



EastLink
Time better spent.

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EASTLINK SUSTAINABILITY REPORT

FY2020 (YEAR ENDED 30 JUNE 2020)



EastLink
Time better spent.

SUSTAINABLE
DEVELOPMENT
GOALS



G R E S B
★ ★ ★ ★ ★ 2020

ConnectEast Pty Ltd
ABN 99 101 213 263

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1. SUSTAINABILITY HIGHLIGHTS FOR FY2020

EFFICIENT

Electricity usage down 4%
GHG emissions down 7%

SAFE

Safest freeway in Melbourne
Low casualty crash rate of 2.77 per 100M vehicle km

QUICK

Quickest freeway in Melbourne
95 km/h average speed

RESILIENT

COVID-19 crisis management response
New telephony systems implemented
IT infrastructure refresh completed

RECOGNISED

GRESB top 5 Star rating for fifth successive year
Customer Net Promoter Score at a record high



G R E S B
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2. MANAGING DIRECTOR'S MESSAGE



Resilience in the face of the COVID-19 pandemic

I am delighted to report that the 2020 GRESB Infrastructure Assessment awarded EastLink the maximum ESG sustainability rating of 5 Stars – for a fifth year in a row. EastLink's overall GRESB score has increased from 75/100 in the previous year, to 91/100 in 2020. Furthermore, in the motorways (maintenance & operations) category, EastLink was ranked 2nd in the world.

An important part of sustainability for an organisation is resilience. 'Resilience' is **the ability to recover from a disaster** that could have been prevented or mitigated with sustainable practices.

In FY2020 of course, the disaster we have all faced globally is the COVID-19 pandemic.

During FY2020, Melbourne faced its first wave of COVID-19 infections during March/April 2020. Melbourne's second wave was only just beginning to build in the final week of FY2020.

Government restrictions during Melbourne's first wave resulted in significantly less traffic on EastLink.

This meant that the EastLink team had to continue to provide all of our usual operations and services without interruption, while rapidly changing our business practices to ensure they are COVID-safe and always in compliance with Government restrictions.

For the first time in EastLink's history (other than for our annual crisis exercises), EastLink's Crisis Management Plan was activated and the Crisis Management Team was stood up. EastLink's Crisis Management Plan already included pandemic as a risk and consequently EastLink already had in place pandemic guidelines for use in the event of a material pandemic event.

Most office staff at the EastLink operations centre transitioned rapidly to work from home, and the walk-in EastLink customer centre was closed.

Those team members who were unable to work from home – traffic control room, incident response, landscaping/maintenance and call centre – adopted many new COVID-safe working practices, to ensure social distancing, health and hygiene.

I am very grateful to everyone in the EastLink team for rising to meet all of these challenges, while continuing to maintain all of EastLink's operations and services seamlessly.

Many complex projects were also continued or completed during these difficult times. For example, the IT infrastructure refresh project (see section 13.6) and the implementation of the new telephony system (see section 9.3) were both completed.

Indeed, the new telephony system would go on to be critical in allowing EastLink's call centre team to transition to work from home during Melbourne's second wave, as our previous telephony system did not have that capability.

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 5 million (2020). Until the COVID-19 pandemic, Melbourne was Australia's fastest growing city by population, and it was expected that Melbourne would overtake Sydney to become Australia's largest city.

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

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

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

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

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

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

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

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

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

Image 1: The EastLink operations centre in Ringwood, adjacent to EastLink with the EastLink tunnels in the background



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 “Custodianship - we protect and enhance our assets and the environments in which we operate, recognising the interests of our stakeholders.”

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

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

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

5. ABOUT THIS REPORT

5.1 REPORTING PERIOD

This report covers the FY2020 reporting period (1 July 2019 until 30 June 2020) 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 FY2021 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. Some of the SDGs are less relevant to EastLink and are not included in this report.

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

Image 2: The UN's Sustainable Development Goals



5.4 GRESB INFRASTRUCTURE ASSESSMENT



The internationally recognised GRESB (Global Real Estate Sustainability Benchmark) Infrastructure Assessment covers the ESG performance of more than 540 infrastructure portfolios and assets located around the world.

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

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

In the 2020 GRESB Infrastructure Assessment:

- > EastLink has been rated GRESB's maximum rating of 5 Stars for the fifth year in a row
- > EastLink was ranked 27th globally of 406 infrastructure assets
- > In the motorways (maintenance & operations) category, EastLink was ranked 2nd in the world
- > EastLink's overall GRESB asset score increased from 75/100 to 91/100
- > EastLink's individual GRESB ESG performance ratings were:
 - o Environment 26/27 (96%)
 - o Social 36/42 (86%)
 - o Governance 29/31 (94%)



Major Achievements in FY2020

Top GRESB 5 Star rating for fifth consecutive year

Increased GRESB score from 75/100 to 91/100



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

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

More about GRESB

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

In 2020 alone, more than 1,200 real estate portfolios reported to GRESB covering more than 96,000 assets. GRESB's coverage for infrastructure includes more than 540 infrastructure portfolios and assets. Combined, the reported assets represent US \$5.3 trillion of assets under management.

The data is used by more than 100 institutional and financial investors to monitor investments across portfolios and navigate the strategic choices needed for the industry to transition to a more sustainable future.

EastLink is owned privately by a small group of superannuation and sovereign wealth funds, some of which are members of GRESB.

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

6. EASTLINK SUSTAINABILITY MANAGEMENT PLAN



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

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

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

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

The SMP identifies key focus areas for FY2021 including:

- > Climate change mitigation and adaptation
- > Sustainable procurement and purchasing
- > Delivering sustainability training requirement for the workforce
- > Organising EastLink Annual Safety Day to include wellbeing themes.

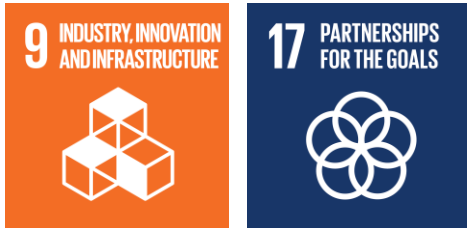
EastLink's SMP will be updated annually and is a dynamic working plan to reflect changes in legislation, technology, and activities, with a goal to have a holistic and robust set of targets and objectives for each sustainability aspect.



**Major Achievements
in FY2020**

**Our first Sustainability
Management Plan**

7. MATERIALITY ASSESSMENT

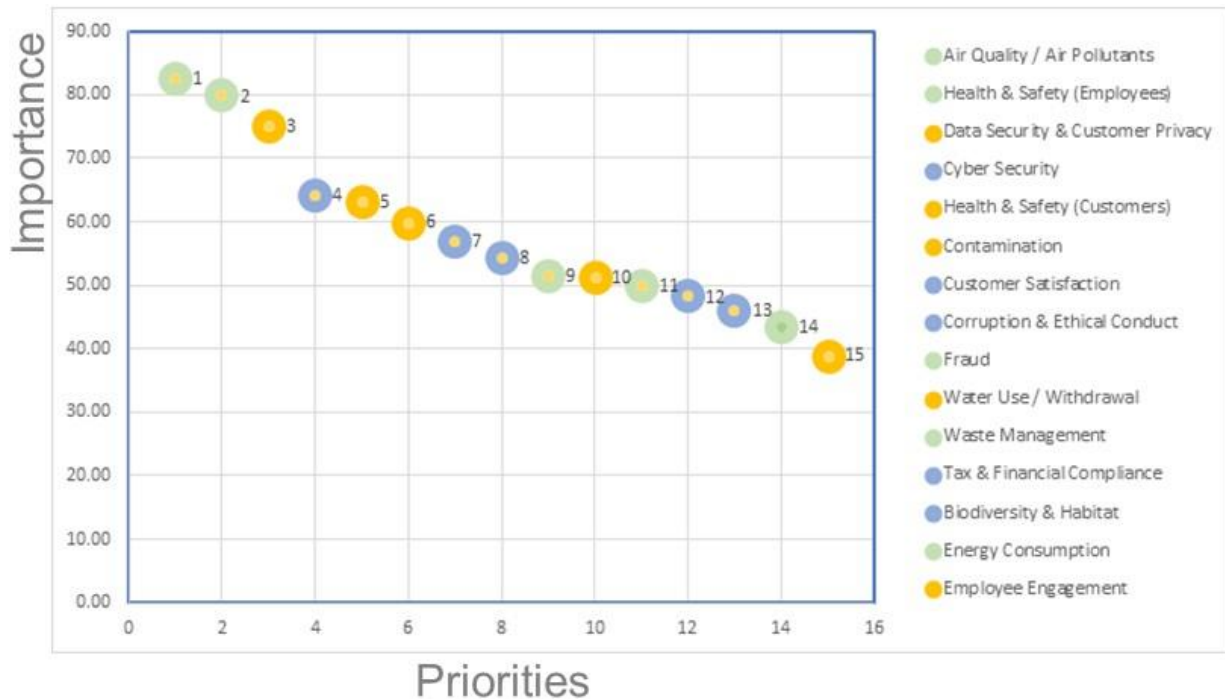


EastLink’s first materiality assessment was conducted in FY2019. A materiality assessment is the identification of material issues within the organisation and based on internal and external stakeholder and management input, the prioritisation and development of actions to monitor and/or address these matters.

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

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

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



The next materiality assessment will be conducted in FY2022.

8. SAFETY

8.1 ROAD SAFETY



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

The principal measure we use to benchmark our safety performance relative to other roads is the casualty crash rate, which is the number of motor vehicle accidents resulting in transportation to hospital per 100 million (10⁸) vehicle kilometres travelled.

The casualty crash rate for EastLink was slightly lower in FY2020 compared to FY2019. The casualty crash rate for EastLink in FY2020 (2.77 per 100 million vehicle km) was lower than the rate reported by the other operator of private tollways in Australia for FY2020 (3.7 per 100 million vehicle km).

There were fewer motor vehicle accidents (MVAs) on EastLink in FY2020 compared to FY2019.

Although the average time for EastLink incident response teams to respond and attend at MVAs was slightly higher in FY2020 compared to FY2019, the trend since FY2017 indicates that this measure is neither increasing or decreasing.

Table 2: Motor vehicle accidents and road safety

Motor Vehicle Accidents (MVAs)	Baseline	FY2019	FY2020
Casualty crash rate (per 100 million vehicle km)	2.56 (FY2013)	2.79	2.77
Average time to respond and attend at MVAs (minutes)	4.97 (FY2014)	4.20	4.42
Number of MVAs on EastLink	257 (FY2012)	362	304

Table 3: Motor vehicle accident fatalities

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



Major Achievements in FY2020

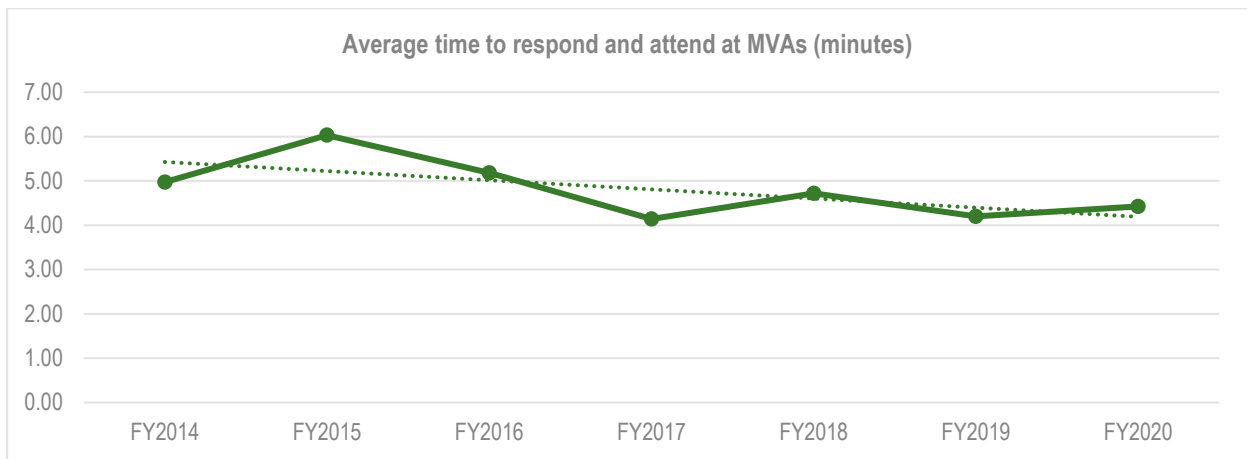
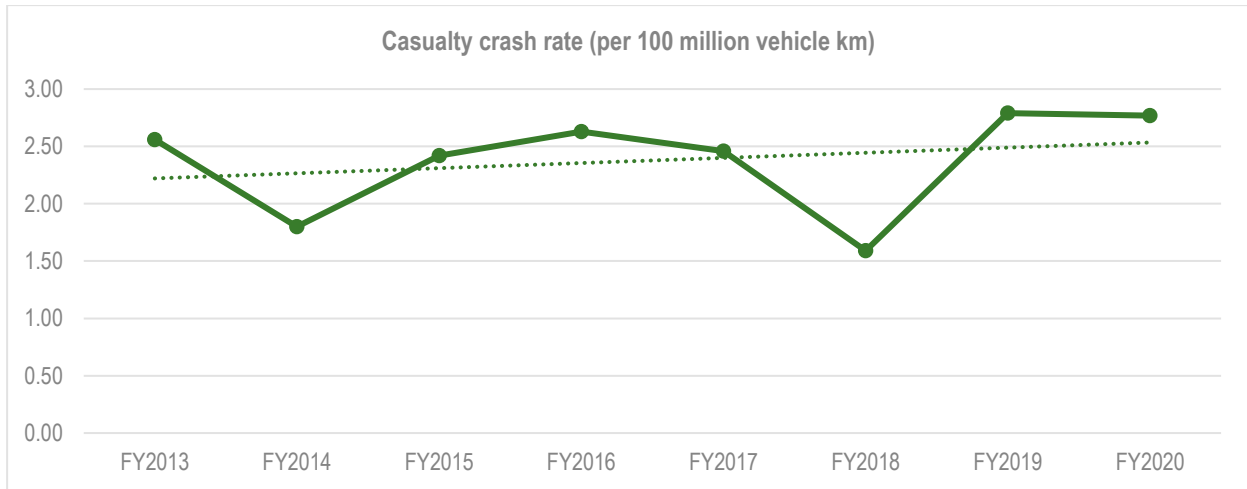
Low casualty crash rate of 2.77 per 100 million vehicle km

Zero fatalities

Completed upgrade of CCTV network to digital technologies

Traffic control room facility renovated to optimise communications

Helped develop new training package *First Responder Safety on High Speed Roads*



To improve the efficiency of the EastLink traffic control room and the effectiveness of our response to incidents, in FY2020 we completed the upgrade of EastLink’s network of more than 200 CCTV cameras from analogue to digital technologies. The new digital CCTV cameras have higher resolution, more colour intensity, and provide improved image quality in lower light conditions. This means our control room operators have improved situational awareness about incidents and can make better informed decisions.

During FY2020 the EastLink traffic control room facility was renovated with a new layout. The new layout optimises communication between:

- > The traffic control operators
- > The team leader for traffic control operators and deployed incident response teams
- > Emergency services personnel who attend the EastLink traffic control room facility to assist with co-ordination during larger incidents.

As a result, the flow of information has improved, which is particularly helpful during larger incidents.

During FY2019 we conducted trials of different types of LED lighting in short sections of the EastLink tunnels. In addition to the power saving of LED versus incandescent lighting, the LED lighting is brighter and whiter, which will provide safety benefits. With the trials proving to be successful, we had planned to roll out LED lighting throughout the EastLink tunnels during FY2020. However, due to COVID-19 this project has been re-scheduled to H2 FY2021.

During FY2020, EastLink worked in partnership with Monash University, Holmesglen Institute of Training and Further Education, the emergency services and VicRoads to develop and roll out a new training package, *First Responder Safety on High Speed Roads*, which is tailored for emergency and incident responders.

The training package addresses the gap in existing training for emergency and incident responders who work in high-speed traffic environments such as EastLink.

The training package provides emergency and incident responders with skills in:

- > Identifying role-specific responsibilities in emergency response
- > Identifying risks in the road transportation environment
- > Integrating proactive safety management with compliance responsibilities.

The first phase of this training package is scheduled to start in November 2020. The training will be provided to 360 emergency and incident responders, including first responders from EastLink, VicRoads and all emergency services. Due to COVID-19, the delivery will be online instead of the originally planned face-to-face training.

Image 3: Minister for Training, Skills and Higher Education, The Hon. Gayle Tierney announces the new training for emergency and incident responders at the EastLink operations centre in Ringwood, alongside EastLink Managing Director Charles Griplas



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 FY2020.

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.

However, during FY2020 there were two LTI's involving employees of Broadspectrum who work for EastLink under an alliance arrangement for the delivery of road operations and maintenance services:

- > LTI in October 2019 – A Broadspectrum employee sustained a minor eye injury while performing graffiti removal resulting in time off from the workplace. The employee has fully recovered and returned to the workplace within a few days.
- > LTI in April 2020 – A Broadspectrum employee sustained a minor back injury while performing maintenance works on EastLink. The employee required a short period of rest and recovery and has since returned to the workplace in full working capacity.

Close call events (also known as near misses) are also recorded.

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.

Table 4: Workplace safety

Workplace Safety	Baseline (FY2016)	FY2019	Target FY2020	Actual FY2020	Target FY2021	Target FY2025
Lost Time Injury (LTI)			<= 1		<= 1	<= 1
ConnectEast employees	1	0		0		
Broadspectrum & contractors	1	1		2		
Medically Treated Injury (MTI)			<= 1		<= 1	<= 1
ConnectEast employees	0	0		0		
Broadspectrum & contractors	1	1		0		
Fatality			0		0	0
ConnectEast employees	0	0		0		
Broadspectrum & contractors	0	0		0		
Road users	0	0		0		
Community members	1*	0		0		

* A cyclist using the EastLink Trail

Operations and Maintenance Safety

No person is permitted to commence operations and maintenance work on any part of EastLink without holding a valid safety induction (see section 9.5).

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 plans) and a detailed job safety and environmental analysis (JSEA). WAP applications must be lodged online using our WAP portal at least 5 days prior to the works scheduled start date. This allows sufficient time for a comprehensive review of the WAP application and for the applicant to revise the WAP application as required by the WAP application reviewer prior to any approval of the WAP.

9. EMPLOYMENT

This section applies to and includes EastLink employees only. It does not apply to or include employees of Broadspectrum who work for EastLink under an alliance arrangement for the delivery of road operations and maintenance services. (From 30 June 2020, Broadspectrum was acquired by and became an integrated part of Ventia.)

9.1 DIVERSITY AND EQUAL OPPORTUNITIES



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

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

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

During FY2020, EastLink submitted an annual report to the Australian Workplace Gender Equality Agency (WGEA). WGEA assessed the report and issued a compliance letter to confirm that EastLink is compliant with its obligations under the Workplace Gender Equality Act. An annual report on EastLink's Equity and Diversity Program was also provided to the EastLink Board.

Table 5: Workplace diversity profile (as at 30 June 2020)

Workplace Diversity	Women			Men			Total Staff
	Full-time	Part-time	Casual	Full-time	Part-time	Casual	
Management	2			11	1		14
Professional	12	2		33	1	1	49
Customer service	21	20	6	9	2		58
Clerical/administrative	25	8	10	9	4	3	59
Totals	60	30	16	62	8	4	180
		106			74		

Table 6: Workplace diversity profile (as at 30 June 2020)

Workplace Diversity	Baseline (FY2015)	FY2019	Target FY2020	Actual FY2020	Target FY2021	Target FY2025
Women (% of total employees)	57 %	55%	>= 50%	59%	>= 50%	>= 50%
Men (% of total employees)	43 %	45%		41%		

Table 7: Age profile (as at 30 June 2020)

Age	Women	Men	Total Staff	Proportion
< 30	18	9	27	15%
30 to 50	57	46	103	57%
> 50	31	19	50	28%

Table 8: New hires profile (FY2020)

New Hires	Women	Men
New appointments / new external hire	15	4
Secondment – inter / intra department	36	14
Promotions	3	1
Proportion	74%	26%

9.2 PARENTAL LEAVE AND FLEXIBLE WORKING ARRANGEMENTS



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

Table 9: Parental leave (FY2020)

Parental Leave	Women	Men
Taken by primary carer	7	0
Taken by secondary carer	0	1
Employees <50 years old who took parental leave	9%	2%
Parental leave return rate	100%	100%
Employee requests for flexible work arrangements on return from parental leave mutually agreed	100%	No requests received
Parental leave return 3 month retention rate	50%	None applicable

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

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

9.3 WORKPLACE



During FY2020 we completely replaced EastLink’s fixed line telephony systems, as they were approaching end of life and would become out of support.

Implementation of the new corporate telephony system was completed on 1 May 2020. General office users now use soft phones on their personal computers with audio headsets, eliminating the need for stand-alone phone handsets. The soft phones also benefit being integrated with other office systems including Outlook.

Implementation of the new call centre telephony system was completed on 18 June 2020. The new call centre telephony system includes:

- > Self-service functions to allow customers to make payments and navigate the telephony system
- > Customised menu options for customers based on caller line identification
- > Call queueing functions
- > Call back capability
- > Work group call allocation, matching call type to operator skillset
- > Team leaders able to monitor live calls



Major Achievements in FY2020

Replacement telephony systems project completed by 18 June 2020

- > Options for customer service operators to engage team leaders within calls
- > Call recording and analytics based on speech recognition and sentiment assessment
- > Call centre reporting
- > Work force management services
- > Automated triage process for inbound emails and online enquiries received from customers
- > For future implementation, webchat capability.

These were significant changes to the workplace. To help manage the change process, a change manager was recruited to the project to maximise staff engagement through communications, project involvement, pulse checking surveys, awareness events, training and coaching.

The new telephony system would go on to be critical in allowing EastLink’s call centre team to transition to work from home during Melbourne’s second wave of COVID-19 infections, which was only starting to develop during the last week of FY2020, as our previous telephony system did not have that capability.



Image 4: Decommissioned phones from the old system – the new system uses soft phones on personal computers with audio headsets. We plan to transfer these decommissioned phones to a new owner for re-use.

9.4 EMPLOYEE HEALTH AND WELLBEING




During FY2020, the principal concerns for employee health and wellbeing related to COVID-19.

The first wave of COVID-19 infections in Melbourne increased rapidly during March 2020.

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

For example:

- > Social distancing measures were introduced for all staff
- > Automated hand sanitiser stations were installed throughout the EastLink operations centre and at field depots
- > Access to the mission critical traffic control room was restricted to essential personnel only
- > The walk-in EastLink customer centre was closed on 23 March 2020 to protect the health of people working at the EastLink operations centre and the health of our customers



**Major Achievements
in FY2020**

Enacted EastLink’s
pandemic plan for
staff

- > Most office staff at the EastLink operations centre transitioned to work from home by 27 March 2020, with the exception of:
 - Traffic control room operators
 - Call centre teams
 - Logistics
- > Field personnel (incident response, landscape and maintenance) adopted new 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 changed to limit the number of interpersonal contacts made by field personnel or those staff continuing to work at the operations centre
- > The on-site EastLink café was closed on 3 April 2020
- > Face masks were made available to all field personnel and those staff continuing to work at the operations centre.

The first wave of COVID-19 infections in Melbourne was largely over by the end of April 2020.

After the first wave, all of the new COVID-19 safe working practices and resources remained in place, and staff who had transitioned to work from home continued to work from home.

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

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

Our Employee Health and Wellbeing program includes:

- Fresh fruit available daily throughout the year
 - Skin checks
 - Flu vaccinations
 - Health appraisals
 - Bio age assessments
 - Corporate discount for memberships at Aquanation aquatic and leisure centre
 - Corporate group gym classes at Aquanation (partially subsidised)
 - Employee assistance program for counselling and advice (includes assistance for family members).
- > **Mental health:** EastLink has 15 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.

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 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.

During FY2020, we commenced modern slavery awareness training for the first time.



Major Achievements in FY2020

Launched modern slavery awareness training

Table 10: Compliance training

Compliance Training Attendance	Baseline (FY2016)	FY2019	FY2020
Equal employment opportunity and workplace diversity	242	203	164
Bullying and sexual harassment prevention	35	20	159
Privacy	213	192	172
Security awareness	271	198	178
Fraud & corruption awareness and whistle-blower	315	18	168
Occupational health and safety	218	179	11
Modern slavery	0	0	157
Corporate induction	41	16	10
Total attendances	1,335	826	1,019

Historical data revised due to improved reporting.

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)	FY2019	FY2020
CRM & billing system training modules	665	171	184

Historical data revised due to improved reporting.

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 FY2020 included:

- > Contract Management
- > Coaching and Mentoring
- > Certificate IV in Work Health and Safety
- > Kibana Data Analyst
- > Microsoft Project Level 1
- > Mental Health First Aid
- > Personal Resilience
- > Power BI and Power BI Intermediate and Advanced
- > First Aid, CPR and Basic Emergency Life Support.

Table 12: External training

External Training Attendance	Baseline (FY2017)	FY2019	FY2020
Specialist training courses	82	105	85

Historical data revised due to improved reporting.

Safety inductions are mandatory for EastLink employees, Broadspectrum/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 indicated for FY2017 was lower, as that was the year that the new safety induction management system was introduced. This statistic is not easily available prior to the new management system being introduced.

Table 13: Safety inductions

Safety Inductions	Baseline (FY2017)	FY2019	FY2020
Safety inductions completed (with a pass mark)	125	743	945

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	FY2019	FY2020
Total (Table 10 to Table 13)	2,207	1,845	2,233

Historical data revised due to improved reporting.

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

Table 15: Conferences

Conference Attendances	Baseline (FY2017)	FY2019	FY2020
Industry conferences	11	20	29

Historical data revised due to improved reporting.

9.6 COLLECTIVE AGREEMENT



As at 30 June 2020, 62% of EastLink employees were covered by an Employee Collective Agreement (ECA).

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.

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

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

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

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

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

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

Manila experienced strict COVID-19 lockdowns in FY2020, and residents within the Manila megacity were unable to leave their local lockdown zone during extended periods. As a result, most of the image processing team members were unable to attend the workplace as it was located in a different lockdown zone. Temporary staff were hired within the workplace lockdown zone to ensure EastLink's images continued to be processed. In addition, during this time, the Melbourne customer service team assisted the Manila team with the workload.

Once restrictions were relaxed, tenured staff were able to return to the workplace. However, there continued to be transport challenges. Public transport was not resumed, so transport was arranged for team members to ensure they could get to work safely.



Major Achievements in FY2020

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. EastLink continues to be the quickest freeway in Melbourne.

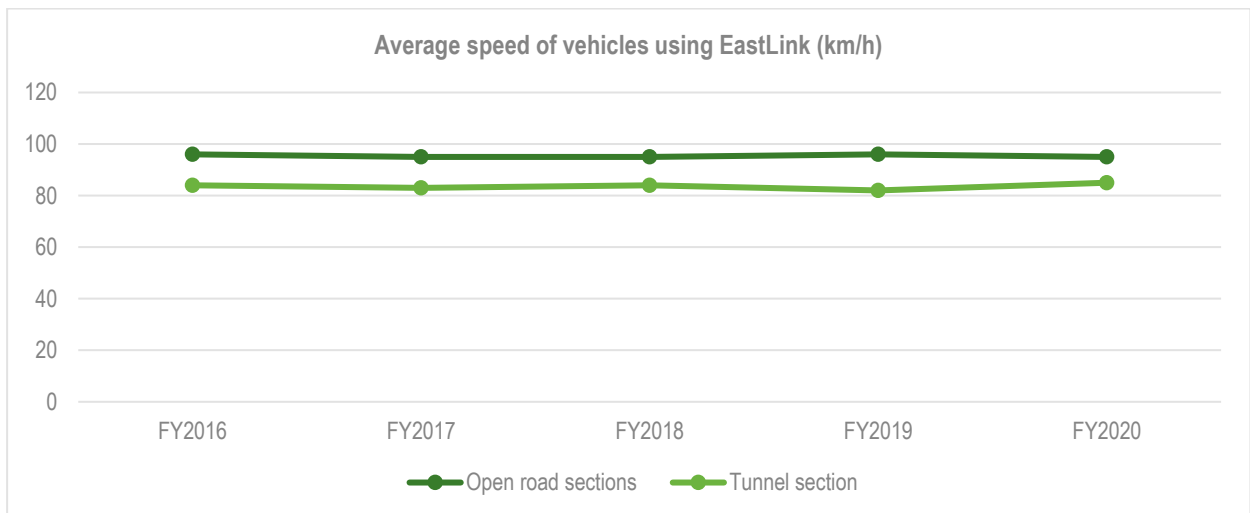


Major Achievements in FY2020

Quickest freeway in Melbourne with 95 km/h average speed

Table 16: Average speed of vehicles using EastLink

Average Speed	Baseline (FY2016)	FY2019	FY2020
Open road sections (speed limit 100 km/h)	96 km/h	96 km/h	95 km/h
Tunnel section (speed limit mostly 80 km/h)	84 km/h	82 km/h	85 km/h



10.3 KEY PERFORMANCE INDICATORS



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

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

EastLink incurred 30 KPI points in calendar year 2019. Therefore no KPI credit penalty was imposed.

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

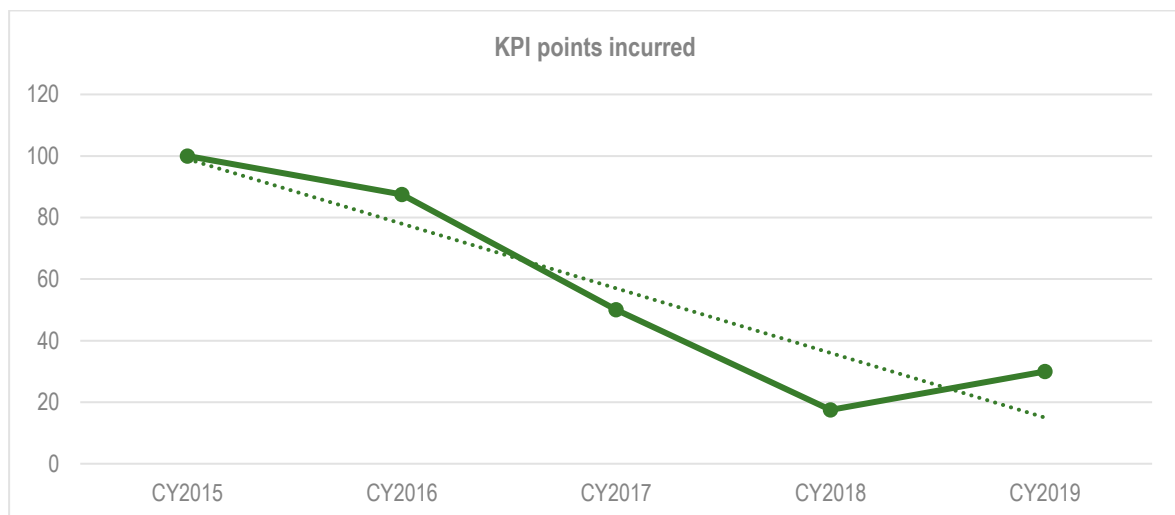


Major Achievements in FY2020

Just 30 KPI points incurred compared to maximum 499 KPI points allowed

Table 17: KPI points and KPI credit penalties

KPI Points and Credit Penalties	Baseline (CY2015)	CY2018	Target CY2019	Actual CY2019	Target CY2020	Target CY2024
KPI points incurred	100.0	17.5	<= 499	30	<= 499	<= 499
Maximum KPI points allowed before penalties	499	499	499	499	499	499
KPI credit penalties imposed	\$0	\$0	\$0	\$0	\$0	\$0



10.4 CUSTOMER SATISFACTION




Major Achievements in FY2020
EastLink Net Promoter Score reached a record high

During Q1 2020, we conducted our sixth annual customer satisfaction survey.

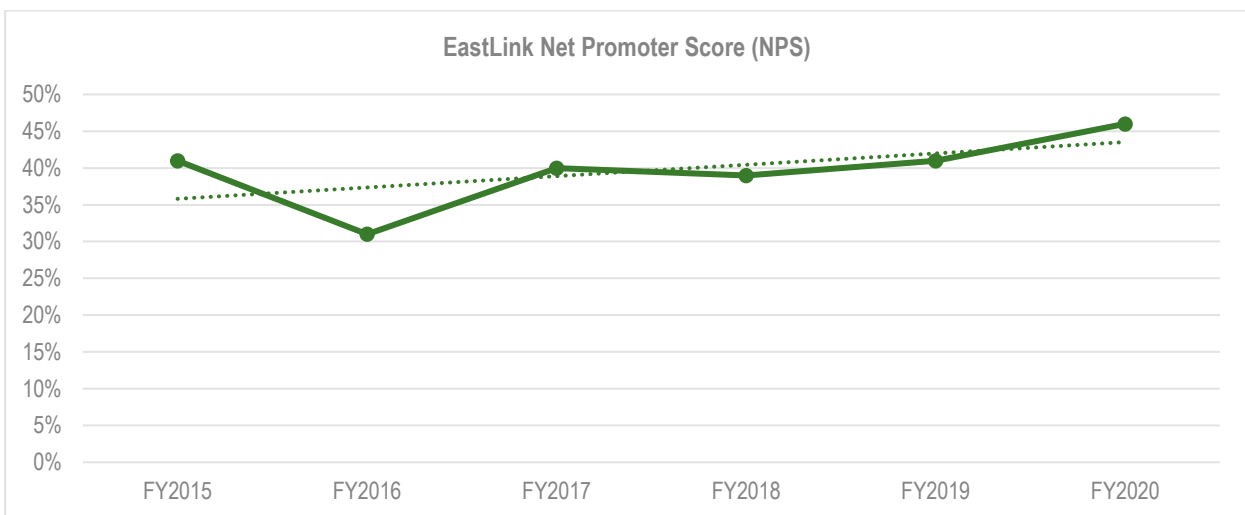
The number of survey respondents was lower than previous years, as this year’s survey was interrupted by COVID-19. With COVID-19 restrictions taking effect, EastLink suspended marketing activities for the survey much earlier than normal.

The EastLink Net Promoter Score (NPS) reached a record high at +46%.


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

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

EastLink Account Holders Only	Baseline (FY2015)	FY2019	FY2020
Survey respondents	24,545	24,533	10,003
EastLink NPS	+41%	+41%	+46%
EastLink NPS (average score / 10)	7.77	7.72	7.87
Satisfaction with EastLink (average score / 10)	8.28	8.22	8.29



10.5 TOLLING INFRINGEMENTS AND CUSTOMER HARDSHIP

Major Achievements in FY2020

Implemented a change that will significantly reduce the number of infringements in FY2021

32% more payment plans provided to customers in need

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

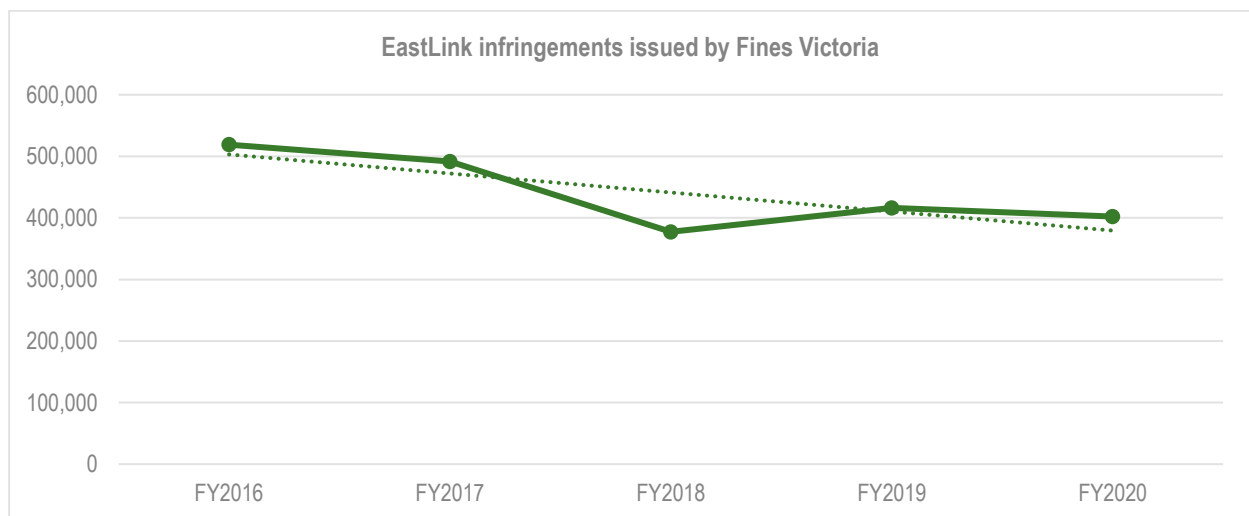
The number of EastLink infringements issued by Fines Victoria in FY2020 was 3% less than FY2019.

It continues to be our long-term target to significantly reduce the number of infringements issued by Fines Victoria.

During late FY2020, a change was made to the maximum number of infringements that could be issued. Previously, one infringement could be issued per toll invoice (covering up to three consecutive calendar days). After the change, one infringement can only be issued per seven consecutive calendar days. This change will drive a significant reduction in the number of infringements during FY2021 and beyond.

Table 19: EastLink infringements issued

Infringements Issued	Baseline (FY2016)	FY2019	FY2020
For unpaid travel on EastLink	518,918	416,227	402,070



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).

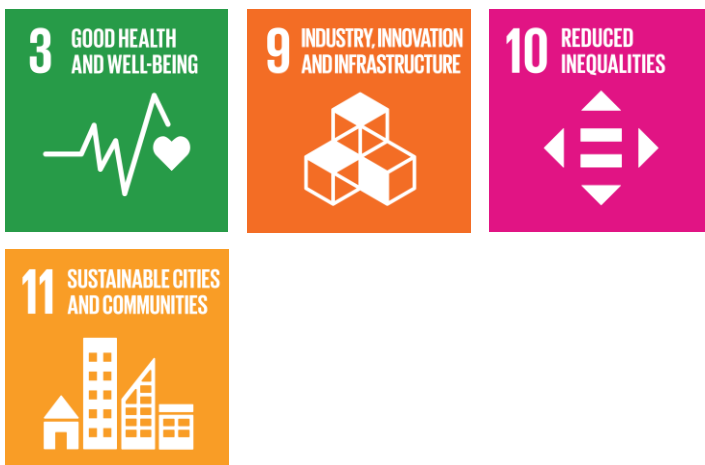
During FY2020 we created 32% more payment plans for customers experiencing hardship compared to the previous year. This increase reflects the continuing trend, rather than simply being an effect of COVID-19.


In FY2020, we have commenced reporting the total value of the payment plans created.

Table 20: Payment plans provided to customers experiencing hardship

Payment Plans	Baseline (FY2018)	FY2019	FY2020
Payment plans created	1,388	2,952	3,905
Total value of plans created	n/a	n/a	\$983,104

10.6 EASTLINK CUSTOMER ADVOCATE





Major Achievements in FY2020

Average time to resolve each EastLink Customer Advocate case was just 2.5 calendar days

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

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

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

Table 21: EastLink Customer Advocate cases

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

Table 22: EastLink Customer Advocate case resolution time

Complaints to EastLink Customer Advocate	Baseline (FY2020)
Average time to resolve (calendar days)	2.5

11. STAKEHOLDER ENGAGEMENT

11.1 STAKEHOLDER ENGAGEMENT PLAN



During FY2020, EastLink commenced substantive development of a new, comprehensive Stakeholder Engagement Plan (SEP). The SEP will be completed in FY2021.

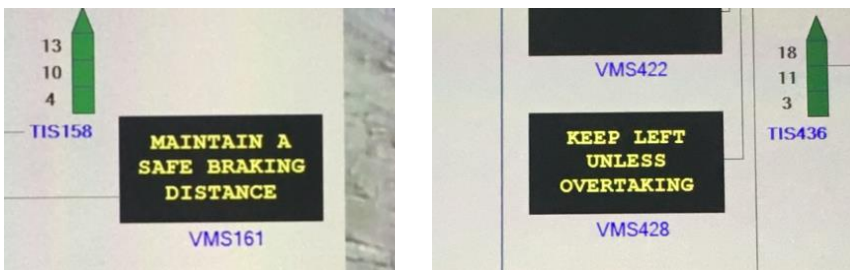
11.2 COMMUNITY



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

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

Image 5: Road safety messages on digital VMS as seen on EastLink control room display



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

EastLink is a founding sponsor of RTSSV’s annual Shine a Light on Road Safety campaign. This campaign was not run in FY2020 due to COVID-19 restrictions. However, EastLink will support the campaign when it returns in FY2021.

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

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

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

During FY2020, EastLink sponsored and helped to promote community events and community facilities including:

- > Frankston Arts Centre



Major Achievements in FY2020

- Sponsored and promoted a dozen community events and facilities
- Helped raise \$50,000 for Tyabb Air Show community group beneficiaries

- > Rotary Club of Maroondah's Billy Cart Marathon (Sunday 8 September 2019)
- > Main Street Mornington Festival (Sunday 20 October 2019)
- > Maroondah Festival (Sunday 10 November 2019)
- > Frankston's Christmas Festival of Lights (Saturday 30 November 2019)
- > Monash Carols by Candlelight Festival (Sunday 8 December 2019)
- > Sundown at McClelland Fire relief benefit (Saturday 8 February 2020)
- > Frankston Waterfront Festival (Saturday 15 – Sunday 16 February 2020)
- > Karrylyka's 40th Birthday (Sunday 23 February 2020)
- > Stellar Short Film Festival (Saturday 29 February 2020)
- > Tyabb Air Show (Sunday 8 March 2020), which raised \$50,000 for community group beneficiaries
- > Big Picture Fest Frankston (Thursday 19 – Sunday 22 March 2020)

Tyabb Air Show was one of the last major events in Victoria prior to COVID-19 restrictions being introduced by the Victorian Government.

The following community events supported by EastLink were cancelled due to COVID-19 restrictions. EastLink helped to communicate these cancellations to the public:

- > Dandenong World Fare
- > Ringwood Carnival

Image 6: One example of EastLink's support for community events in FY2020



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 FY2020, 60 separate news bulletins were sent, with volume totalling 20 million emails):
 - o news about EastLink (e.g. annual toll price increase, tunnel closure or website closure for maintenance)
 - o road safety bulletins (e.g. reminders about road safety)
 - o community news (e.g. information about a community event sponsored by EastLink)
 - o reports (e.g. EastLink Sustainability Report for FY2019)
 - o surveys (e.g. the annual EastLink customer survey, the annual Victorian self-driving car survey)



Major Achievements in FY2020

60 news bulletins sent via 20 million emails

11.4 NEIGHBOURS



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

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

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

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

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

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

11.5 OUR PEOPLE



The most significant change affecting our people during FY2020 was the move to work from home arrangements for most of EastLink’s office-based staff due to COVID-19.

This change was implemented rapidly during the week ending 27 March 2020.

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

- > Daily ‘EastLink On Air’ video, incorporating news and information about EastLink and the tolling industry, interviews with managers and staff, and other relevant topics. The first episode was published on 30 March 2020. 64 episodes had been published by the end of FY2020
- > Weekly COVID-19 staff update, including mental health updates and reminders about the availability of employee assistance program and mental health first aiders
- > ‘Working from Home’ and ‘Pets of EastLink’ photos on the EastLink intranet site
- > ‘Travels of EastLink’ articles on the EastLink intranet site – written by staff members, they recount stories and provide photographs of past international travel (Australia’s COVID-19 restrictions include a ban on international travel – Australians cannot leave the country)
- > Various wellbeing and education resources on the EastLink intranet site.



Major Achievements in FY2020

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

11.6 THE MEDIA



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





The EastLink media spokesperson builds and maintains relationships with the media by engaging proactively throughout the year on a range of stories. Examples of TV news stories from FY2020 are shown below.

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 ATN’s broadcast radio station partners.



Major Achievements in FY2020

Primetime TV news reports covered EastLink’s safety and sustainability messages

	<p>Date of Broadcast</p>	<p>23 February 2020</p>
<p>News Channel</p>	<p>7 News</p>	
<p>Report Topic</p>	<p>EastLink tunnel safety demonstration</p>	
<p>YouTube Link</p>	<p>https://youtu.be/CgdB6_7Jy0E</p>	
	<p>Date of Broadcast</p>	<p>21 October 2019</p>
<p>News Channel</p>	<p>7 News</p>	
<p>Report Topic</p>	<p>EastLink debris incidents and securing loads</p>	
<p>YouTube Link</p>	<p>https://youtu.be/1CdrC-T2daE</p>	
	<p>Date of Broadcast</p>	<p>7 October 2019</p>
<p>News Channel</p>	<p>9 News</p>	
<p>Report Topic</p>	<p>EastLink and first responder safety training</p>	
<p>YouTube Link</p>	<p>https://youtu.be/GxU5kPXoGrM</p>	
	<p>Date of Broadcast</p>	<p>16 September 2019</p>
<p>News Channel</p>	<p>9 News</p>	
<p>Report Topic</p>	<p>Pedestrians on EastLink</p>	
<p>YouTube Link</p>	<p>https://youtu.be/EsUu7UPHgXs</p>	

11.7 INDUSTRY



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

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

EastLink is also an active member of the following industry associations:

- > Australia & New Zealand Driverless Vehicle Initiative (ADVI)

- > Infrastructure Partnerships Australia
- > Intelligent Transport Systems Australia (ITS Australia)
- > Roads Australia
- > World Road Association (PIARC).

EastLink has regular meetings with RACV corporate affairs and public policy representatives.


EastLink conducts the Annual Victorian Self Driving and Electric Car Survey (see section 14.1) with the support of the Australian Road Research Board (ARRB). De-personalised survey data is made available to industry partners.

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

During FY2020, EastLink worked with Allied Telesis on a case study to explain Allied Telesis' involvement in the design and implementation of EastLink's new CCTV system.

Online case study: www.alliedtelesis.com/en/success-stories/swift-and-safe-freeway-travel-enabled-no-delays

EastLink published the Allied Telesis case study video on our YouTube channel, and promoted it to our customers.

	Date of Publication	6 January 2020
	Industry Partner	Allied Telesis
	Case Study Topic	EastLink's new CCTV system
	YouTube Link	https://youtu.be/WuVWf-q9z_Y

11.8 GOVERNMENTS



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

- > Thompsons Rd Upgrade (nearing completion at the end of FY2020)
- > Monash Fwy Upgrades (stage 2 construction commenced in FY2020)
- > North East Link, including the upgrade of the Eastern Freeway (in planning, with substantive preparatory works commenced in FY2020)
- > Lathams Rd upgrade (in planning)

EastLink contributes to governmental and parliamentary inquiries as required at the State and Commonwealth level.

During FY2020 this included engagement with the Victorian Government's Fines Reform Advisory Board to assist them in providing independent feedback on how the fines system is working.

During January-February 2020, the Victorian Government's Fines Reform Advisory Board conducted community consultation. EastLink supported the Fines Reform Advisory Board by emailing EastLink account holders with information about the Board's request for community submissions.



Major Achievements in FY2020

Helped the government's Fines Reform Advisory Board gather submissions from the community

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 7: Frankston promotional flags on EastLink



11.9 INVESTORS



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

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

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

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

Corporate Governance

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

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

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

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

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

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

12. ENVIRONMENT

12.1 ENVIRONMENTAL STANDARDS



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

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

12.2 AIR QUALITY



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

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

We do not estimate the emissions from customer vehicles using EastLink, however we do directly monitor the air pollutants from the tunnels, as the emissions from vehicles are concentrated where they enter the environment at each end of the tunnels.

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

Table 23: Tunnel air pollutants

Pollutant (tonnes/yr)	EPA Licence Limit	Baseline (FY2013)	FY2019	Target FY2020	Actual FY2020	Target FY2021	Target FY2025
CO	980	107	33	45	32	40	100*
Particles (PM2.5)	21	1.2	0.5	1.0	0.5	0.9	1.5*
Particles (PM10)	23	1.9	0.9	1.5	1	1.3	2.5*
NO2	35	2.9	2.1	2.9	2.1	2.1	5.0*
Benzene	2.9	0.3	0.2	0.4	0.13	0.4	0.25*

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

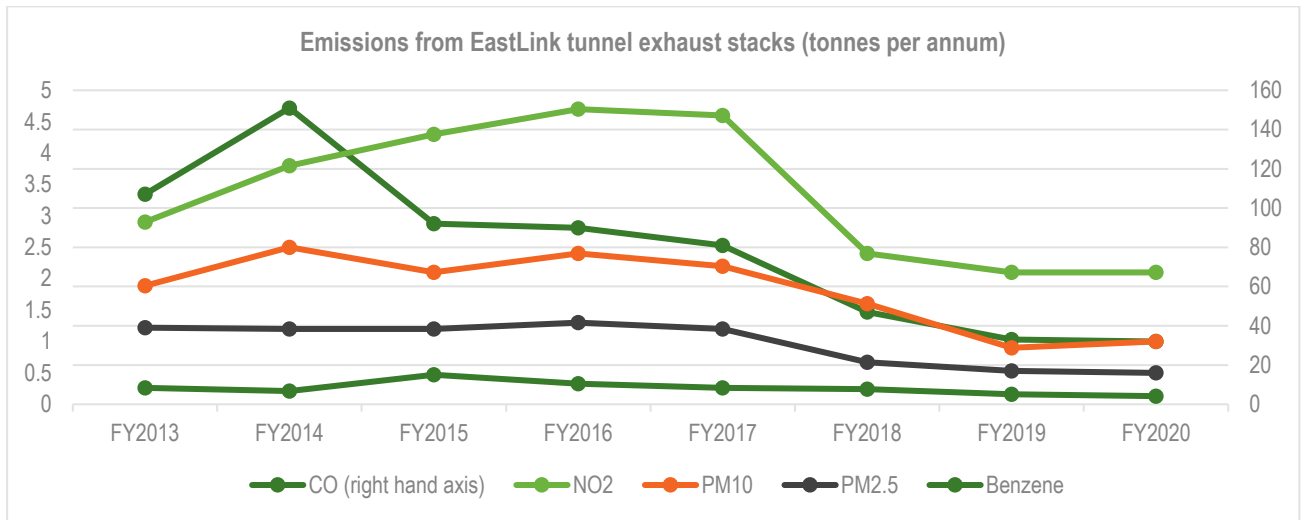


Major Achievements in FY2020

Replaced the air quality sensors

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

Overall, pollutants did not alter significantly in FY2020 compared to the previous year, holding steady for all parameters and remaining very low.



During the reporting period one incident occurred involving exceedance of an EPA licence limit which was reported to EPA Victoria. The incident involved portal emissions greater than the permitted limit for a short period of time. This incident did not cause an environmental impact. All incidents of this nature are thoroughly investigated with appropriate corrective actions implemented as required.

During FY2020 we replaced the EastLink tunnel sensors which measure air quality within the tunnel as they were nearing their end of life. As part of the replacement planning we undertook a review of best practice. The new air quality sensors incorporate direct measurement of Nitrogen Dioxide which is a more accurate representation of air pollutants from diesel engines than the previously measured Nitrogen Oxides. Essential aspects of the replacement were to ensure that the new sensors meet the measurement requirements of the Australian Standard for Measurement of Road Tunnel Air Quality (issued in 2017), and that servicing and calibration is also able to be provided to the specifications of that Standard to deliver industry best practice.

Throughout FY2020, EastLink published air quality charts on a daily basis, as well as quarterly reports on ventilation stack emission monitoring. Daily charts and quarterly reports are published here: www.eastlink.com.au/about-eastlink/air-quality-noise-attenuation


12.3 ENERGY AND EMISSIONS



Our overall electricity usage in FY2020 decreased by 4% compared to the previous year, and the GHG emissions attributed to EastLink energy usage reduced by 7%.

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 59% since the baseline year (FY2010)
- > GHG emissions have decreased 60% since the baseline year (FY2011).



Major Achievements in FY2020

Electricity usage down 4%

GHG emissions down 7%

As a result of COVID19, works to implement the tunnel LED lighting were postponed and are now expected to be completed in FY2021. These LED lights use less electricity than candescent lighting, and are brighter and whiter, providing safety benefits to road users.

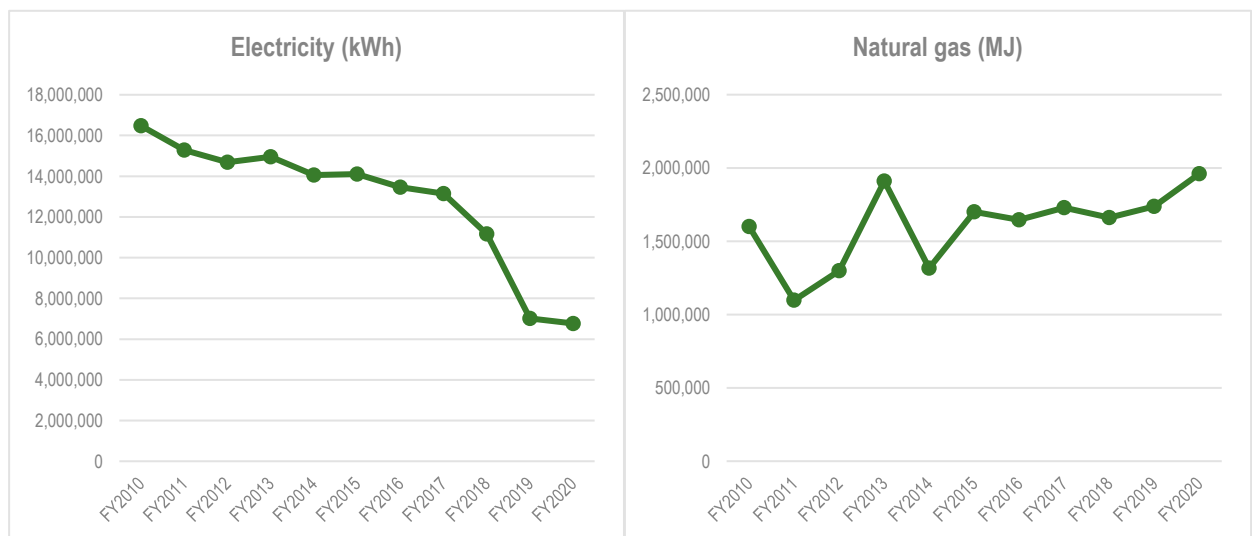
Diesel, LPG and petrol fuel is consumed by EastLink vehicles that are used for performing maintenance and incident response activities. Diesel is also used to fuel our on-site electricity generator (stationary fuel) at the EastLink operations centre, when required. Consumption of petrol declined significantly in FY2020, due to only one EastLink vehicle using petrol as a fuel. LPG decreased slightly too. EastLink plans to cease the use of LPG in EastLink vehicles by FY2025.

In the summer of FY2020, we again participated in the ‘demand response program’ run by our energy service provider. We achieved 100% of our response goal. On nominated days of peak demand, we disconnect the EastLink operations centre from the power grid and generate our own electricity using our on-site diesel generator. This helps the electricity retailer reduce peak power demand and eases the load on the electricity network. In return, we receive some tariff savings as well as opportunities to test our on-site generator.

Natural gas usage has increased by 13% this year compared to FY2019. This is due to the larger number of people occupying the EastLink operations centre (following the move during the previous year of the EastLink call centre team from rented office space into the EastLink operations centre). We review and optimise our building control settings (e.g. thermostat and time settings for gas heating) twice a year. During the last quarter of FY2020, several zones of the EastLink operations centre were switched off through the building control settings due to low occupancy as a result of COVID-19 restrictions and work from home arrangements.

Table 24: Energy usage

Energy Usage	Baseline (FY2010)	FY2019	Target FY2020	Actual FY2020	Target FY2021	Target FY2025
Electricity (kWh)	16,476,163	7,016,407	6,908,000	6,769,314	6,749,000	6,024,600
Natural gas (MJ)	1,599,657	1,738,878	1,750,000	1,960,313	1,850,000	1,700,000
Diesel (L)	133,402	128,656	127,500	143,006	140,000	120,000
Petrol (L)	34,561	2,130	2,100	141	1,050	2,000
LPG (L)	22,707	7,708	7,650	7,264	7,120	0
Total Energy (MJ)	67,840,071	30,673,860	31,812,550	32,044,995	31,772,854	28,088,960



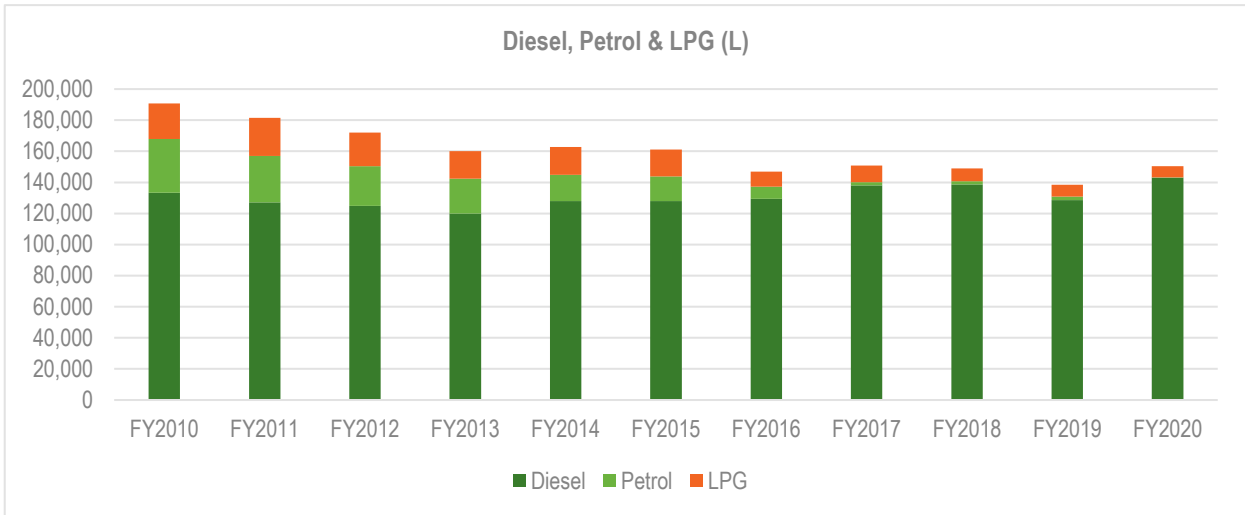
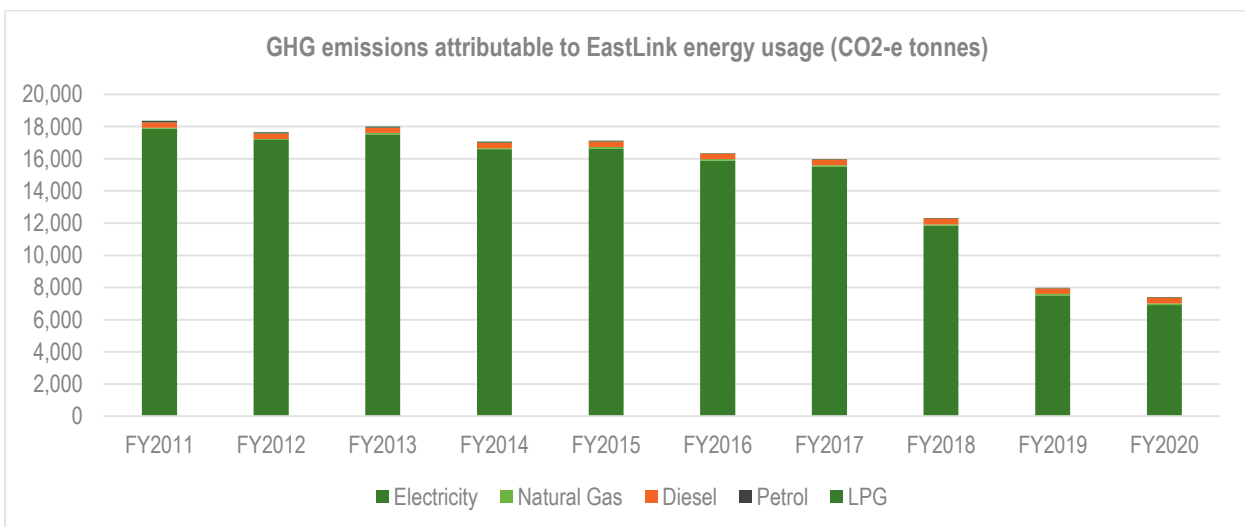


Table 25: GHG emissions attributable to EastLink energy usage

CO2-e (tonnes)	Baseline (FY2011)	FY2019	Target FY2020	Actual FY2020	Target FY2021	Target FY2025
Electricity	17,875	7,508	7,392	6,905	6,884	6,446
Natural gas	56	90	90	101	95	88
Diesel	340	350	347	389	381	327
Petrol	68	5	5	0.3	3	5
LPG	38	12	12	12	11	11
Total	18,377	7,965	7,602	7,407	7,374	6,877

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



12.4 WATER



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

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

Potable water usage in FY2020 was significantly lower than in FY2019 as there was more rainfall in FY2020 resulting in less need for landscaping watering, as well as increased usage of tank water due to more tank water being available. (The reported water tank usage was lower in FY2020 compared to FY2019 due to a temporary water tank meter malfunction at EastLink’s Ferntree Gully Rd maintenance depot.)

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 FY2020, with the preference being for tank water as it was more readily available (more rainfall).



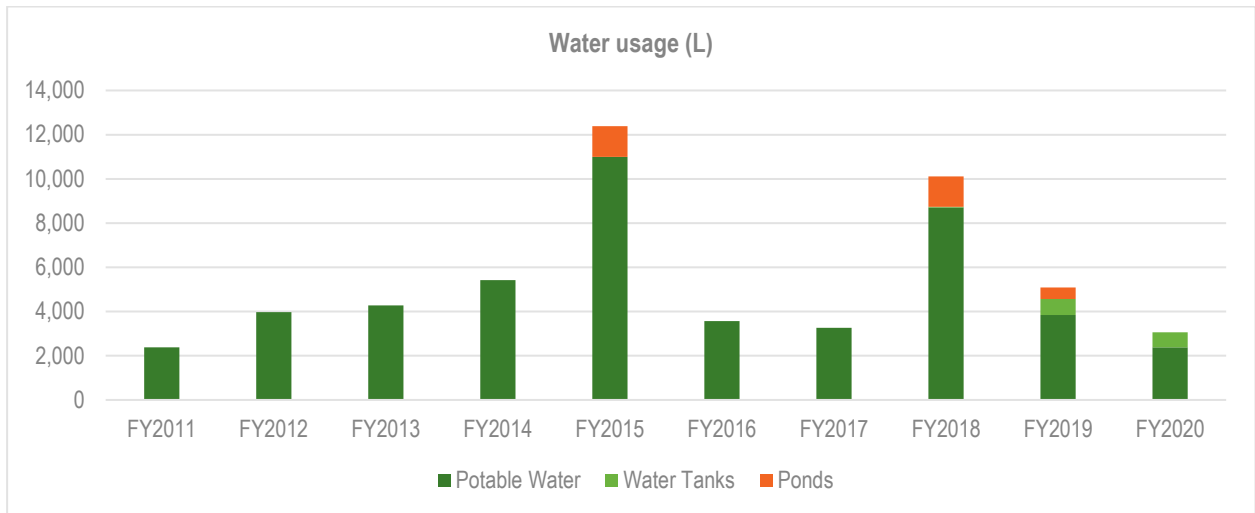
Major Achievements in FY2020

Total water usage down 40%

Table 26: Water usage

Water Use (kL)	Baseline (FY2010)	FY2019	Target FY2020	Actual FY2020	Target FY2021	Target FY2025
Potable water	4,422	3,849	4,000	2,372	3,000	2,000
Water tanks	n/a	710	750	688*	800	1,000
Ponds	0	530	500	0	0	500
Recycled water	0	0	0	0	0	1,700
Total	4,422	5,089	5,250	3,060	3,800	5,200

* Water tanks were not metered prior to FY2018, so water tank usage is excluded from years prior to FY2018. Water tank FY2020 includes some estimates.



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

The volume of tunnel wastewater discharged to the trade waste system saw a 49% increase in FY2020 compared to the previous year. This increase is attributed to the record wettest start to a calendar year on record. The wastewater is primarily groundwater ingress, which is heavily influenced by rainfall levels into the surrounding land.

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

Table 27: Wastewater discharge to sewer

Wastewater Discharge to Sewer	Baseline (FY2010)	FY2019	Target FY2020	Actual FY2020	Target FY2021	Target FY2025
Tunnel trade wastewater discharged (kL)	14,518	3,148	3,700	4,692	4,500	3,000

12.5 EFFLUENT, WASTE AND RECYCLING



We continue to recycle a wide range of materials.

During FY2020, this included 16 tonnes of steel (primarily the result of motor vehicle accident damage).

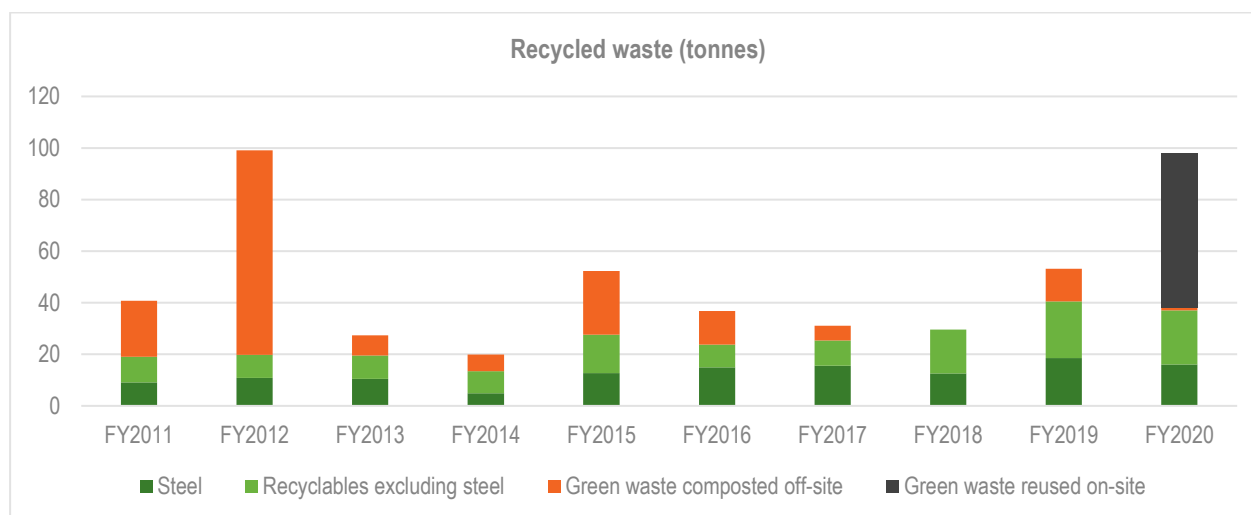
Fluorescent light tubes, HPS light globes, herbicide drums, electronic equipment, batteries, cardboard and general office co-mingled materials were also recycled.

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

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

Table 28: Recycled waste

Recycled Waste (tonnes)	Baseline (FY2011)	FY2019	Target FY2020	Actual FY2020	Target FY2021	Target FY2025
Steel	9	19	18	16	16	20
Recyclables excluding steel	10	22	20	21	22	30
Green waste composted off-site	22	13	8	1	5	5
Green waste reused on-site	n/a	n/a	n/a	60	60	60
Total recycled waste	41	54	46	98	103	115



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

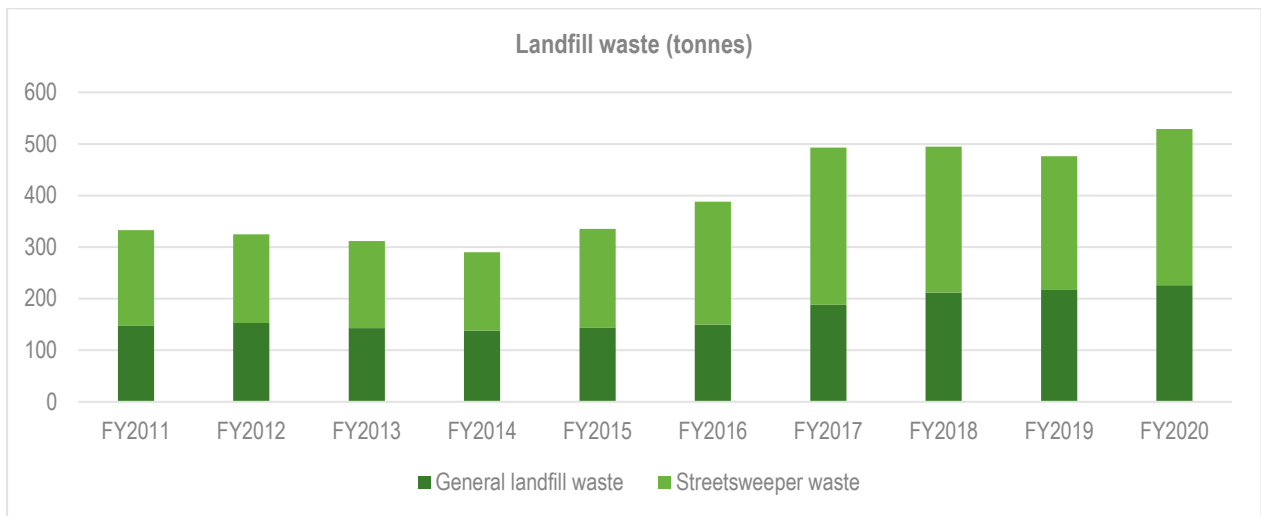
Table 29: Landfill waste

Landfill Waste (tonnes)	Baseline (FY2011)	FY2019	Target FY2020	Actual FY2020	Target FY2021	Target FY2025
General landfill waste	147	218	215	226	215	180
Streetsweeper waste	186	258	250	303	250	125
Total landfill waste	333	476	465	529	465	305

In total during FY2020, 16% of waste was diverted from landfill for recycling.

Table 30: Diversion from landfill

Diversion from landfill	Baseline (FY2011)	FY2019	Target FY2020	Actual FY2020	Target FY2021	Target FY2025
Proportion diverted for re-use or recycling	11%	10%	9%	16%	18%	27%



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 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.

Table 31: Tag recycling

Tag Recycling	Baseline (FY2010)	FY2019	FY2020
Tag recycling (number of tags)	2,087	25,100	5,761

12.6 BIODIVERSITY, HABITAT AND LANDSCAPE



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

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

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

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

Image 8: Rehabilitated landscaping adjacent to wetlands



The primary focus for FY2020 was the removal of noxious and woody weeds, and the control and suppression of common weeds. These weeds include invasive species such as the Mediterranean Broom, French Broom, Flaxleaf Fleabane, and Blackberry. These weeds prevent native vegetation from growing and damaging the local ecosystems.

Particular focus areas for weed and landscape maintenance in FY2020 were around Ringwood Bypass and EastLink’s interchange with the Monash Freeway.

This was performed through safe removal from the site, suitable application of herbicide, followed by mulching of the cleared areas. The benefits of mulching include weed suppression and therefore less reliance on herbicide, as well as moisture retention for plant establishment. 3500 m³ of external mulch was applied on EastLink land in FY2020, on top of the 60 tonnes of reused green waste applied as mulch.

The use of goats for weed maintenance and control continued to be a success story in FY2020. Goats were used in Donvale, at Mountain Highway, and in Dandenong North, with further areas to be targeted in FY2021. EastLink has utilised goats in this way since 2016 and they will continue to be used into the future as a sustainable and eco-friendly weed management solution.



Major Achievements in FY2020

Extensive removal of noxious and woody weeds

Control and suppression of common weeds

Continued use of goats for weed management

Significant volume of mulch applied

2,000 native trees and shrubs planted

The benefits of using goats to control weeds include:

- > Goat use replaces chemical herbicides
- > Mitigates safety risk for work crews in difficult terrain
- > Reduces weed species while retaining natives
- > Improves habitat diversity
- > Reduces fuel load for fire risk
- > Reduces waste disposal.

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.

FY2020 planting included:

- > Some smaller scale planting projects along the road
- > Approximately 2,000 native trees and shrubs.

Despite the COVID-19 pandemic impacting the progression of collaborative landscaping projects between EastLink and Swinburne University in FY2020, there are plans for future projects, including the rehabilitation of a 1 hectare site which would provide a habitat corridor between the Yarrabing Wetlands on the Dandenong Creek, and the biodiverse Bateman Street Bush Reserve.

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

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

In FY2020, wetland rehabilitation works were completed across 3 wetlands including pipe maintenance, desilting and replanting of vegetation.

EastLink now 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)	FY2020	Target FY2021	Target FY2025
Habitat restored (ha) *	0.153	1.5	1.5	1.5
Habitat maintained (ha) **	8.8	14.37	14.37	14.37

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

** Habitat retained in its current condition through management practices

Wildlife Fatalities

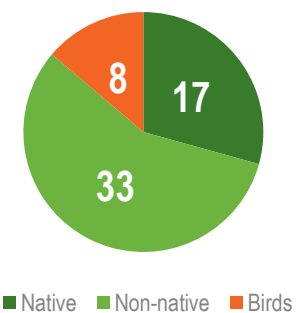
Regrettably, operating 40 kilometres of roadway (EastLink plus Ringwood Bypass) means from time to time we find animals which have been killed by travelling vehicles.

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

The majority of wildlife fatalities in FY2020 were non-native animals, mostly pest species.

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

Wildlife fatalities (FY2020)



12.7 EASTLINK TRAIL



During FY2020, we continued to maintain the 35 kilometre EastLink Trail shared use path for cyclists, runners and pedestrians.

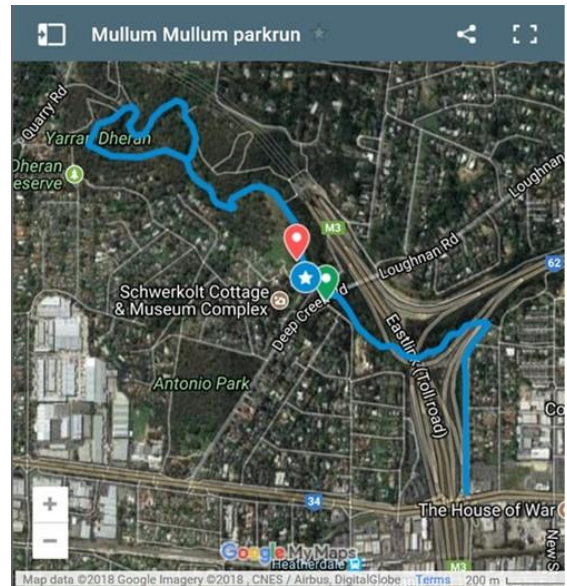
During FY2020, we continued to provide a section of the EastLink Trail to Parkrun Australia for the weekly Mullum Mullum Parkrun.

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

During the year, 9,138 runners participated in 38 Mullum Mullum Parkrun events (average 240 runners per event).

However, this event was suspended temporarily from March 2020 due to COVID-19 restrictions.

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



12.8 GRAFFITI REMOVAL



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

During FY2020 we reduced the use of paint remover chemicals, with the preference being to paint over graffiti.

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

Table 33: Graffiti removal

Graffiti removal	Baseline (FY2020)
Graffiti removal jobs undertaken by EastLink	812



Major Achievements in FY2020

812 graffiti removal jobs

Offensive graffiti removed within 24 hours

Non-offensive graffiti removed within five days

13. RESILIENCE

13.1 CLIMATE CHANGE



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

More days of hotter and drier conditions can affect employee and customer health, vegetation health, integrity of surfaces, increased grass fire 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.

We have processes in place to assist with understanding our risks to climate change, measuring impacts, identifying trends and taking action, such as:

- > Measuring scope 1 and scope 2 emissions to identify where reductions in emissions can be made
- > Regular inspections and collection of information including condition ratings for landscaping and failure rate data for equipment
- > Remediation plans for assets including landscaping, pavement and equipment.

Management of GHG emissions is addressed in section 12.3 of this report.

In FY2021, EastLink will complete a dedicated climate change risk and scenarios report, with a standalone climate risk register underlining the risks to various aspects of the business as a result of direct climate change risks, as well as indirect climate change risks such as changes in climate change legislation in Victoria or Australia. This will provide not only greater understanding of how climate change will affect EastLink as it exists now, but how future decision-making will be altered to consider adaptation and resilience to a changing climate.

13.2 COVID-19 CRISIS MANAGEMENT




Melbourne’s first wave of COVID-19 infections and associated government restrictions occurred during March/April 2020. The peak of the first wave was on 28 March 2020, and the wave concluded around 22 April 2020.

For the first time in EastLink’s history, other than for annual crisis management exercises, EastLink’s Crisis Management Plan was activated and the Crisis Management Team was stood up on 5 March 2020 to deal with the COVID-19 pandemic. EastLink’s Crisis Management Plan already included pandemic as a risk and EastLink already had in place pandemic guidelines for guidance in the event of a material pandemic event.

The second wave was only just beginning to develop in the final week of FY2020, and at that time the government had not yet responded with the much stricter new restrictions that would be imposed in the second wave.

At the end of FY2020, the Crisis Management Plan remained activated and the Crisis Management Team was continuing to manage and coordinate EastLink’s response to COVID-19 and associated government restrictions.



Major Achievements in FY2020

Activated Crisis Management Plan and stood up Crisis Management Team to respond to COVID-19

13.3 QUARTERLY TUNNEL MAINTENANCE



We conducted four quarterly tunnel maintenance closures during FY2020:

- > Overnight Saturday 10 August 2019 from 8pm to 7am
- > Overnight Saturday 16 November 2019 from 8pm to 7am
- > Overnight Saturday 22 February 2020 from 8pm to 7am
- > Overnight Saturday 23 May 2020 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 (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 detectors and automatic boom gates (4).

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

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

- > Emergency services technical familiarisation tours



Major Achievements in FY2020

Conducted stakeholders tours during tunnel maintenance closures

> Corporate stakeholder tours.

However, from March 2020 these tours were suspended temporarily due to COVID-19 restrictions.

Image 9: Stakeholder tour with a Young Professionals group from Roads Australia at EastLink's toll point #2 (10 August 2019)



Image 10: Stakeholder tour with the Minister for Roads and Road Safety, The Hon. Jaala Pulford (centre) in the tunnel ventilation facility (22 February 2020)



13.4 ROAD RESURFACING



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

During FY2020 we let tenders and selected a preferred supplier for the resurfacing of the roadway (excluding the road surface inside the tunnels which is dense grade instead of open grade, and therefore has a longer lifespan).

The roadway will be resurfaced progressively between 2021 and 2024.

All removed asphalt (approximately 100,000 tonnes) will be returned for recycling and reuse in other road projects.

We are contracting the supplier relatively early as there are a lot of extremely large road construction projects expected to be underway in Melbourne at that time (e.g. North East Link including the upgrade of the Eastern Fwy). Early planning and contracting are essential to ensure supply of products and resources.

13.5 NEW TELEPHONY SYSTEMS

Refer to section 9.3 for details.

13.6 IT INFRASTRUCTURE REFRESH




EastLink maintains its own datacentre for data storage and processing.

The hardware infrastructure and some of the software in the datacentre needed to be replaced.

This included customer data processing systems (such as the CRM & billing system) and corporate systems (such as the intranet document management system).

The replacement of the IT infrastructure was scheduled to run for a period of 9 months with the primary focus being to replace all end of life hardware and software in the datacentre, retire and decommission existing systems, whilst at the same time, minimising the impact to normal business operations during the transition.

Despite the significant challenges resulting from COVID-19 restrictions, the project was completed on schedule.



**Major Achievements
in FY2020**

Replaced IT
infrastructure in the
datacentre

13.7 RENEWAL OF OPERATIONS MANAGEMENT & CONTROL SYSTEM (OMCS)



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

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

During FY2020 we planned the multi-year program of works to renew the OMCS.

The first stage of this renewal program will be the upgrading of programmable logic controllers (PLCs), which allow the OMCS to control edge devices (such as tunnel safety systems, variable speed signs, lane control signs, VMS signs, overhead detectors, and automated boom gates).

This first stage will be implemented in FY2021.

13.8 FUTURE ITS DATA NETWORK REQUIREMENTS



In FY2021 we will commence planning for a new, much higher capacity roadside broadband network that will be able to support future Intelligent Transport Systems (ITS) such as to enable infrastructure to vehicle communications capabilities (see section 14).

We hope to commence roll out of the new higher capacity roadside broadband network in FY2022.

13.9 CRISIS MANAGEMENT EXERCISE



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

We conducted our FY2020 crisis management exercise on 21 November 2019.

The FY2021 crisis management exercise is being planned for 19 November 2020. Due to COVID-19 restrictions, this exercise will be conducted online for the first time, with participants participating from home.

13.10 EMERGENCY FIELD EXERCISE



Every three years we work with the emergency services to conduct an emergency field exercise in the EastLink tunnels, to help maintain the skills, experience and procedures of emergency first responders when operating within the road tunnel environment. The emergency field exercise requires the closure of the EastLink tunnels.

An emergency field exercise was planned for a weekend morning in March 2020. However, due to COVID-19 restrictions as well as the impact of COVID-19 response on the availability of emergency personnel, the emergency field exercise was postponed, and will be replaced with a virtual emergency exercise in November 2020.

14. C-AV TECHNOLOGIES

14.1 ANNUAL VICTORIAN SELF-DRIVING CAR SURVEY



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

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

EastLink's FY2020 survey was conducted in October 2019. More than 22,000 Victorian motorists completed the survey, which is a 22% increase on the previous year.

For the first time in EastLink's Annual Victorian Self-Driving and Electric Car Survey, motorists prefer hybrid power for their next car over a traditional petrol engine.

While the EastLink survey shows that use of the latest driver assistance functions is growing each year, some motorists are disillusioned with fully self-driving cars.

Most motorists "definitely want" a connected car for traffic warnings, road condition warnings and vehicle security features.

However, the EastLink survey also indicates that most motorists remain unconvinced by road use charging.

Key survey findings include:

- > For the first time, more motorists would prefer hybrid power for their next car over a traditional petrol combustion engine.
- > The preference for 100% fully electric power is not far behind, also growing strongly.
- > The biggest barrier to owning a 100% fully electric vehicle is purchase cost (72%), followed by the lack of charging facilities away from home (58%), and then vehicle range before re-charging (47%).
- > 68% of motorists think that Governments should provide incentives to encourage the take-up of electric vehicles.
- > More and more motorists are using the latest driver assistance functions each year.
- > Female motorists increasingly want the latest driver assistance functions in their next car, which is closing the gap in demand for these functions compared to male motorists.
- > However, some motorists are disillusioned with the concept of fully self-driving cars.
- > There has been a sizeable decrease in the proportion of motorists who could imagine using hands-off driving on a freeway.
- > Demand for fully self-driving on all roads remains significantly lower than it was two years previously.
- > There has also been a decrease in the proportion of motorists who would take a ride in a fully self-driving vehicle, even when there is a driver in the vehicle constantly monitoring and ready to take control.
- > Six out of ten motorists "definitely want" their next car to be connected to a data network for traffic warnings, road condition warnings and vehicle security features.
- > Meanwhile, 63% of motorists continue to be unconvinced by road use charging.

We published [the results of the 2019 Annual Victorian Self-Driving Vehicle Survey](#) and presented the results at the 4th International Driverless Vehicle Summit (IDVS4) in Sydney (27-29 October 2019).

De-personalised survey data is made available to industry partners.

The 2020 Annual Victorian Self-Driving Car Survey will be conducted in October 2020.



**Major Achievements
in FY2020**

Largest survey of its
kind in the world

14.2 CONNECTED VEHICLE TECHNOLOGY TRIALS



In partnership with VicRoads' Smarter Journeys program, ARRB and La Trobe University, we have been studying the operational deployment of semi-automated and connected vehicles on EastLink.

During FY2020, the partners trialed a DSRC messaging platform on EastLink to deliver real-time road warnings in a high-speed environment.

The trial demonstrated that messages can be delivered with precision (location and lane) and reliability without interference with the tolling system. Additionally, the freeway speed at which the vehicles operate was found to not impact on the efficacy of the technology.

The ability to provide instant and advanced road warnings to connected vehicles ahead of incident/roadworks warning signs along the road delivers clear safety and efficiency benefits. This trial is an important step towards ITS's promise of dynamic demand-response traffic management.



Major Achievements in FY2020

Short-listed finalist for the 2020 ITS Australia Smart Transport Infrastructure Award

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We do not print the EastLink Sustainability Report. We publish it digitally.

For further information:
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Independent Limited Assurance Report on the Eastlink Sustainability Report of ConnectEast Pty Limited (“ConnectEast”)

To: The Board of Directors and Management of ConnectEast

Subject Matter

We have undertaken a limited assurance engagement relating to the selected Eastlink Sustainability Report data as set out below (“the Subject Matter”) presented in the Sustainability Report of ConnectEast for the year ended 30 June 2020 (“Eastlink Sustainability Report FY2020”) results.

Reported Data	Category	Subject Matter	Page Reference
Workplace Safety Data	Social	Lost Time Injury (LTI) Medically Treated Injury (MTI) Fatality	Table 4, page 15
Compliance Training	Governance	Compliance training attendance CRM & billing system user training attendance External training attendance Safety Inductions Conference attendance	Table 10 to 15, page 21-23
Customer Satisfaction	Social	Customer survey results (Eastlink account holders only)	Table 18, page 26
Customer Advocate	Governance	Eastlink Customer Advocate cases Eastlink Customer Advocate case resolution time	Table 21 & 22, page 29
Tunnel Air Pollutants	Environment	Tunnel air pollutants	Table 23, page 38
Green House Gas (GHG) Emissions	Environment	Energy usage GHG emissions attributable to Eastlink energy usage	Table 25, page 41

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 2020 and does not extend to the annual statutory financial statements.

Use of this Report

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

Management's Responsibility

The Management of ConnectEast is responsible for:

- determining that the Subject Matter and applicable criteria are appropriate to meet their needs and the needs of the users;
- collecting, preparing and presenting the Subject matter and applicable criteria; and
- maintaining adequate records and internal controls that are designed to support the disclosures made in the Eastlink Sustainability Report FY2020.

Assurance Practitioner's Responsibility

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

Assurance Approach

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

Level of Assurance

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

Our Independence and Quality Control

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

Assurance Procedures

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

- Assessing policies and procedures of ConnectEast related to the Subject Matter disclosed in the Eastlink Sustainability Report FY2020;
- Interviewing process owners of the Subject Matter to understand the key issues related to ConnectEast's policies and procedures;
- Evaluating the design and implementation of the key processes, systems and controls for collecting, managing and reporting the Subject Matter covered by Assurance and review of certain controls for

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

In accordance with the Standard we have:

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

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

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

Assurance Conclusion

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

PKF



Kenneth Weldin
Partner
Melbourne, Australia
15 April 2021