes Neighbourhood issues tracking system (NHI), for issues such as noise, litter, hazards or issues related to EastLink trail or landscaped areas, actioned by our operations team 	<ul style="list-style-type: none"> Alliance arrangement with Ventia for road operations & maintenance Strategic partnerships with suppliers for example; <ul style="list-style-type: none"> Tolling technology Intelligent transport systems Banking & finance Digital and print mail house services 	<ul style="list-style-type: none"> Centre for Connected and Automated Transport Intelligent Transport Systems Australia Roads Australia World Road Association DoT MOU Group 	<ul style="list-style-type: none"> Local customer contact centre, website Account holder notifications, news bulletin emails Letter drops, walk-in customer centre Hardship assistance & customer advocate 24/7 incident response 	<p>Horizon Roads:</p> <ul style="list-style-type: none"> Board and committee oversight and associated reporting ESG reporting <p>Debt investors:</p> <ul style="list-style-type: none"> Financial position ESG reporting





Sustainability Strategy



Value Creation & Impacts

Our strategic vision is 'EastLink is Time Better Spent' and is based on the premise that we manage and operate our assets in a way that provides the best value to our stakeholders.

As custodian of the EastLink tollway until 2043, we recognise our obligation to ensure that the substantial built infrastructure and natural assets under our care provide the highest social, environmental and economic value and service to our stakeholders.

In order to do this, we need to protect the key economic, social and environmental resources on which we rely and be able to identify and manage the potential risks and benefits of our business activities to people and the environment.

WE RELY ON



Safe & Healthy People



Connected and Resilient Infrastructure



Healthy Land and Natural Resources



Strong Economy & Supply Chain



Secure Technology & Data

BUSINESS ACTIVITIES



TOLLING & SALES



CUSTOMER SERVICE



ROAD OPERATIONS



ASSET MANAGEMENT



CORPORATE ADMINISTRATION & GOVERNANCE

WE CREATE VALUE FOR AND IMPACT



Road Users
Customers
Employees



Investors
Government
Industry



Communities
Neighbours



Air & Waterways
Land & Biodiversity



Climate
Resilience

Risks & Benefits

Understanding both our positive benefits and potential risks underpins the development of our strategic goals and how we monitor the success of our sustainability initiatives



Customer Satisfaction

Low cost tolls, high performing customer service, excellent average driving speeds, high quality road and technology assets, integrated road network



Community Connectivity

Community investment program for sponsorships, EastLink trail shared use pathway, artwork assets, graffiti removal



Asset Resilience

Continual investment in high quality road, tolling and technology assets, contributing to protection of State critical infrastructure and reduced climate risk exposure



Ethical Management

Policies governing sustainable procurement, tax & financial compliance, anti-fraud, bribery, corruption &, modern slavery



Employee Value

Policies and programs governing employee & contractor wellbeing, learning & development, DE&I, remuneration & bargaining, flexibility, grievance resolution



Economic Value

Low cost tolls, while providing optimised value for investors and stakeholders



Biodiversity & Habitat

Extensive urban landscape corridor contributing to the protection of local biodiversity & habitat connection

BENEFITS

RISKS



Information Security

Increasing risks of potential breaches of personally identifiable information



Climate Change

Financial costs of physical climate risks and infrastructure adaptation



Energy & Emissions

Use of fuel and energy by EastLink infrastructure, buildings and fleet releasing greenhouse emissions



Waste

Management and treatment of materials and contaminated waste from EastLink road sweeping, operations & maintenance activities and office use



Air & Water Quality

Potential release of air pollutants from tunnel emission vents or untreated road water run off due to failure of tunnel ventilation or water treatment systems



Health & Safety

Potential risks to road users or the community from driving and operations on EastLink roads, potential risks to employees or contractors while undertaking work



Customer Hardship

Toll pricing and infringements due to unpaid tolls potentially impacting customers experiencing hardship



Materiality Assessment & Risk Management

EastLink identifies, assesses and manages its actual and potential sustainability impacts in line with its Risk Management Framework.

ConnectEast has determined its material topics with reference to the updated GRI 3 definition: “Material topics are those that represent the organisation’s most significant impacts on the economy, environment and people, including impacts on human rights” (GRI 3: Material Topics 2021).

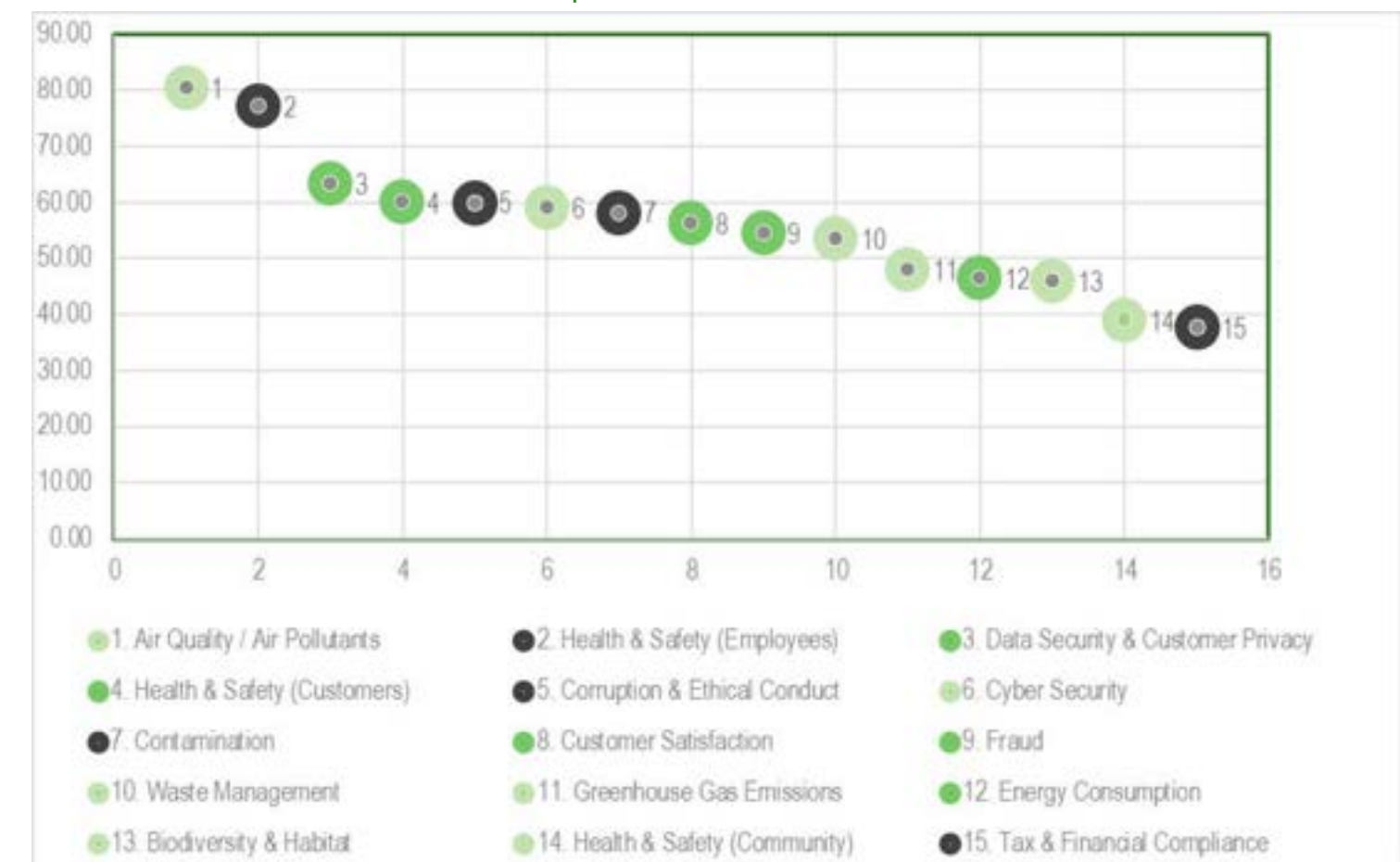
ConnectEast undertakes a formal materiality assessment survey with internal and external stakeholders on a bi-annual basis. The last formal survey was undertaken in FY22 with the next one scheduled for FY24. The survey sought input from key stakeholders including employees, customers, board directors, suppliers and government agencies. The resulting top 15 issues of importance to our stakeholders are depicted in the chart to the right.

ConnectEast also identifies its significant impacts on the economy, environment and people in line with its internal risk management processes. Risk management is governed by a risk management policy and procedure with corporate risks reported to the Board’s Audit, Risk Compliance Committee. Risks are assessed using a likelihood v’s consequence matrix in accordance with AS ISO 31000:2018.

When determining material topics for reporting, ConnectEast undertook a validation exercise, taking into account the results of the FY22 materiality assessment, together with its internal corporate risks and verified the material topics with the Senior Management Committee during the approval process for the annual Sustainability Report.






















As a result of the validation exercise, we have refined our material topics, as shown on the following page.

Top 15 material issues in the FY22 materiality assessment survey
The Y-axis is the level of importance to stakeholders of each material issue



Material Topics

Below topics represent EastLink's significant environment, social, governance & economic impacts on people and the environment

SUPPLIERS & CONTRACTORS	EMPLOYEES	CUSTOMERS & ROAD USERS	COMMUNITY	GOVERNMENT & INDUSTRY	INVESTORS & LENDORS	AIR & WATER	LAND & BIODIVERSITY	CLIMATE CHANGE	
	HEALTH & SAFETY: EMPLOYEES & CONTRACTORS								
	HEALTH & SAFETY: ROAD USERS & COMMUNITY								
	CUSTOMER SATISFACTION								
	CUSTOMER HARDSHIP								
	COMMUNITY DEVELOPMENT & AMENITY								
	EMPLOYEE WELLBEING		AIR & WATER QUALITY						
	DIVERSITY EQUITY & INCLUSION		BIODIVERSITY & HABITAT						
	CLIMATE RISK & ADAPTATION	ENERGY & GREENHOUSE EMISSIONS		WASTE & RECYCLING					
	VALUE FOR MONEY								
	ASSET RESILIENCE								
	DATA SECURITY & INFORMATION PRIVACY								
	ETHICAL MANAGEMENT								
	SUSTAINABLE PROCUREMENT								

Sustainability Goals

EastLink's Sustainability Goals for FY24 prioritise improvement initiatives linked to material impacts and the protection of key resources.

	TOPIC	ASPIRATION	FY24 INITIATIVES
Safe & Healthy People	Road Users & Community	Zero harm to road users, neighbouring communities, employees and contractors from EastLink operations	<ul style="list-style-type: none"> Safety risk minimisation studies with HSE Committee and cross functional teams
	Employees & Contractors		
Healthy Land and Natural Resources	Climate Change	Contribute to the Victorian Government Net Zero carbon emissions target	<ul style="list-style-type: none"> Refresh carbon reduction initiatives Prepare for mandatory climate related financial disclosures in Australia Finalise landscape and ecology strategies including identification of partnership opportunities
	Biodiversity & Habitat	Enhance ecosystem services and ecological connectivity along the EastLink corridor with the planting of 600,000 new shrubs and trees by 2030	
Connected & Resilient Infrastructure	Asset Resilience	Maximise asset performance whilst reducing capital intensity	<ul style="list-style-type: none"> Design phase of OMCS upgrade Implementation of security uplift action plan Implementation of information management improvement action plans
	Information Security	Eliminate the risk of personal information privacy breaches	
Finances and Supply Chain	Sustainable Procurement	Encourage and influence sustainable practices throughout our supply chain and business relationships	<ul style="list-style-type: none"> Sustainable Procurement Policy implementation

Key ESG Metrics & Targets

*EastLink's ESG metrics & targets feed into monitoring the successful implementation of corporate objectives and strategic initiatives.
See the data table appendices for a full list of ESG metrics and targets*

	TOPIC	METRIC	2024 Targets	2030 Targets
SOCIAL	Road User & Community Safety	<ul style="list-style-type: none"> Health & safety: Users Health & safety: Community 	<ul style="list-style-type: none"> Zero fatalities Respond to 90% of incident response events in a traffic lane within 10minutes (in an emergency stopping lane or shoulder, 15mins and other 25mins) 	<ul style="list-style-type: none"> Zero fatalities Respond to 90% of incident response events in a traffic lane within 10 minutes (in an emergency stopping lane or shoulder within 15 minutes, and other within 25 minutes)
	Customers	<ul style="list-style-type: none"> Customer satisfaction Customer hardship 	<ul style="list-style-type: none"> Complete annual customer survey Time to resolve customer advocate cases is no more than 4 days 	<ul style="list-style-type: none"> Complete annual customer survey Time to resolve customer advocate cases is no more than 4 days
	Employees	<ul style="list-style-type: none"> Health and safety: employees and contractors Employee wellbeing (L&D, flexibility) Diversity, Equity & Inclusion 	<ul style="list-style-type: none"> No more than 1 Lost Time or Medically Treated Injury for each of ConnectEast or Ventia employees/contractors. Zero fatalities Zero substantiated reports of discrimination and/or harassment 	<ul style="list-style-type: none"> No more than 1 Lost Time or Medically Treated Injury for each of ConnectEast or Ventia employees/contractors. Zero fatalities Zero substantiated reports of discrimination and/or harassment
	Community	<ul style="list-style-type: none"> Community development 	<ul style="list-style-type: none"> Finalise sponsorship agreements 	<ul style="list-style-type: none"> Finalise sponsorship agreements

Key ESG Metrics & Targets

*EastLink's ESG metrics & targets feed into monitoring the successful implementation of corporate objectives and strategic initiatives.
See the data table appendices for a full list of ESG metrics and targets*

	TOPIC	METRIC	2024 Targets	2030 Targets
ENVIRONMENT	Climate Change	<ul style="list-style-type: none"> Climate risk & adaptation Energy & GHG emissions Waste & recycling 	<ul style="list-style-type: none"> Reduction in scope 1 GHG emissions by 21% of baseline (FY10) Reduction in scope 2 GHG emissions by 72% of baseline (FY10) Greater than 50% of waste diverted from landfill 	<ul style="list-style-type: none"> Reduction in scope 1 GHG emissions by 29% of baseline (FY10) Reduction in scope 2 GHG emissions by 77% of baseline (FY10) Greater than 50% of waste diverted from landfill
	Air & Water Quality	<ul style="list-style-type: none"> Air pollution Water outflows/discharges 	<ul style="list-style-type: none"> Zero breaches of EPA licence conditions for tunnel air ventilation emissions Wetland condition and inspections completed 	<ul style="list-style-type: none"> Zero breaches of EPA licence conditions for tunnel air ventilation emissions Wetland rehabilitation program completed
	Land and Biodiversity	<ul style="list-style-type: none"> Biodiversity and habitat 	<ul style="list-style-type: none"> Finalise landscape strategy 	<ul style="list-style-type: none"> installation of 600,000 new plants by 2030
GOVERNANCE	Asset Resilience	<ul style="list-style-type: none"> Asset failure 	<ul style="list-style-type: none"> Achieve 90% of level 3 asset condition rating 	<ul style="list-style-type: none"> Maintain 90% of level 3 asset condition rating
	Ethical Business Management	<ul style="list-style-type: none"> Information privacy Sustainable procurement Tax & financial compliance Fraud, bribery & corruption Modern slavery 	<ul style="list-style-type: none"> Zero incidents of breaches of customer privacy or loss of personal data Zero incidents of unethical behaviour (including fraud, bribery, corruption or modern slavery) 	<ul style="list-style-type: none"> Zero incidents of breaches of customer privacy or loss of personal data Zero incidents of unethical behaviour (including fraud, bribery, corruption or modern slavery)



ESG Performance

Social

Road Safety



Ensuring safety on EastLink to all who use it is paramount in everything we do

We operate our own 24/7 traffic control room, which is dedicated to EastLink, with 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 FY23 compared to FY22.

For comparison, the casualty crash rate for EastLink in FY23 (1.48 per 100 million vehicle km) was significantly lower than the rate reported by the other operator of private tollways in Australia for FY23 (4.15 per 100 million vehicle km as reported by that operator for their combined Australian and North American operations).

There was an increase in motor vehicle accidents (MVAs) on EastLink in FY23 compared to FY22.

KEY STATISTICS



Casualty crash rate
per 100 million
vehicle km

1.48

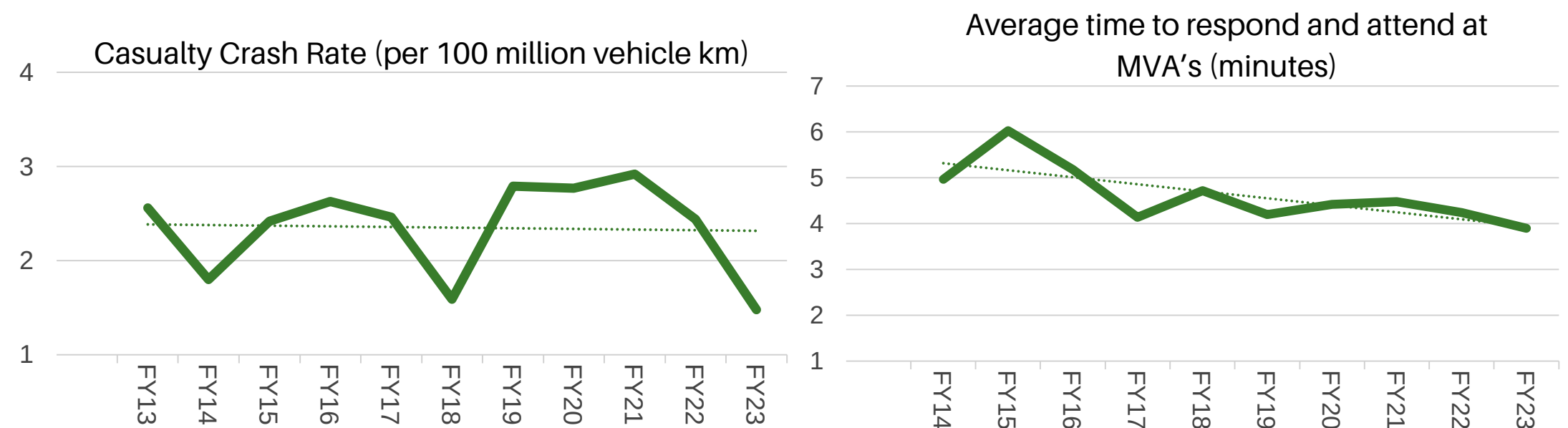


Average time to
respond to MVA's
(min)

3:54



The average time for EastLink incident response teams to respond and attend at MVAs in a running lane was lower in FY23 compared to FY22. This metric has been relatively consistent since FY19, and generally lower than years prior to FY19, when there was also greater fluctuation.



EastLink Asphalt Resurfacing Project

Outside the EastLink tunnels, EastLink's road surface is composed of open grade asphalt. Over the 15 years since opening in 2008, EastLink has had over one billion vehicles trips. As a result, 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 effectively drain rainwater 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 and amenity characteristics.

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.

All profiled open grade asphalt from this project is recycled by the project's primary subcontractor to pave new local roads in Victoria. Approximately 100,000 tonnes of open grade asphalt will be recycled by the completion of this project.



Traffic Control Incident Response

The following provides a small sample of the incidents EastLink deals with on a routine basis.

14 August 2022: Inbound freeway barrier gates were triggered, due to an over height vehicle that was detected. The driver pulled over in the left shoulder prior to the Melba Tunnel and our incident responder attended and went through the turnaround process with the driver.

15 March 2023 : Traffic Control Room notified of a possible car fire. Within a short period of time our incident responder, Victoria Police and Fire Rescue Victoria were on scene to contain and close of the area.

4 May 2023: Traffic Control Room operators notified of a Motor Vehicle Accident. Incident response was dispatched along with police, ambulance and fire rescue.

13 June 2023: Traffic control room alerted to a truck fire. Operators were quick to dispatch incident response. Fire Rescue Victoria arrived on scene and had the fire under control shortly after.

04/05/23



13/06/23



14/08/22



15/03/23



Customers



EastLink is committed to delivering high standards of customer service

Customer Satisfaction

Our ninth annual customer satisfaction survey was conducted in FY23.

Survey responses were up by 37% compared to the previous year.

EastLink’s Adjusted Net Promoter Score* for EastLink account holders (+45%) remains firmly within the narrow +45% to +46% band that has been recorded since 2020, which is considerably higher than the years prior to 2020.

Overall satisfaction with EastLink (8.29 out of ten) has eased back from its record high in 2021 (8.35), which is attributed to the significant EastLink resurfacing works during both the 2022 and 2023 surveys.

EastLink continues to have higher levels of satisfaction compared to other toll roads and freeways in Melbourne’s east.

KEY STATISTICS



Customers rated the EastLink contact centre as "excellent" or "above average".

81%



Account holders saying they achieved what they wanted during their first contact with a customer service operators

83%

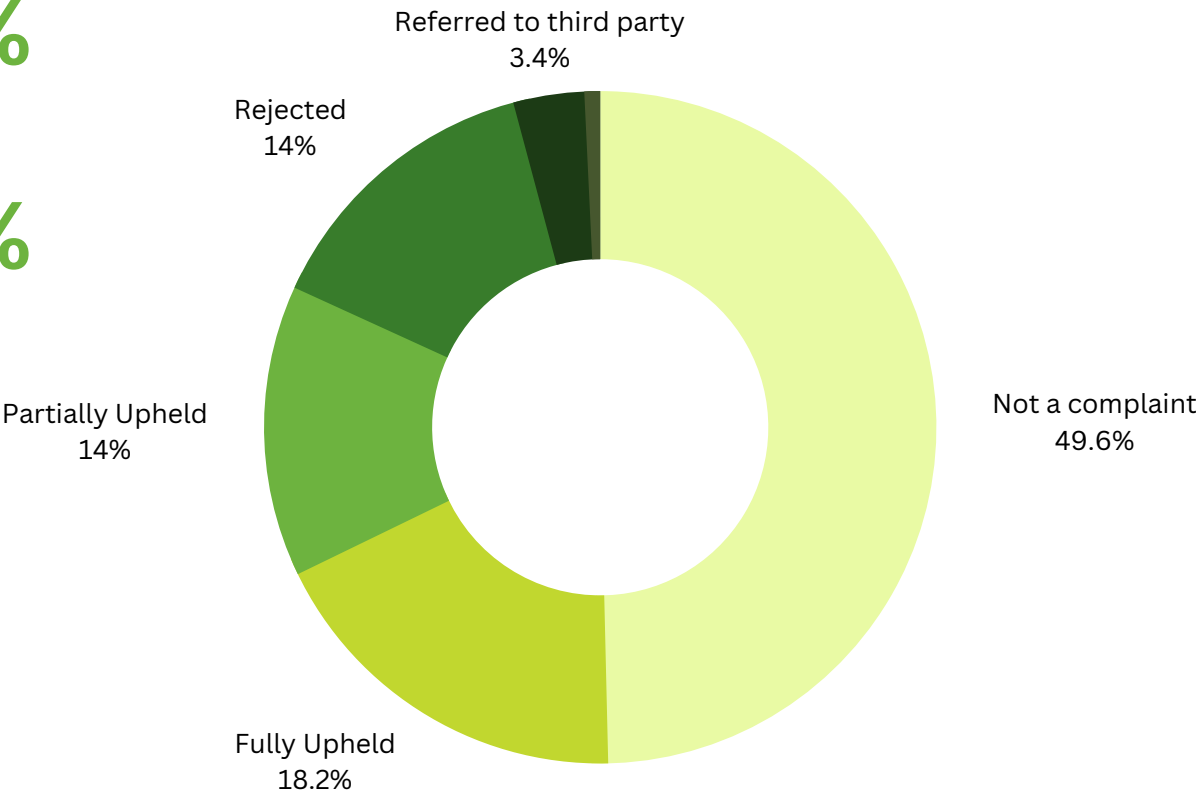
Customer Grievances

The EastLink Customer Advocate's role is to review disputes from EastLink customers, where the customer is not satisfied with the outcome of EastLink’s complaint resolution process.

The core objective of the EastLink Customer Advocate is to make responses and findings that are thorough and fair.

264 cases were received by the EastLink Customer Advocate in FY23, the average time to resolve each case was 2.9 calendar days, see the graph to the right for customer advocate statistics. Note; 2 cases did not provide sufficient information to allow investigation to proceed, despite requests for further information being made.

Customer grievance cases referred to the Customer Advocate



EastLink Adjusted Net Promoter Score and Customer Satisfaction



Customers



EastLink is committed to delivering high standards of customer service

Customer Hardship

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

Our Hardship Policy ensures that regardless of circumstances, customers will be treated with understanding, dignity and respect.

We assess each application for financial hardship assistance on the customer’s individual financial circumstances . Options that we may provide to customers under the Hardship Policy include:

- Extension of payment terms
- A payment plan
- Reduction or waiver of the debt
- Commitment to refrain from debt collection activities over an agreed timeframe
- A request to Victoria Police / Fines Victoria for withdrawal of EastLink tollway fine/s.

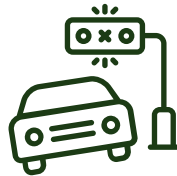
3,482 payment plans were created (an increase of 15% compared with the previous year). The average value of a payment plan increased from \$199 in the previous year to \$254.

KEY STATISTICS



Number of customer payment plans compared to 2022

15%



Number of infringements compared to 2022

32%

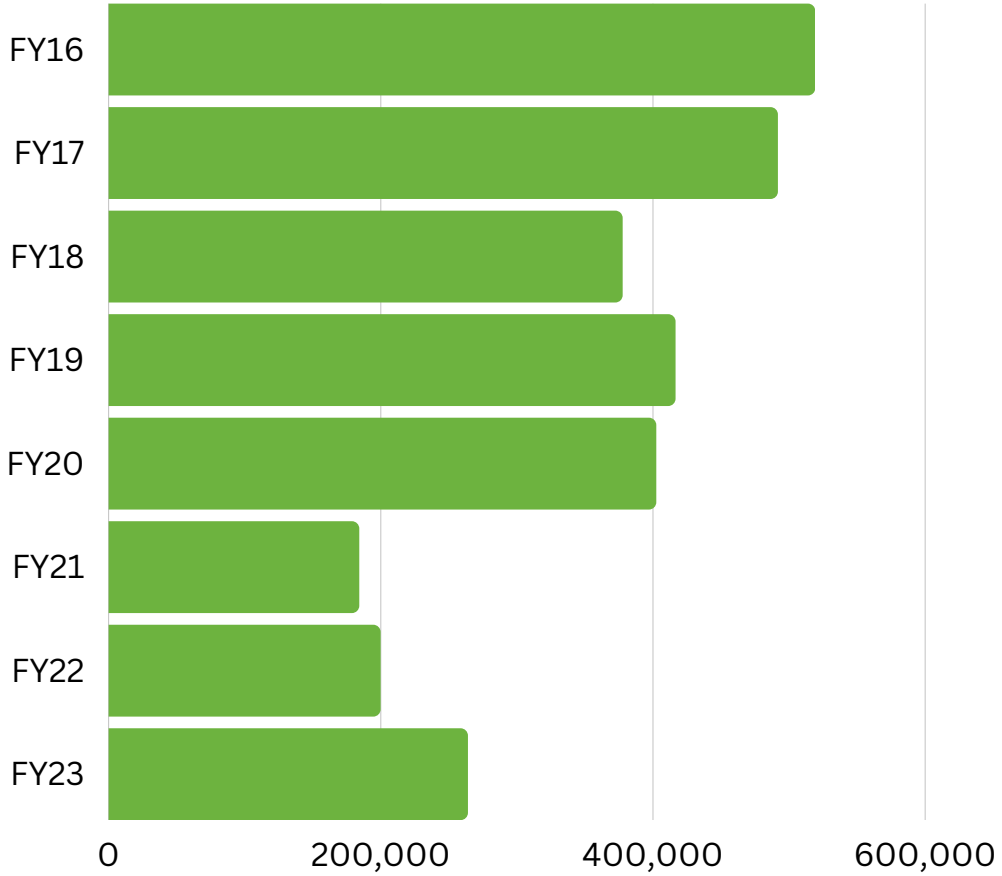
Tolling infringements

Motorists who do not have a valid account and fail to purchase an EastLink trip pass by three days after travel are sent an EastLink toll invoice, followed by an EastLink overdue notice. These are mostly delivered by post. Various email/SMS reminders are also sent (where these contact details are provided by the registration authority).

Infringements may be issued by Victoria Police / Fines Victoria at their discretion for travel that remains unpaid after the above communications.

263,668 infringements were issued for unpaid travel on EastLink during FY23 representing an increase of 32% compared with the previous year. Whilst this increase coincides with the end of the COVID-19 pandemic, as traffic returns to normal, the infringement volume is still 49% less compared with the baseline year (FY16).

Number of EastLink infringement penalty notices



Community



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

Community Engagement

EastLink news stories are communicated by website news stories, emails to customers and social media posts.

- 67 email bulletins were sent during FY23 (totalling approximately 16.6 million emails sent) with information about road closures for maintenance and resurfacing, website closures, customer surveys and community sponsorships.
- 5 letter box drops to approximately 2,000 local residents provided warning of potentially noisy night works (including resurfacing works)
- 17,551 responses to EastLink's customer satisfaction survey
- 11,392 responses to EastLink's self-driving & electric car survey

When undertaking community sponsorships, EastLink provides valuable promotional support in addition to sponsorship funding. This includes roadside signs, website news stories, emails to customers and social media posts.

Communications for the road resurfacing project included roadside signs, digital message signs, website alerts, emails to customers, social media posts, radio traffic reports and letter box drops to neighbouring residents. Weekly email to customers with road closure information.

Indigenous Culture

Indigenous artwork Rainbow Serpent Tracks (by Aboriginal artist Simone Thomson) was installed at the EastLink operations centre (see page 31). The Rainbow Serpent Tracks also features on new EastLink uniform shirts.

EastLink also commenced development of the EastLink 5km Indigenous Art Trail, with partners Mullum Mullum Indigenous Gathering Place, Croydon Hills Men's Shed, Mullum Mullum parkrun and Whitehorse City Council. (See inset to right).



During FY23, EastLink began working in partnership with Mullum Mullum Indigenous Gathering Place, Croydon Hills Men's Shed, Mullum Mullum parkrun, and Whitehorse City Council to develop the EastLink 5km Indigenous Art Trail, for completion and formal opening in early FY24.

The twelve art poles were manufactured by Croydon Hills Men's Shed and painted by local Indigenous artists organised by Mullum Mullum Indigenous Gathering Place.

There are 12 wooden art poles installed alongside the EastLink Trail in Mullum Mullum valley.

Helpful trail directions are carved into the top of each art pole. The route of the EastLink 5km Indigenous Art Trail will be exactly the same as the route of the 5km Mullum Mullum parkrun event that is held every Saturday morning at 8am. Mullum Mullum parkrun is a free, fun, and friendly weekly community event, part of the worldwide parkrun phenomenon. Walking, jogging or running, parkrun participants will be able to follow the trail directions on the art poles while enjoying the artworks amidst the natural beauty of Mullum Mullum valley.

Community



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

Community Sponsorships

- Frankston Arts Centre (throughout FY23)
- Knox Basketball (throughout FY23)
- Frankston BMX Club (throughout FY23)
- Celebrate Children's Week event (22 October 2022)
- Maroondah Festival (6 November 2022)
- Peninsula Aero Club Christmas Toy Run (3 December 2022)
- Frankston's Christmas Festival of Lights (26 November 2022)
- Rams Day Out with Ringwood Cricket Club (10 December 2022)
- 12 Days of Christmas in Monash (13-24 December 2022)
- Ringwood Diving Club's EastLink Diving Championships (27-29 January 2023)
- The Waterfront Festival (18-19 February 2023)
- The Big Picture Fest street art festival (20-26 March 2023)
- The Ringwood Gift athletics meeting (25 March 2023)
- South Side Festival (5-14 May 2023)
- Shine a Light on Road Safety walk (7 May 2023)

Graffiti Removal

Offensive graffiti is removed within 24 hours of being reported, other graffiti within seven days. Our preference continues to be to paint over graffiti, to minimise the use of paint remover chemicals. EastLink is relatively free of graffiti compared to other freeways in Melbourne.



Rainbow Serpent Tracks

The EastLink operations centre in Ringwood is the heart and soul of EastLink. This is where the EastLink team is based - currently more than 200 people. Our corporate visitors come to meet us here. Customers attend our customer centre here. That's why the EastLink operations centre is the perfect location for this new installation of Rainbow Serpent Tracks, by local Aboriginal Artist Simone Thomson. Seeing Rainbow Serpent Tracks each time we arrive at the EastLink operations centre reminds everyone in the EastLink team that EastLink is part of a much larger landscape, which existed before EastLink was built, and which will continue long after we have gone.

Rainbow Serpent Tracks will help us maintain a sense of perspective, and ensure that we consider the bigger picture in our day to day operations.

Rainbow Serpent's journey tracks across Country pushing the earth up with his belly, creating mountains and valleys in winding crevices.

Like the Rainbow Serpent's journey through the long and winding valleys, the EastLink tunnels burrow beneath the earth of the Mullum Mullum valley creating their own journey tracks ensuring Country and its surrounding wetlands stay protected, just as our ancestors have done for thousands of years.

Simone Thomson is a local Aboriginal Artist and is a Woi-Wurrung Wurundjeri and Yorta-Yorta Traditional Owner through her mother, and Irish/Scottish through her father.

Simone draws inspiration from the abundant textures and colours of this beautiful land along with the ancestral bonds she has to the Birrarung (Yarra River) and Dhungala (Murray River). Her people are river people, so she finds that waterways often interweave into her art along with dreaming and creation stories.



Original artwork titled Rainbow Serpent Tracks by Simone Thomson © 2019.

Simone Thomson, the artist behind Rainbow Serpent Tracks, is a local Aboriginal Artist and is a Woi-Wurrung Wurundjeri and Yorta-Yorta Traditional Owner through her mother, and Irish/Scottish through her father.



We were proud to release new EastLink uniforms also incorporating Simone's art



Artwork Restorations



Located next to EastLink south of Greens Rd, Hotel by Callum Morton is one of Australia's most famous public artworks. At 20 metres high, Hotel is a 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. Hotel is effectively a giant folly.

While Hotel was completely repainted by September 2022, there were major faults with the lighting control system, which meant that the artwork's windows were not lighting up at night. The faulty system was completely replaced with a modern lighting control system, and the artwork's windows are again lighting up at night using the same sequence as originally programmed for the artwork.

Reverent Numbers by Jos Van Hulsen is located adjacent to the EastLink Trail south of High Street Rd. To create the artwork, Van Hulsen transformed discarded distance counters from the Victorian Railways into towers that are memorials to statistics of both distance and casualties. In a culture bombarded with numbers every day, Reverent Numbers seeks to provide a connection with these human tragedies by embedding the towers with mirrors. On closer inspection, the viewer can catch a glimpse of themselves, a friend or stranger, who are all a possible statistic.

Well, that was the theory behind the artwork! In practice, vandals smashed each of the glass mirrors, destroying the relationship between the viewer and the artwork. During FY23, the broken glass mirrors were replaced by much more robust stainless steel mirrors that were cut to size in the EastLink workshop, from large industrial mirror products. The rust on the old railway distance counters has always been an integral part of this artwork, and won't be removed.



Employees



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

Employee safety

EastLink takes a proactive approach to workplace safety, and we implemented a number of safety improvements in FY23.

New safe work procedures have been implemented, which have improved the safety of our workforce who work in an active, high speed traffic environment. For example, an improved spill response safe work procedure was developed.

Our workplace safety goals are always:

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

During FY23 there were no LTIs recorded and no MTIs for ConnectEast employees, and no LTIs or MTIs recorded for Ventia employees or contractors. Most importantly, there were no fatalities recorded by employees, contractors, or motorists.

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 15 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.

EastLink Sustainability Report FY23

KEY STATISTICS

Number of Lost Time Injuries 0

Number of Medically Treated Injuries 0

Number of Workplace Fatalities 0

Health and wellbeing

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 well-being 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:

- Skin checks
- Flu vaccinations
- Health appraisals
- Corporate discount for gym membership
- Corporate group gym classes (partially subsidised)
- Employee assistance program for counselling and advice (includes assistance for family members).
- Complimentary tickets to events sponsored by EastLink



On Wednesday 7 June 2023, our new Micro Market opened for business. This provides a great space to share a meal, meet over coffee or to relax. The Micro Market offers staff a huge variety of fresh food, drinks, snacks and coffee. It's always stocked, always fresh and always available for staff working on weekends or late shifts.

Employees



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

Parental leave and flexible work arrangements

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
- 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.

Learning & 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.

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.



EastLink staff attending EastLink's annual Safety Day in October 2022

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.

Collective agreement

As at 30 June 2023, 56% 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 gender pay equity for all employees covered by the ECA, so that irrespective of gender, employees receive the same pay for the same work performed.



Employment in the Philippines

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 high level of confidence.

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. The toll point transaction can then be processed accordingly.

Since June 2018, EastLink has operated an image processing team in Manila, the Philippines. "Team Jeepney" comprises 14 image processing operators, one team leader and an account manager.

The staff are very committed to their role and they are proud of EastLink. They have just celebrated their 5 year anniversary and staff were awarded certificates of recognition for their tenure.

Employees



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

Diversity, equity & Inclusion

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.

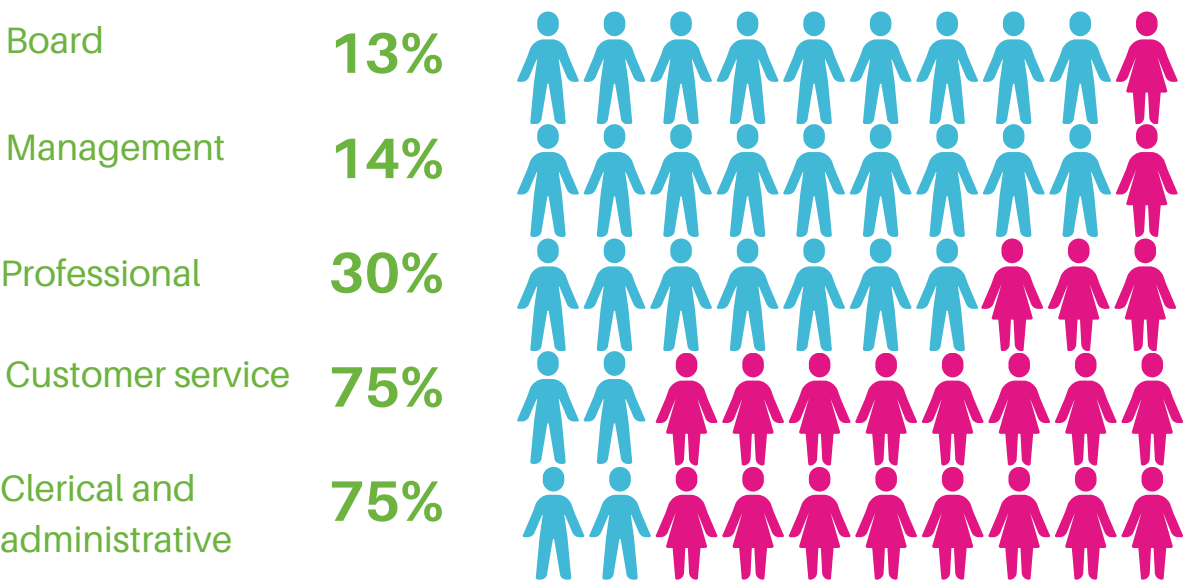
We are committed to employing the best people and recognise the importance of reflecting the diversity of our customers and markets in our workforce. Above all, we are committed to ensuring that all employees are treated fairly and with respect and dignity. Supporting diversity at EastLink is a responsibility 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 FY23, EastLink submitted an annual report to the Australian Workplace Gender Equality Agency (WGEA) of which EastLink was confirmed to be compliant. An annual report on EastLink’s Equity and Diversity Program was also provided to the EastLink Board.

KEY STATISTICS

Women in workforce (full time, part time and casual)



Government & Industry



EastLink regularly communicates with government and industry bodies to ensure safe and efficient operations

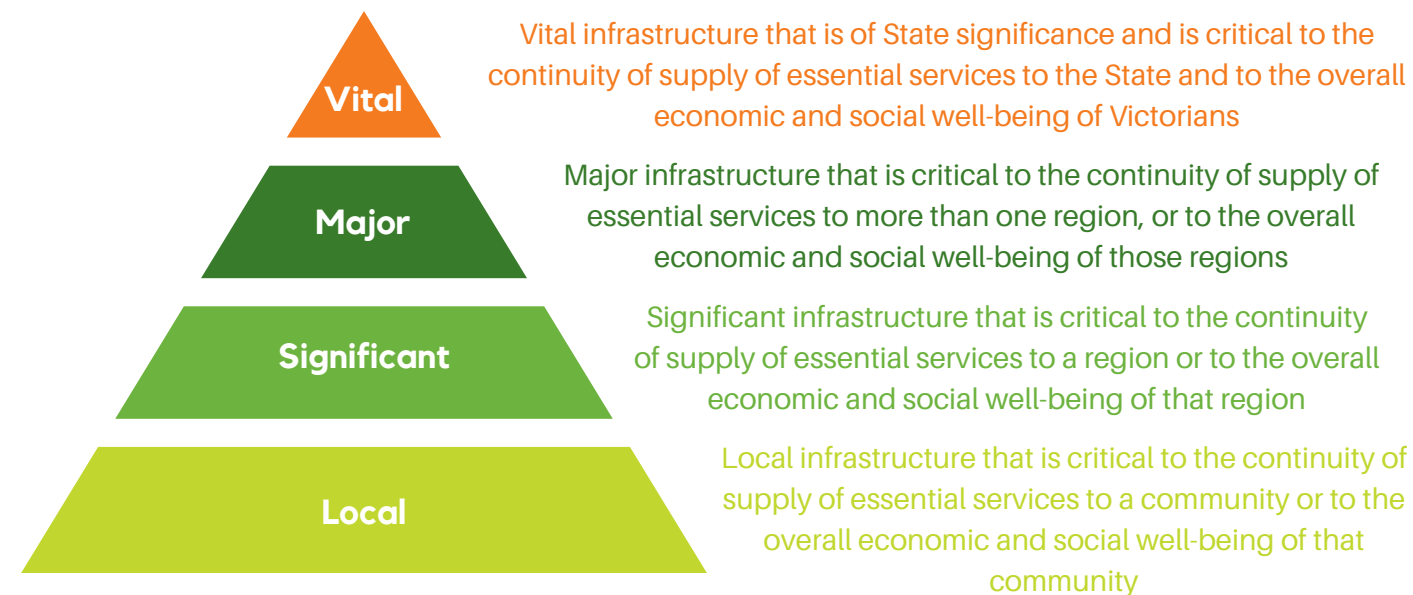
EastLink actively communicates to government and industry bodies on progress and issues on EastLink's operations. Forming part of this is EastLink's monthly operations report to the Department of Transport and Planning which provides the department with full disclosure across our road operations.

Defined as vital critical infrastructure in Victoria, EastLink sits within the state's critical infrastructure register and resilience network which works to ensure its operation for the economic and social well-being of Victorians. EastLink is required under Part 7a of the Emergency Management Act 2013 to annually "develop, conduct and evaluate an emergency exercise to test the planning, preparedness, mitigation, prevention, response or recovery capability in respect of an emergency."

An additional exercise required under the Concession Deed is planned and developed by the Incident Planning Committee (IPC). This includes stakeholders from Victoria Police, the Department of Transport and Planning, Fire Rescue Victoria, Ambulance Victoria, and local councils.

These exercises are undertaken annually, and EastLink successfully conducted them for FY23.

VICTORIAN CRITICAL INFRASTRUCTURE MODEL



The IPC meets every six months and reviews all major incidents on EastLink as well as reviewing incident and emergency response performance and governance.



In FY23, exercise 'ERIS' was successfully completed, providing an opportunity for EastLink to examine the tactical and strategic response to three unrelated emergency events affecting critical infrastructure that would impact the Victorian community.

Through this exercise, EastLink demonstrates its compliance with the legislative framework and provided an opportunity to examine, test and identify areas for improvement at both a strategic and operational level in response to management of multiple significant emergency incidents caused by road disruption.



ESG Performance

Environmental

Climate Risk & Adaptation



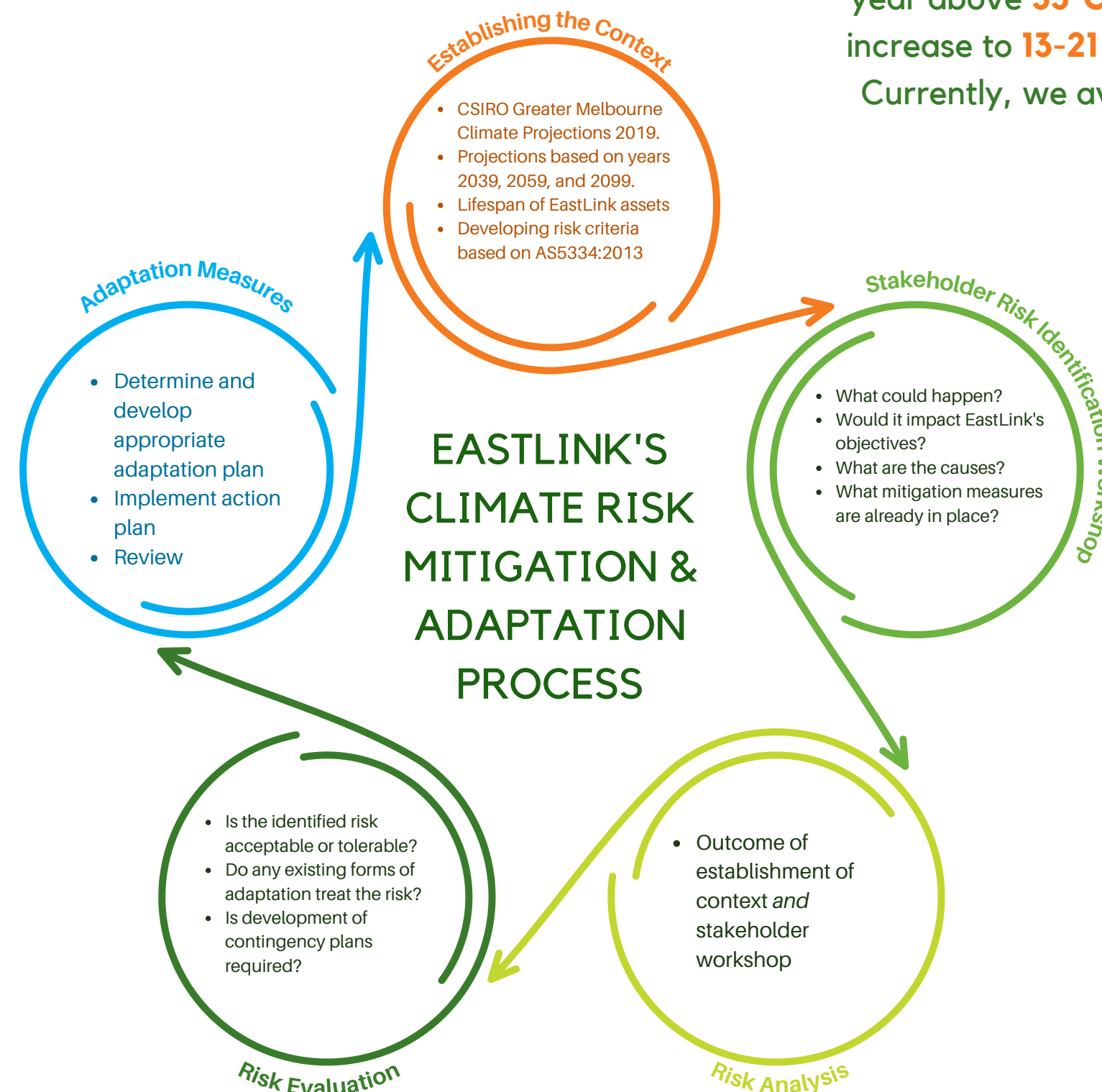
A changing climate poses physical and transitional risks to EastLink's operations and maintenance.

A changing climate poses physical and transitional risks to EastLink's operations and maintenance works. This includes effects on employee and customer health, integrity of road surfaces, increased fire and flood risk, and many more. Anticipated changes to policy in response to climate change will add further complications to standard operations and maintenance.

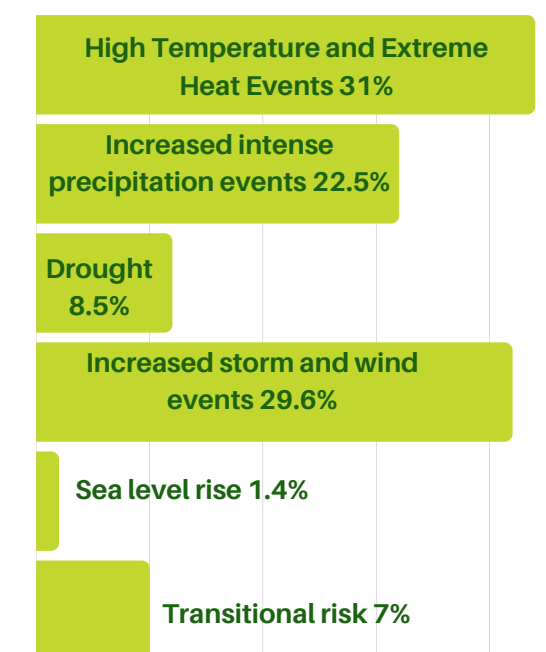
EastLink maintains a climate risk register based on data from the CSIRO and aligned to AS5334:2013, providing a method to identify and address key risks to ensure safe and sustainable operations into the future.

In FY23, the climate risk register and associated report was reviewed with several new risks being identified. EastLink will continue to review climate risk on an annual basis.

The average number of days per year above **35°C** is projected to increase to **13-21 days by 2050**. Currently, we average 8 days.



% of total risks identified per climate change impact



EastLink's Annual Victorian Self-Driving & Electric Car Survey

Electric Vehicles

In late 2022, EastLink conducted its sixth Annual Victorian Self-Driving & Electric Car Survey with over 11,000 participating motorists from Melbourne's EastLink. The survey, the world's largest of its kind, revealed that hybrids are currently the preferred power choice for most, projected to remain so for a few years, while 100% electric cars gain preference beyond 5 years. Despite decreasing prices, high purchase costs remain a significant barrier to owning electric vehicles, as noted by an increasing number of motorists yearly. Over two thirds of respondents believe government incentives should boost electric vehicle adoption.

Self-driving Vehicles

Usage of advanced driver assist features is on the rise, except for certain functions like active parking assistance and automatic lane changing. It's uncertain if this increased usage is improving road safety statistics. Concerning fully self-driving cars, scepticism persists among motorists about safety and feasibility. Trust in the technology needs improvement before widespread adoption, evidenced by declining interest in hands-off driving and a one-third expectation of flawless self-driving performance. Conversely, vehicle connectivity is in demand, particularly for applications like traffic and road condition alerts, security, emergency assistance, and entertainment. Future cars are likely to incorporate such connected features for enhanced safety, convenience, and entertainment.



100% EV's to gain preference beyond 2028

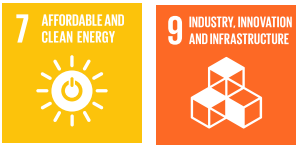


11,000 participants



Increased demand for advanced driver assist features and vehicle connectivity

Energy & GHG Emissions



EastLink continues to seek emissions reductions and more efficient methods of operation, supporting the aims of the Victorian Government to reach net-zero by 2045

EastLink’s total scope 1 and scope 2 emissions have fallen year on year since FY15 and are currently less than two thirds of what they were in the baseline year (FY10). This has been driven primarily by significant reductions in electricity usage, which EastLink uses to operate the tunnel air extraction system, road lighting, tolling, and office and depot buildings.

In FY23, the Road Lighting LED Replacement Project was completed, with 1,424 LED’s installed (see following page for more detail). This project along with other efficiency improvements, notably reduced EastLink’s electricity usage from FY22. Scope 1 emissions unfortunately increased due to a return to 100% operations given the end of the COVID-19 pandemic. EastLink will continue to seek scope 1 emissions reductions where possible. In FY24, EastLink will upgrade its heating system for the EastLink Operations Centre which will reduce natural gas consumption.

EastLink is developing a Scope 3 emissions data capture strategy which is expected to be rolled out over the next few years, which will enhance our understanding of resource consumption and emissions with the aim to further reduce EastLink’s carbon footprint up and downstream.

KEY STATISTICS

See Appendices - ESG Data Tables for more information



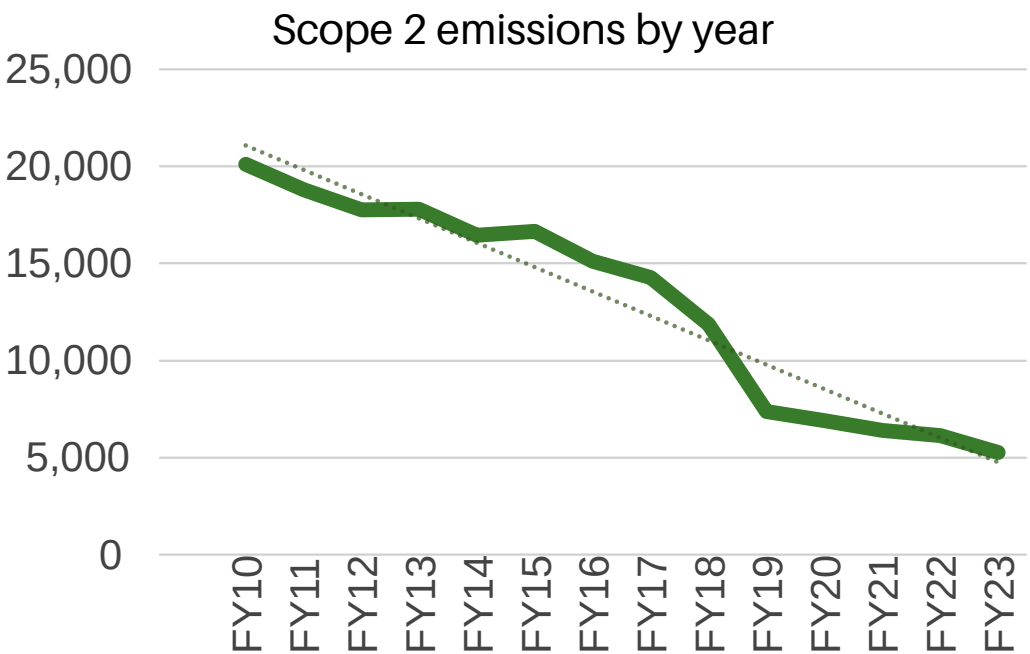
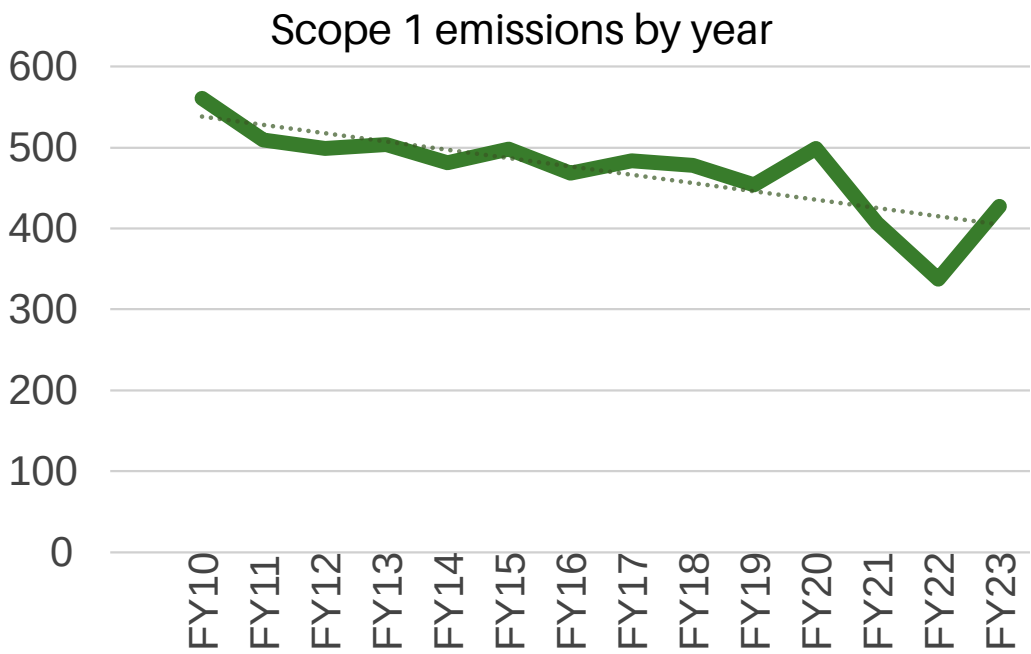
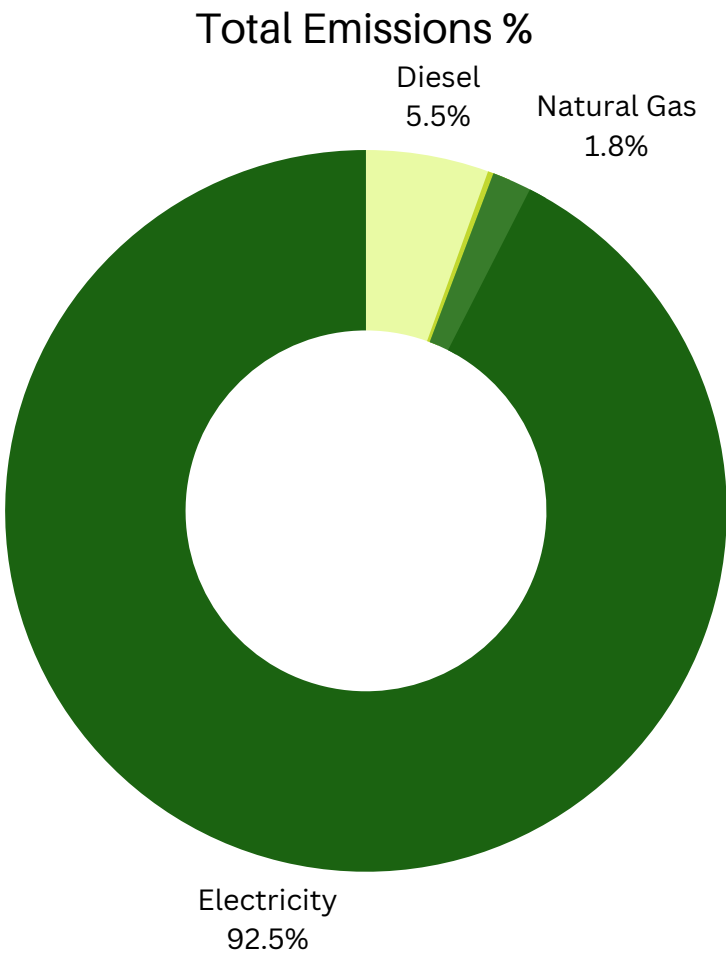
Electricity usage (from FY22)

3.1% ↓



LED interchange light replacements

1424 ✓



Road Lighting LED Replacement Project

The EastLink team has completed the upgrade of street lights, by removing the existing high-pressure sodium (HPS) luminaires and installing new LED luminaires. During FY23, a total of 1,424 new LED luminaires were installed progressively along the length of EastLink (including the ramps at the EastLink - Monash Fwy interchange and on Ringwood Bypass).

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

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

Early data shows that there has been an average reduction of 29% for electricity consumption where these LED lights were installed. This is equivalent to the amount of electricity used to power 392 homes per annum.

This project follows on from an earlier project in 2021, in which EastLink's tunnel lighting was upgraded to LED technology. EastLink has now installed a total of 2,598 LED lights over the past two years.



New LED luminaires at the Monash Freeway Interchange. Note the old HPS luminaires in the centre-right of the image, which have since been replaced.



392 homes' worth of electricity saved per year



Increased lifespan and decreased maintenance cost



Improved road user and incident response visibility

Air & Water Quality



Maintaining safe air and water quality as a result of EastLink operations is critical for local community values and the environment

Air Quality

Impacts on air quality from road and tunnel infrastructure primarily stem from customer vehicle emissions and plant and equipment emissions. EastLink’s two tunnels both feature an air quality management system to ensure air flows through the tunnels and discharges from the two ventilation stacks above and away from residences and the Mullum Mullum creek corridor below. These emissions are managed in accordance with a licence from EPA Victoria which includes limits for maximum discharge rates and total discharge over the year.

Air pollutants increased slightly in FY23 due to a return to normal traffic as restrictions associated with the COVID-19 pandemic ceased. In FY24, EastLink will install new split-system air-conditioners to ensure continued stable operation of sensitive air quality monitoring equipment during future hot summers.

KEY STATISTICS

See Appendices - ESG Data Tables for more information



Wetland maintenance jobs completed

67



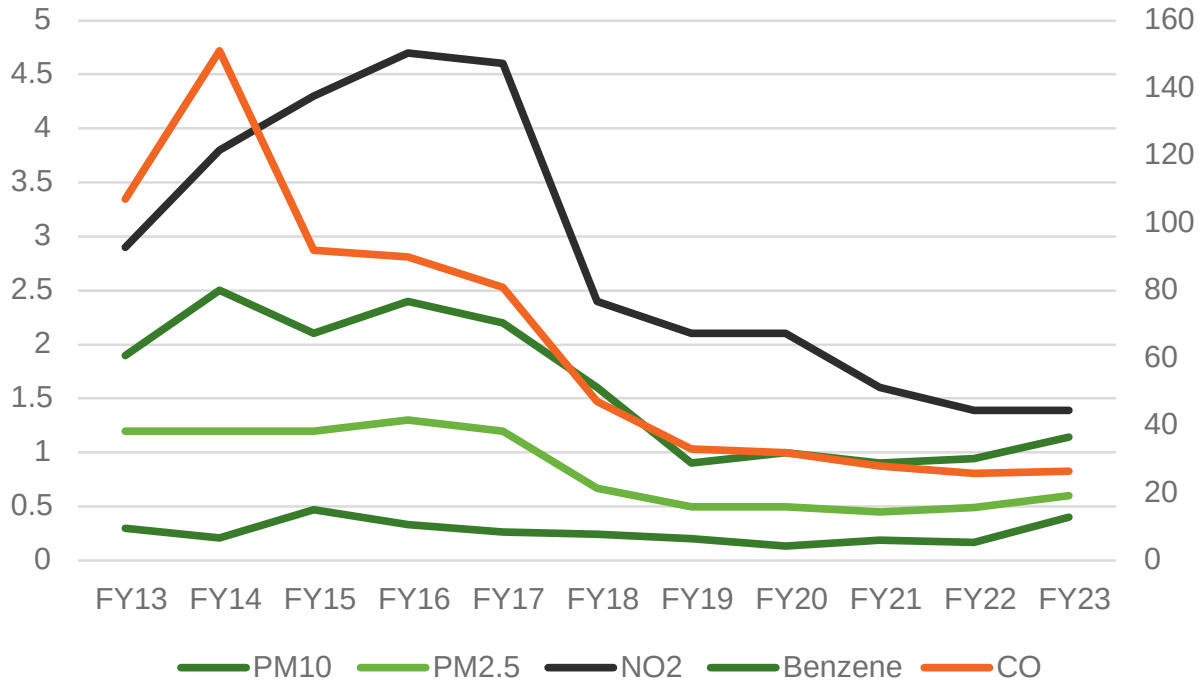
Air quality discharge rates well below EPA Licence limit



Water Quality

EastLink maintains 63 water treatment trains (wetlands) which function to treat road surface rainwater run-off before it is released to local waterways. This is done through settling of coarse sediment in a sediment pond or trapping between aquatic plants, as well as biological and chemical uptake of pollutants such as phosphorus and metals in the plants themselves. Wetland design is based on Melbourne Water guidelines and such examples can be found all over Australia. These wetlands also provide a secondary function in supporting biodiversity, particularly local bird and frog species.

Emissions from Tunnel Exhaust Stacks (tonnes/year) *CO on right axis



Tunnel Air Quality & Emissions Monitoring Upgrade

In early FY23, EastLink completed installation of a major proportion of new air quality and continuous emissions monitoring equipment in both tunnels, as they were nearing end of life.

This included new:

- In-tunnel air velocity sensors
- Ventilation stack air velocity sensors
- PM2.5 and PM10 sensors
- Ventilation stack air temperature sensors

These sensitive pieces of equipment continuously operate to ensure EastLink maintains good air quality for the local community and operates within the limits set within EastLink's EPA Licence.

Air quality data for the tunnels captured by this equipment can be found on the EastLink website.



New particulate matter sensors (Above) located within the plenum of the Mullum Mullum ventilation stack, with the new control units located in the air quality monitoring cabinet (Below)



Wetland Rehabilitation Works

A program of maintenance works was undertaken to ensure the functionality of the water treatment trains (wetlands) in the EastLink corridor. Works were completed on a total of seven wetlands during FY23.

The works involved removal of silt from the sediment pond and flushing of pipes to ensure that the wetlands can perform their primary functions to treat stormwater runoff from the EastLink road and prevent litter and contaminants for entering receiving waterways.

As well as providing a water treatment function the wetlands provide important habitat for a myriad of flora and fauna species including, frogs, crayfish, fish, birds and insects and are an important resource in a highly urbanised environment.

EastLink will continue wetland rehabilitation works in FY24.

Before



After



Biodiversity, Habitat, & Landscape



EastLink acknowledges a well-maintained roadside landscape ensures a healthy habitat for thriving biodiversity

EastLink's landscape has been designed to complement the region's bushland, parklands and creek corridors. Our landscape extends to 480 hectares and includes 4 million trees, shrubs and plants.

EastLink's landscape team undertakes regular inspections to ensure it continues to thrive and provide excellent habitat for the region's biodiversity, as well as providing amenity for local residents and road users.

The focus on landscape in FY23 continued to be removal of noxious woody weeds such as gorse, blackberry, and broom, as part of EastLink's Landscape Management Strategy.

EastLink's 63 wetlands which treat stormwater runoff from the motorway, also form an integral part of EastLink's landscape.

KEY STATISTICS

See Appendices - ESG Data Tables for more information



Landscape maintenance jobs completed

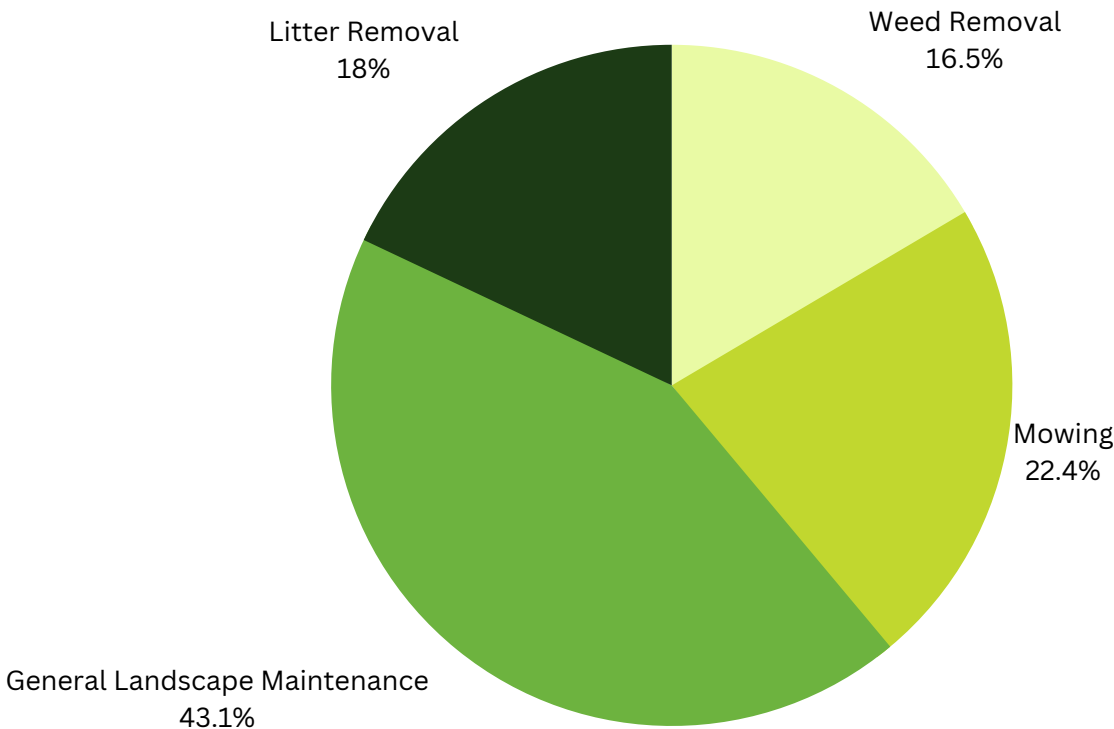
406



Habitat Maintained (hectares)

14.37

% of Landscape works performed in FY23



Some species found along the EastLink corridor include...



Hardhead (White-eyed Duck)



Powerful Owl



Sharp-tailed Sandpiper



Platypus



Swordgrass Brown Butterfly



Eastern Banjo Frog

Landscape Management Strategy

Eastlink's award-winning landscape asset boasts an area comprising:

- Approximately 1.5 times the size of Central Park in New York with over 25 times the number of trees,
- 13 times the size of Melbourne's Royal Botanical Gardens with over 75 times the number of plants installed
- 250 MCG playing fields of landscaped area and 150 times the grass area
- Over 7 times the number of all the street trees managed by Melbourne City Council

EastLink has developed a landscape strategy and action plan to guide the future management of EastLink's maturing landscapes, of which the majority was planted over 15 years ago. The strategy provides an opportunity to re-establish the vast area of plantings and guide EastLink's land management into the future and is an opportunity for planting treatments that can increase species diversity, including additional pollinator and food source species, and increase canopy coverage with proposed renewal works including plans to install approximately 600,000 shrubs and trees over 5 years.

The strategy's main objectives are to:

- Maximise potential for natural regeneration
- Maximise habitat and ecosystem value
- Minimise competition from weeds and exotic species
- Ensure planting has a functional lifespan of at least 20 years
- Any re-planting has successful viability beyond 2043



Approximately 40,000 m2 of mulch to be applied



Approximately 600,000 shrubs and trees to be planted over 5 years



Ensuring a sustainable and functional landscape benefitting many

World Environment Day

In early June 2023, EastLink representatives joined over 100 community members who turned out to the First Friends of Dandenong Creek's annual World Environment Day tree planting event.

The planting site was located in Bayswater on the banks of the Dandenong Creek - a vital waterway in Melbourne's east which runs parallel to EastLink.

Over 3000 plants went into the site, after Knox City Council had prepared the location making for a very well organised event commencing with a welcome to country smoking ceremony by Wurundjeri and ending with a delicious sausage sizzle thanks to the Bayswater Rotary Club.

*EastLink volunteers
hard at work on a
drizzly winter's day
(above)*



*Lucky enough to
plant a lovely
young Manna gum
tree! (below)*



Waste & Recycling



Opportunities to reduce waste generation and re-use or recycle waste streams are considered in all aspects of EastLink's operations

As a result of the operations and maintenance activities, EastLink generates various waste streams which are appropriately managed to divert as much waste as possible away from landfill. EastLink continued to improve its waste management performance in FY23 through recycling, re-use, and treatment of waste that may otherwise be sent to landfill.

Thanks to diverting street-sweeper waste from landfill to be re-used as fill material, EastLink achieved its lowest waste to landfill figures to date, a reduction of 16% on FY22 and 40% from baseline (FY11).

100% of profiled open grade asphalt forming a part of the asphalt resurfacing project is recycled by a third-party subcontractor. See page 25 for further details.

KEY STATISTICS



Lowest waste to landfill volume since 2010

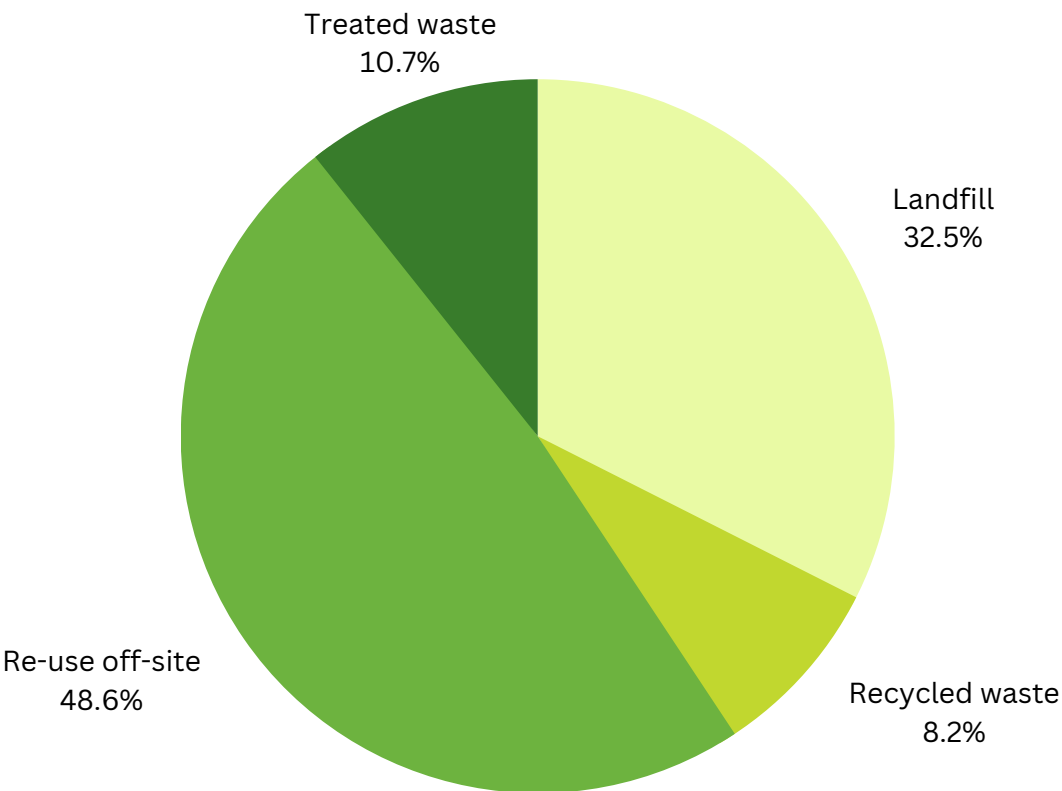
197 t ✓



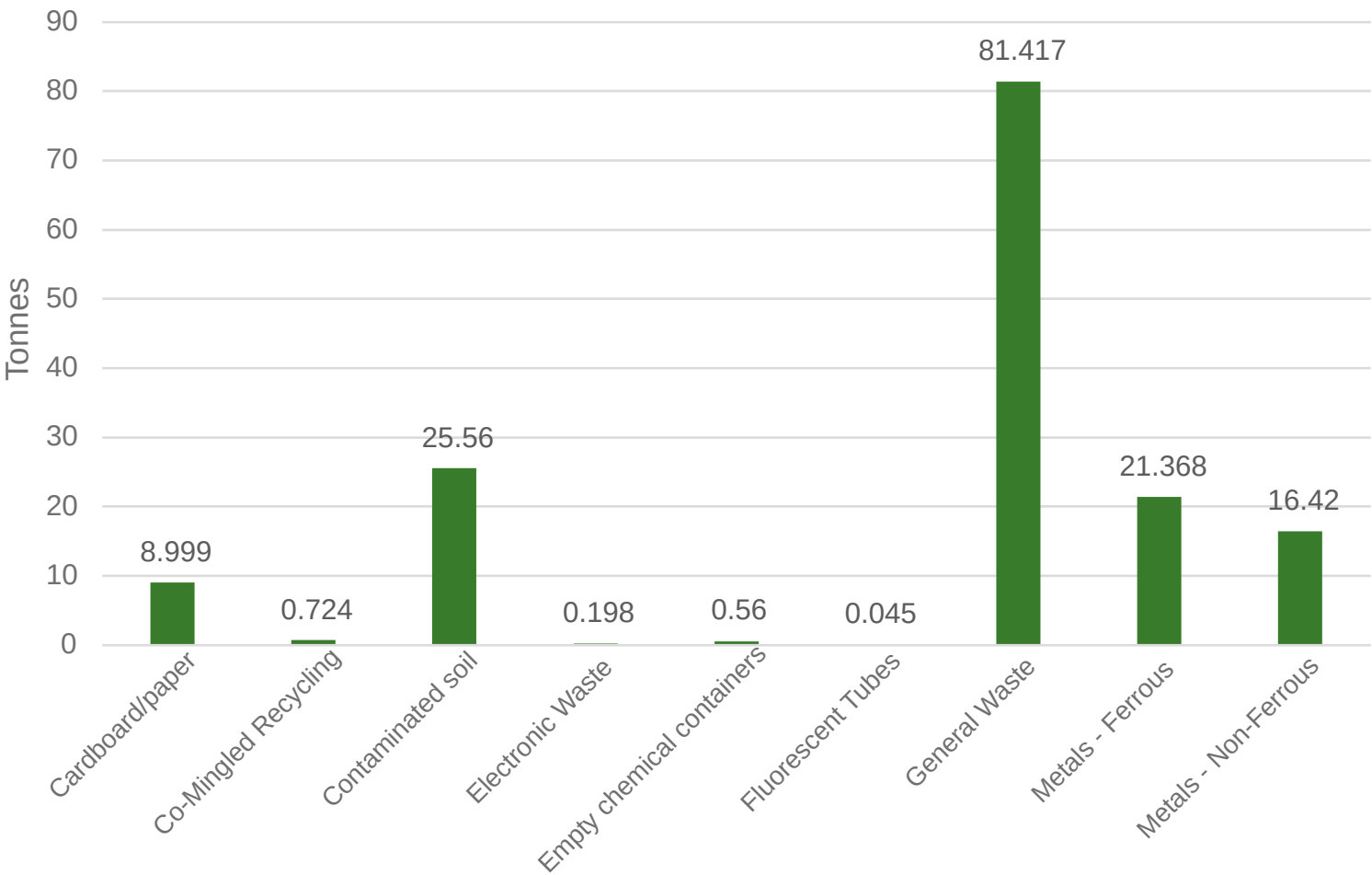
Diversion from Landfill %

67 % ✓

% of waste end-use FY23



Summary of Waste Streams FY23





ESG Performance Governance



GRESB Infrastructure Asset Assessment



The Global Real Estate Sustainability Benchmark is an important tool in measuring EastLink's sustainability performance

What is GRESB?

The Global Real Estate Sustainability Benchmark's (GRESB) Infrastructure Asset Assessment appraises ESG performance at the asset level for infrastructure asset operators, fund managers and investors that invest directly in infrastructure.

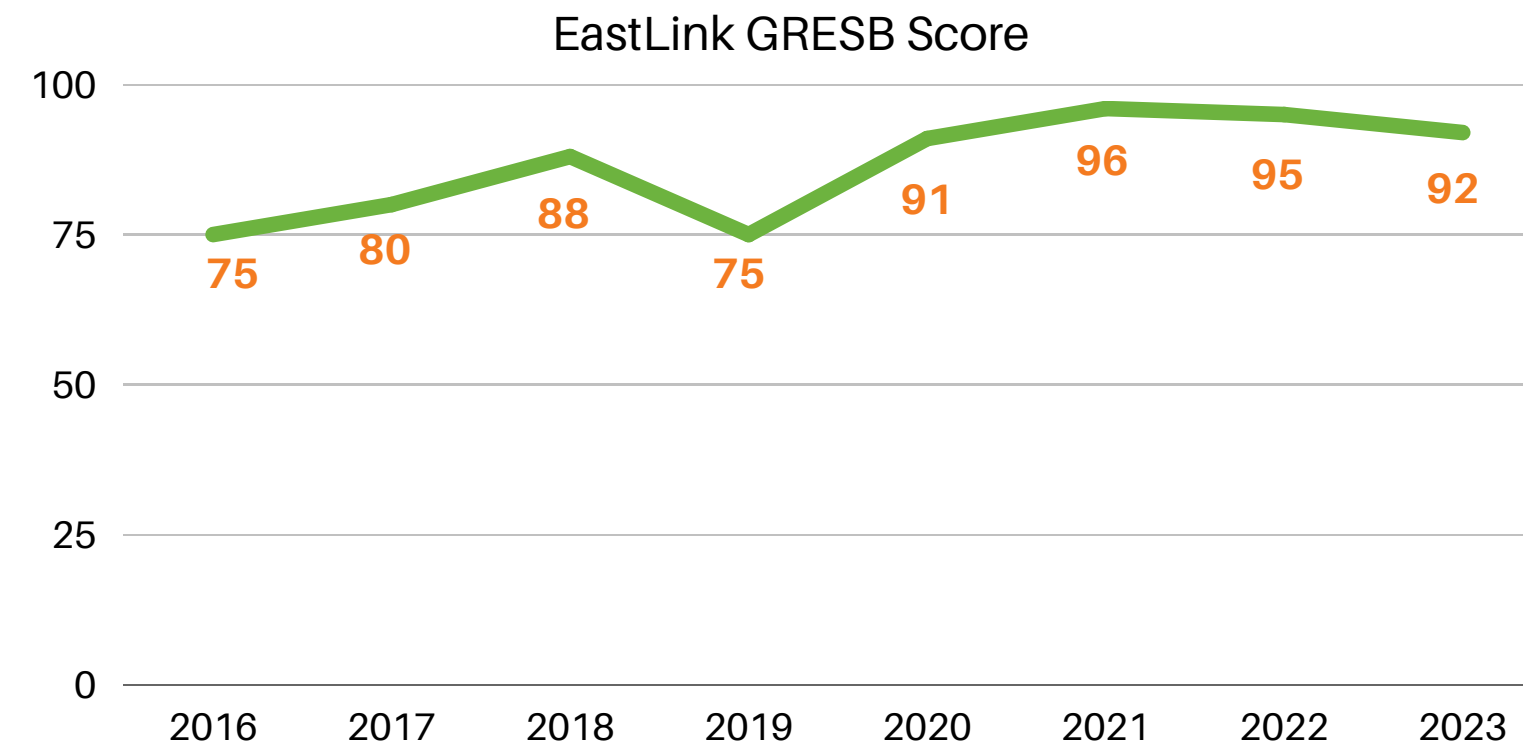
The assessment offers high-quality ESG data and advanced analytical tools to benchmark EastLink's ESG performance, identify areas for improvement, and engage with investors.

EastLink participates voluntarily in this assessment annually and has continually achieved excellent scores since first participating in 2016.

EastLink's Result

EastLink achieved a score of 92 out of 100 for 2023, based on FY22 data, which is our third-highest score and continues our position as the number one ranked motorway operation in the Asia-Pacific region.

EastLink achieved a four-star rating in 2023.



2023 GRESB Infrastructure Asset Benchmark Report

ConnectEast Pty Ltd | Horizon Roads

GRESB Rating
★★★★☆

Participation & Score



Peer Comparison



Asset Resilience



Ensuring resilience and adaptive capacity of EastLink's assets are critical for continued operations

Road Resurfacing Project

With over 1 billion vehicle trips having been made on EastLink since opening in 2008, EastLink is currently in the process of resurfacing the road. The entirety of EastLink, excluding the tunnels, will be resurfaced with open grade asphalt. Two-thirds of the project is now complete. It is expected that the project will be complete in FY24 pending favourable conditions for laying open-grade asphalt.

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 asphaltting contractor to provide the scope 3 GHG emissions from the various trucks, plant and machinery used for the works.

Quarterly Tunnel Maintenance

EastLink performs quarterly tunnel maintenance closures to ensure it is safe and operational for the many thousands of vehicles that traverse the tunnels every day.

Works during the tunnel closures included maintenance of jet fans, overhead lighting, air monitoring equipment, and electrical circuits. Other works include washing of tunnel walls and road, landscape maintenance around the tunnel entrances, as well as important tests to ensure our safety and emergency systems are fully functional.

Emergency & Crises Management

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 FY22 crisis management exercise on 17 November 2022. This exercise was successfully conducted at the EastLink Operations Centre.

In addition, an emergency services 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 2022 emergency exercise was conducted on 26 October 2022. The 2023 emergency exercise is planned for November 2023 which will be a field exercise with emergency personnel in attendance.



Communications for the road resurfacing project included roadside signs, digital message signs, website alerts, emails to customers, social media posts, radio traffic reports and letter box drops to neighbouring residents.



Technology Upgrades

OMCS Upgrade

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.

In FY23, we completed 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. EastLink are currently in the document review preliminary design phase of the project.

Replacement of Image Processing System

EastLink's image processing system conducts Automatic Licence Plate Number Recognition 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).

EastLink is currently close to finalising a vendor in replacing the image processing system, with the discovery phase to commence in FY2024.



EastLink's imaging processing system uses digital images of passing vehicles to process tolls for customers without tags.



OMCS upgrade to reduce congestion and improve safety



Improved image processing system at toll gantries

Tunnel pavement deep clean

The pavement surface inside the EastLink tunnels is dense grade asphalt.

This means the EastLink tunnels are not included in EastLink's major resurfacing project, which is currently underway and focused on resurfacing EastLink's extensive open grade asphalt surface (see page 51).

To ensure the pavement in the EastLink tunnels continues to provide a high-quality driving experience, during FY23 we washed the tunnel pavement surface with specialist equipment.

Heavy industrial cleaning trucks were brought down from Queensland to undertake a high-pressure wash and clean of the tunnel pavement surface to remove any build-up of oils, grime, particles and other material.

To minimise inconvenience for motorists, these works were completed at night and with temporary lane closures and speed restrictions instead of full tunnel closures.



Heavy industrial cleaning trucks were brought down from Queensland to undertake a high pressure wash and clean of the tunnel pavement surface



Data Security & Information Privacy



The EastLink toll road is dependent on various technologies and systems for the safety of customers and to protect the privacy, confidentiality, integrity and availability of information.

Through the course of our business operations, ConnectEast may record information about its customers or other individuals in order to provide our toll road services and associated products. Our Privacy Policy is available on our website.

Securing our data is critical to safeguarding business operations and the trust of our customers and stakeholders. ConnectEast is proud to not have experienced any cyber security breaches or releases of personal information. With increasing cyber security threats occurring throughout Australia, we recognise the importance of security and continually reviewing and improving our systems in response to potential threats.

ConnectEast has integrated security into our strategic and operational plans to reduce risk and understands that having an effective and strong security foundation in place is an essential part of conducting business. It is imperative that business continuity is not interrupted or threatened by security breaches and risks. We regularly conduct various security tests on our systems and work closely with cybersecurity service providers. ConnectEast has implemented several security technologies to ensure our systems are protected from cyber incidents. These safeguards coupled with continuous monitoring provides coordinated visibility and response to cyber security risks, threats, and vulnerabilities.

Our security training program provides employees with practical knowledge to identify security threats by creating a culture of a heightened level of cybersecurity awareness. Employees are empowered to make the right decision when it comes to protecting information and understand the importance of security and protecting privacy.

ConnectEast is committed to maintaining compliance with the Payment Card Industry Data Security Standard requirements and assessment procedures. The standard is a comprehensive set of technical and operational security controls designed to ensure that any business that accepts credit card payments maintains a secure environment.

ConnectEast will continue to invest in cyber security protection to strengthen resilience against existing and emerging cyber security threats. ConnectEast’s cyber security posture provides assurance in the maturity and effectiveness of controls currently implemented to protect privacy, business continuity and operations.

KEY STATISTICS



Instances of loss of customer data

0



Website security enhancements

To enhance the security of customer data and transactions, during FY23 old six-digit PIN codes were replaced by full passwords to login to EastLink accounts. Furthermore, during FY23 we commenced the development of two-factor authentication for account login.

When two-factor authentication is introduced:

- after the customer provides their correct password, the EastLink website will send a one-time passcode in a text message to the customer's mobile phone
- the customer will need to enter the correct one-time passcode into the website to gain access to the EastLink account.

Two-factor authentication means EastLink accounts will be even more secure.

Customers who don't want to add their mobile phone number to their EastLink account will be able to use Microsoft Authenticator or Google Authenticator to login to their EastLink account. Two-factor authentication is planned to be launched in FY24, and will apply to all EastLink accounts.



Enhanced Customer Privacy



Replaced 6-digit PIN codes with passwords for EastLink account login



Commenced development of two-factor authentication for EastLink account login



Commenced development of one-time passcode for EastLink trip pass purchase

Ethical Business Management



EastLink is committed to ethical business management practices in all of its affairs

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

We are subject to Australian legislation regarding criminal offences of bribery and corruption and have policies and processes in place governing tax and financial compliance and Board conduct as well as procedures and standards related to the prevention of fraud, corruption and bribery and the protection of whistleblowers ([Whistleblower Policy](#) ([eastlink.com.au](#))).

ConnectEast is governed by strict workforce protection laws in Australia and has policies and procedures in place that protect human rights and address relevant social issues such as child and forced labour, freedom of association and general working conditions and grievance/complaints handling mechanisms.

KEY STATISTICS



Breaches of ethical conduct policy

0



Breaches of Modern Slavery

0



We prepare and publish an annual Modern Slavery Statement, in compliance with our obligations under the Modern Slavery Act. Copies of these statements are available on our web site ([Modern Slavery Statement](#) ([eastlink.com.au](#))) or the Australian Border Force’s online register for Modern Slavery Statements (<https://modernslaveryregister.gov.au/>)

During FY23 there were no recorded breaches of ethical conduct or modern slavery



What is Modern Slavery?

Modern slavery is a term used to describe serious exploitation where offenders use threats, deception or coercion to exploit victims and undermine their freedom.

Examples include

- Human trafficking
- Slavery and servitude
- Forced labour
- Debt bondage
- Forced marriage
- The worst forms of child labour

By reporting a Modern Slavery Statement annually, EastLink is contributing to the eradication of modern slavery in the Australian community and in global supply chains.

Sustainable Procurement



A Sustainable Procurement Policy has now been developed with the intention to include sustainability into the procurement process

ConnectEast is advancing its ESG Policy commitment to engage with suppliers and contractors to continuously improve sustainable practices with a policy expectation that our supply chain and other business relationships will reflect our strategic purpose to “Operate Sustainably”.

During FY23, we developed a new Sustainable Procurement Policy. Where applicable, for new contracts ConnectEast will integrate more rigorous sustainability considerations into its procurement decisions, such as the inclusion of ESG requirements within contracts and supply agreements, encouraging the use of sustainable materials or the engagement of local or indigenous enterprises.

Implementation of the Policy is planned to be a phased process with communication and monitoring activities to initially focus on new engagements. Future implementation expectations will then be communicated to the most significant suppliers and revised upon contract renewal.



Summarised EastLink Sustainable Procurement Objectives

Sustainable Procurement Policy Commitment

When planning and carrying out procurement engagements, ConnectEast will seek to enhance environmental, social, and economic outcomes for our business, industry, and the supply chain by committing to assess the potential sustainability impacts of our procurement decisions and to encourage and influence sustainable practices throughout our supply chain and business relationships.



Appendices



Social Metrics

Motor Vehicle Accidents (MVAs)	Baseline	FY21	FY22	FY23
Casualty crash rate (per 100 million vehicles)	2.56 (FY2013)	2.44	2.44	1.48
Average time to respond and attend to MVAs (minutes)	4:54 (FY2014)	4:48	4:24	3.54
Number of MVAs on EastLink	257 (FY2012)	224	203	262

MVA Fatalities	Baseline FY16	FY21	FY22	FY23	FY24 Target
Fatalities in crashes	0	0	0	0	0

Lost Time Injury (LTI)	Baseline FY16	FY21	FY22	FY23	FY24/25 Target
ConnectEast employees	1	0	0	0	<1
Ventia & contractors	1	0	1	0	<1

Medically Treated Injury (MTI)	Baseline FY16	FY21	FY22	FY23	FY24/25 Target
ConnectEast employees	0	0	0	0	<1
Ventia & contractors	1	0	0	0	<1

Fatalities	Baseline FY16	FY21	FY22	FY23	FY24/25 Target
ConnectEast employees	0	0	0	0	0
Ventia & contractors	1	0	0	0	0
Road Users	1	0	0	0	0
Community Members	1	0	0	0	0

Workplace Diversity	Women			Men			Total Staff
	Full Time	Part Time	Casual	Full Time	Part Time	Casual	
Management	2	0	0	11	1	0	14
Professional	15	1	0	34	2	1	53
Customer Service	20	10	12	8	2	4	56
Clerical/administrative	20	12	2	9	0	2	45
Total	57	23	14	62	5	7	168

Total Number of FTE's	FY23
Full Time Equivalent Employees	141.7

* Target for FY25 for women in workplace >50%

Age of Employees	Women	Men	Total Staff
< 30 yo	9	11	20
30 - 50 yo	37	21	58
> 50 yo	48	42	90

New Hires	Women	Men
New appointments/new external hire	19	16
Secondments - inter/intra department	22	15
Promotions	3	0
Transfers	1	1
Proportion	58%	42%

* The ENPS score is calculated from the % of promoters minus the % of detractors in response to the question of whether the employee would recommend EastLink to others. A score of 9-10 out of ten is a promoter and 0-6 is a detractor.

Parental Leave	Women	Men
Taken by primary carer	5	0
Taken by secondary carer	0	3
Employees <50 years old who took parental leave	11%	N/A
Parental leave return date	100%	N/A
Employee requests for flexible work arrangements on return from leave mutually agreed	100%	N/A
Proportion	100%	N/A

Compliance Training Attendance	Baseline	FY21	FY22	FY23
Equal employment opportunity & workplace diversity	242 (FY2016)	15	18	33
Bullying & sexual harassment prevention	35 (FY2016)	12	174	33
Privacy	213 (FY2016)	175	175	33
Security awareness	271 (FY2016)	175	176	33
Fraud & corruption awareness & whistleblowing	315 (FY2016)	13	172	33
Occupational health & safety	218 (FY2016)	170	18	179
Modern slavery	224 (FY2021)	176	19	180
Corporate induction	41 (FY2016)	11	18	32
Total attendances	1335 (FY2016)	747	770	556

CRM & Billing System User Training Attendance	Baseline FY17	FY21	FY22	FY23
# of training modules	665	123	144	192

External Training Attendance	Baseline FY17	FY21	FY22	FY23
# of training courses	82	87	33	48

Safety Inductions	Baseline FY18	FY21	FY22	FY23
# of inductions completed with pass mark	681	1,228	1,638	1,453

Average Speed	Baseline	FY21	FY22	FY23
Open road (speed limit 100 km/h)	96 (FY2016)	97	97	95
Tunnel (speed limit 80 km/h)	76 (FY23)	N/A	N/A	76

Customer Satisfaction Results	Baseline FY15	FY21	FY22	FY23
EastLink Survey Respondents	24,525	14,699	9,408	12,859
EastLink Employee Net Promoter Score (ENPS)*	41%	45%	46%	45%
EastLink ENPS (average score out of 10)	7.77	7.83	7.85	7.82
Satisfaction with EastLink (average score out of 10)	8.28	8.35	8.33	8.29

Infringements Issued	Baseline FY16	FY21	FY22	FY23
# issued for unpaid travel	518,918	183,821	199,519	263,668

Payment Plans	Baseline FY18	FY21	FY22	FY23
# of payment plans created	1,388	3,231	3,028	3,482
Total value of plans created (\$)	\$371,129	\$942,574	\$603,539	\$885,929
Average value of plan (\$)	\$267	\$292	\$199	\$254

Complaints to EastLink Customer Advocate	Baseline FY20	FY21	FY22	FY23
Service expedited (not a complaint)	133	138	57	131
Complaint (upheld)	52	32	41	48
Complaint (partially upheld)	54	30	15	37
Complaint (rejected)	55	43	28	37
Referred to another party	3	3	4	9
Insufficient details provided	1	1	1	2
Total	298	247	146	264
Average time to resolve cases (calendar days)	2.5	2.1	2.5	2.9

Environmental Metrics

Air pollution from tunnel vehicles(t/yr)	EPA Licence Limit	Baseline FY13	FY21	FY22	FY23	FY24 Target	
Carbon monoxide (CO)	980	107	28	25.7	26.4	40	
Particulate matter (PM2.5)	21	1.2	0.45	0.49	0.6	0.9	
Particulate matter (PM10	23	1.9	0.9	0.94	1.14	1.3	
Nitrogen dioxide (NO ₂)	35	2.9	1.6	1.39	1.86	2.1	
Benzene	2.9	0.3	0.19	0.17	0.4	0.4	
Energy usage	Baseline FY11	FY21	FY22	FY23	FY24 Target	FY25 Target	
Electricity (kWh)	16,476,163	6,769,314	6,389,721	6,191,520	5,489,797	6,024,600	
Natural Gas (MJ)	1,599,657	1,960,313	1,501,804	1,938,838	1,806,332	1,700,000	
Diesel (L)	133,402	143,006	85,264	115,049	114,398	120,000	
Petrol (L)	34,561	141	428	6,222	6,547	2,000	
LPG (L)	22,707	7,264	6,788	118	0	0	
Total Energy (MJ)	67,840,071	32,044,995	27,904,039	28,912,453	25,997,247	28,088,960	
GHG emissions	Baseline FY11	FY21	FY22	FY23	FY24Target	FY25 Target	
Scope 1 CO ₂ -e emissions (tonnes)	502	490	316	427	419	417	
Scope 2 CO ₂ -e emissions (tonnes)	17,875	6,528	6,134	5,263	4,666	6,145	
Water use (kL)	Baseline FY10	FY21	FY22	FY23	FY24 Target	FY25 Target	
Potable water	4,422	1,718	2,662	2,223	3,013	2,000	
Water tanks	-	408	422	421	410	1,000	
Ponds	0	0	0	0	0	<500	
Total	4,422	2,126	3,084	2,633	3,413	3,500	

Waste generation and diversion	Baseline FY11	FY21	FY22	FY23	FY24 Target	FY25 Target
Waste to landfill	333	449	235	210	235	180
Recycled waste (tonnes)	19	33	23	50	56	240
Reuse on-site (tonnes)	-	60	60	0	0	60
Reuse off-site (tonnes)	22	2	118	308	345	5
Treated waste (tonnes)	-	-	37	39	43	-
Total waste generated (tonnes)	-	544	473	607	679	485
Proportion of waste diverted for reuse or recycling	11%	18%	46%	68%	>50%	57%
Tag recycling	Baseline FY10	FY21	FY22	FY23		
# of tags recycled	2,087	68,250	49,076	27,500		
Graffiti removal	Baseline FY20	FY21	FY22	FY23		
# of graffiti jobs undertaken	812	597	641	668		
Habitat and ecology	Baseline FY19	FY21	FY22	FY23	FY24 Target	FY25 Target
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
Landscape maintenance	FY23					
# of mowing jobs completed	91					
# of general landscape maintenance jobs completed	175					
# of weed control jobs completed	67					
# of litter control jobs completed	73					
total # of landscape maintenance jobs completed	406					

* Habitat restored refers to disturbed habitat that is identified and improved for the benefit of native animal and plant species that occur there
Habitat maintained refers to habitat retained in its current condition through management practices such as weeding

Governance Metrics














KPI Points and Credit Penalties	Baseline CY15	CY20	CY21	CY22	CY23 Target
KPI points incurred	100	172.5	5	25	<499
Maximum KPI points allowed before penalties	499	499	499	499	499
KPI credit penalties imposed	\$0	\$0	\$0	\$0	\$0

EastLink’s GRESB Infrastructure Asset Assessment	2017	2018	2019	2020	2021	2022	2023
Star rating (Max 5 stars)	5	5	5	5	5	5	4
Overall GRESB asset score (out of 100)	80	88	75	91	96	95	92

Customer Privacy	Baseline FY23	FY23
# of substantiated complaints regarding breaches of customer privacy and losses of customer data	0	0

Ethical Business Management	Baseline FY23	FY23
# of breaches of ethical conduct policy	0	0
# of suppliers with risk of incidents of modern slavery	0	0

UN Sustainable Development Goals

Material SDGs													
Report Section	Good Health & Wellbeing	Quality Education	Gender Equality	Clean Water & Sanitation	Affordable & Clean Energy	Decent Work & Economic Growth	Industry Innovation & Infrastructure	Reduced Inequalities	Sustainable Cities & Communities	Responsible Consumption & Production	Climate Action	Life on Land	Partnerships for the Goals
Road Safety	X						X		X				
Customers	X	X					X		X				
Community	X	X					X		X				X
Employees	X	X	X			X		X					
Climate Risk & Adaptation									X		X		
Energy & GHG emissions					X		X						
Waste & Recycling							X			X			
Air pollution	X						X					X	
Water outflows/discharges				X			X					X	
Biodiversity and habitat	X						X					X	
Asset resilience							X				X		
Data security & Information Privacy							X						
Ethical business management						X		X					
Sustainable procurement							X		X	X	X		X



Contact

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