



**EastLink**  
Time better spent.

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# EASTLINK SUSTAINABILITY REPORT

**FY2019 (YEAR ENDED 30 JUNE 2019)**



**EastLink**  
Time better spent.

**SUSTAINABLE  
DEVELOPMENT  
GOALS**



**G R E S B**  
★ ★ ★ ★ ★ 2019

**ConnectEast Pty Ltd**  
ABN 99 101 213 263

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## 1. SUSTAINABILITY HIGHLIGHTS FOR FY2019

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### EFFICIENT

Electricity usage down 37%  
 GHG emissions down 36%

### SAFE

Safest freeway in Melbourne  
 Low casualty crash rate of 2.58 per 100M vehicle km

### QUICK

Quickest freeway in Melbourne  
 96 km/h average speed

### LOW COST

Lowest tolls in Australia  
 \$13.6M weekend toll discounts given to motorists

### ONE TEAM

EastLink's Ringwood office building redesigned & refitted  
 86-person customer contact team moved to Ringwood

### RECOGNISED

GRESB top 5 Star rating for fourth successive year  
 ITS Australia National Industry Award 2018



## 2. MANAGING DIRECTOR'S MESSAGE



**This year, our Sustainability Report is more comprehensive than ever before, and we have improved the format. These changes are to better align our report with the GRESB Infrastructure Assessment.**

We have been reporting our Environmental, Social and Governance (ESG) sustainability performance to the GRESB Infrastructure Assessment since its inception in 2016.

We know how important ESG sustainability is to our investors – a small, international group of superannuation funds and sovereign wealth funds with investments in many infrastructure assets around the world.

The GRESB Infrastructure Assessment is a common platform that provides our investors with the ability to aggregate sustainability performance across their investments, assess the sustainability performance of their own funds, and report on that to their clients.

The GRESB Infrastructure Assessment has developed and matured based on the experience of receiving and assessing sustainability reports each year from hundreds of infrastructure entities across the globe. By continuing to participate in the GRESB Infrastructure Assessment, we are sharing in and benefiting from that experience.

GRESB reporting has become more challenging in some areas, and more specific in others. This is helping us become better practitioners of ESG sustainability, and our customers and other stakeholders will benefit from that.

For the first time, our Sustainability Report also indicates how the actions we take at EastLink support the United Nations Sustainable Development Goals (SDGs). It is important for us to think and report about how our actions are contributing to international objectives.

My favourite highlight in this year's Sustainability Report is that our team has redesigned and completely refitted the interior of the main building at the EastLink operations centre. This is not just about aesthetics. The redesign and refit has been necessary to allow the EastLink contact centre team – 86 people in all – to relocate from Mount Waverley to join the rest of the EastLink team at the EastLink operations centre in Ringwood.

We have achieved our long-held goal of being one team in one location. While our people have benefited already from the improvement to our offices and facilities, it is our customers who will benefit in the longer term. One team in one location will break down some organisational barriers and create a better understanding between the contact centre (the people who our customers communicate with) and the rest of our business. I am confident that this will lead to better outcomes for customers.

EastLink already offered the lowest toll prices, weekend toll discounts, no additional fees for payment by debit or credit card, and a contact centre right here in Melbourne staffed by local people with local expertise. Now our team has come together at the one location in Ringwood – a unique achievement in today's Australian toll road industry that will create unique opportunities.

We are revitalised for the challenges and opportunities ahead.

I hope that you enjoy reading our Sustainability Report, and that by doing so you gain a better understanding of what we are doing "behind the scenes", and why.

**Charles Griplas**  
Managing Director



### 3. ABOUT EASTLINK

ConnectEast Group is the privately owned Single Purpose Vehicle (SPV) completely dedicated to the design, construction, operation and maintenance of EastLink, the 39km tollway 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 offers Australia's lowest toll prices. In addition, EastLink is the only tollway in Australia to offer toll discounts (e.g. 20% discount for car travel on weekends and public holidays).

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 (2019). It is also Australia's fastest growing city by population. It is expected that Melbourne will overtake Sydney to become Australia's largest city in around 2026.

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
- > Walk-in customer centre for over-the-counter "in person" transactions
- > 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) 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

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We adopt sustainable practices in all that we do at 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.”

## 5. ABOUT THIS REPORT

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### 5.1 REPORTING PERIOD

This report covers the FY2019 reporting period (1 July 2018 until 30 June 2019) unless specified otherwise.

The data included in this report includes:

- > Environmental, Sustainability and Governance (ESG) data for the reporting period
- > 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 also included.

## 5.2 UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

The UN has 17 Sustainable Development Goals (SDGs). 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](http://www.un.org/sustainabledevelopment)

Figure 1: The UN's Sustainable Development Goals



## 5.3 GRESB INFRASTRUCTURE ASSESSMENT



The internationally recognised GRESB (Global Real Estate Sustainability Benchmark) Infrastructure Assessment covers the ESG performance of 500 infrastructure funds 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.



### Major Achievements in FY2019

Top GRESB 5 Star rating for fourth consecutive year

Ranked top 10% globally of 393 infrastructure assets



In the 2019 GRESB Infrastructure Assessment:

- > EastLink has been rated GRESB's maximum rating of 5 Stars for the fourth year in a row
- > EastLink was ranked in the top 10% globally of 393 infrastructure assets
- > In the road companies (motorways) category, EastLink was ranked 4th in the world
- > EastLink's overall GRESB asset score was 75
- > EastLink's individual GRESB ESG ratings were:
  - Environment 78
  - Social 70
  - Governance 75



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

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

#### More about GRESB

GRESB was launched in 2009 by a group of large pension funds who wanted to have access to comparable and reliable data on the ESG performance of their investments, initially focusing on real estate. The first GRESB Infrastructure Assessment took place in 2016. GRESB has grown to become the leading Environmental, Social and Governance (ESG) benchmark for real estate and infrastructure investments across the world.

GRESB's ESG data and benchmarks now cover over USD 4 trillion in real estate and infrastructure value and is used by more than 100 institutional investors to make decisions that are leading to a more sustainable real asset industry.

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](http://www.gresb.com)

## 6. SAFETY

### 6.1 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 (10<sup>8</sup>) vehicle kilometres travelled.

Although higher than last year, the casualty crash rate for EastLink is lower than for the other freeways in Melbourne, and it is similar to the FY2013 baseline even though traffic volumes are increasing each year.

Although there were more motor vehicle accidents (MVAs) on EastLink in FY2019 compared to FY2018, the average time for EastLink incident response teams to respond and attend at MVAs was lower in FY2019 compared to FY2018.



#### Major Achievements in FY2019

Safest freeway in Melbourne

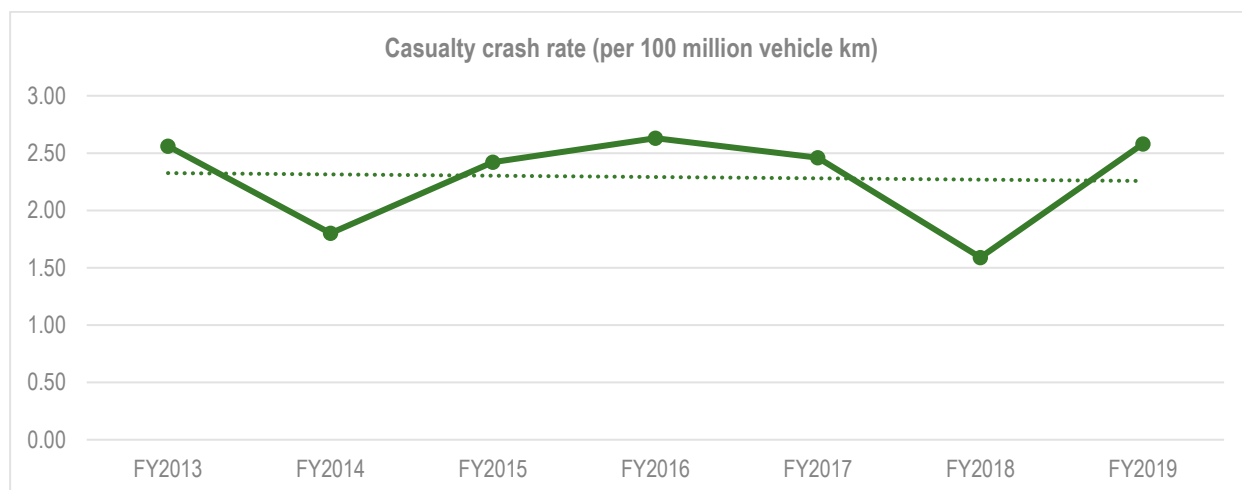
Low casualty crash rate of 2.58 per 100 million vehicle km

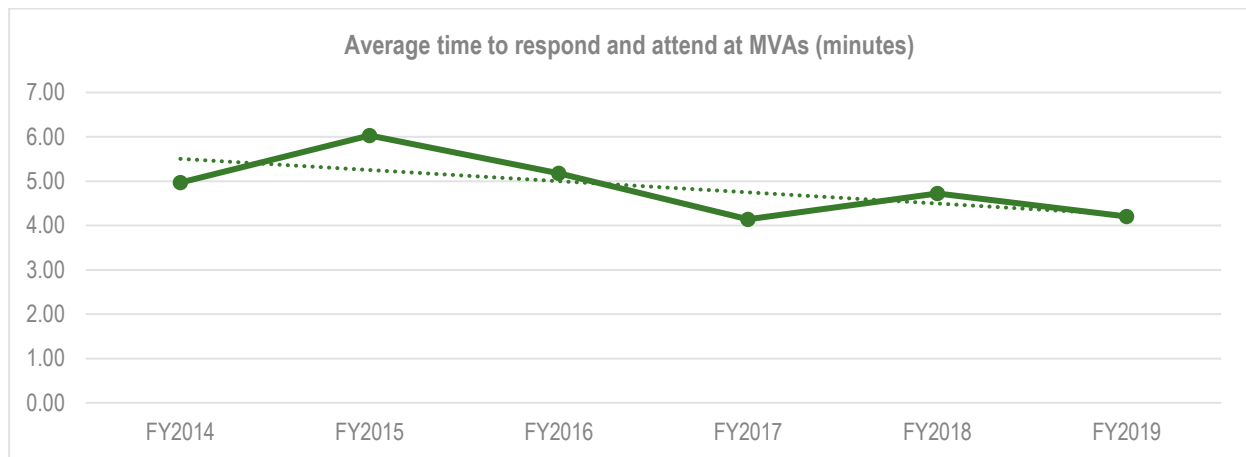
Average time to respond and attend at MVAs down 11%

Zero fatalities

Table 2: Motor vehicle accidents and road safety

Motor Vehicle Accidents (MVAs)	Baseline	FY2018	FY2019
Casualty crash rate (per 100 million vehicle km)	2.56 (FY2013)	1.59	2.58
Average time to respond and attend at MVAs (minutes)	4.97 (FY2014)	4.72	4.20
Number of MVAs on EastLink	257 (FY2012)	302	362
Fatalities in crashes	Not previously reported		0





To improve the efficiency of the EastLink traffic control room and the effectiveness of our response to incidents, we have invested in a new digital data network for our more than 200 CCTV cameras. We are also progressively replacing the original analogue CCTV cameras with new digital CCTV cameras. At the end of FY2019 around half of the CCTV cameras on EastLink had been upgraded to digital. We plan to complete the upgrade of the remaining analogue cameras in FY2020. 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 FY2019 the operator consoles in the EastLink traffic control room were modernised. The new operator consoles have provided significant human computer interface (HCI) improvements. By simplifying the HCI arrangements, control room operators can focus more on the management of incidents, and less on the management of technology.

Image 2: The difference between EastLink's new digital CCTV cameras and an older analogue CCTV camera at lower right





Image 3: One of EastLink's new digital CCTV cameras demonstrates improved performance in lower light conditions



During FY2019 we prepared plans to renovate the layout of the EastLink traffic control room. During FY2020 we will implement these plans and the traffic control room will be opened up to include two adjacent rooms:

- > The incident management office used by team leaders of EastLink's control room and incident response teams
- > The incident room used by the emergency services for co-ordination purposes during larger incidents.

By integrating these three rooms together, the flow of information will improve, which will be 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 plan to roll out LED lighting throughout the EastLink tunnels during FY2020.

Image 4: New LED lights (white) being installed in an EastLink tunnel





During FY2019 we introduced a new 24/7 phone service to make it easier for motorists to report hazards on EastLink.

To raise awareness of the new phone service, we installed a large number of permanent signs along EastLink (the image right, shows one of the new signs in our warehouse prior to installation).

Alongside these new signs, location panels show location codes, which can be used by the caller to help identify the location of the incident when reporting it.

As part of this change, the help phones previously located along EastLink were removed. These help phones were rarely used, and encouraged motorists to walk along the freeway to the nearest help phone, which is not as safe as staying with a broken down vehicle.

This change is consistent with the latest VicRoads policy regarding help phones on freeways. For example, this change has occurred previously on the Eastern Fwy.

Before making this change, EastLink conducted market research to ensure that the majority of motorists are supportive of the change. In the survey of more than 28,000 motorists, 95% said they are happy to use their mobile phone to call for assistance (provided the contact number is shown on road signs).

During FY2019 we trialed a new more durable anti-slip treatment at one of the eight timber bridges on the EastLink Trail in the Mullum Mullum park. Upon successful completion of the trial, we commenced installation of the new anti-slip strips to all eight timber bridges in late FY2019, with completion expected in early FY2020.



Image 5: New anti-slip strips on a timber bridge on the EastLink Trail in the Mullum Mullum park.



## 6.2 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 FY2019.

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 FY2019 there was one LTI and one MTI:

- > LTI in May 2019 – An operations and maintenance worker was required to change the wheel on a vehicle at the EastLink operations centre. He parked the vehicle inside the warehouse. While he was kneeling to prepare to change the wheel, his right foot slipped from under him causing him to fall on the ground. An ambulance was called and he was transported to hospital. He was absent for a total of 3 shifts before returning to work on full duties.
- > MTI in December 2018 – After exiting the front passenger seat of a vehicle, an operations and maintenance worker placed his hand on the roof with his fingers on the B pillar. Another person, who was seated in the rear of the same vehicle, exited the vehicle and closed the door trapping the employee's finger in the door. The injured worker was taken to the medical centre and received 3 stitches to one finger and a prescription for pain medication, returning to work on full duties.

In addition to injuries, close call events (also known as near misses) are also recorded.

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

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

### 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 7.6).

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.

Table 3: Workplace safety

Workplace Safety	Baseline (FY2016)	FY2018	FY2019
Lost Time Injury (LTI)	2	0	1
Medically Treated Injury (MTI)	1	1	1

## 7. EMPLOYMENT

This section applies to and includes EastLink employees only. It does not apply to or include the employees of Broadpectrum who work for EastLink under an alliance arrangement for the delivery of road operations and maintenance services.

### 7.1 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 FY2019, 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 4: Workplace diversity profile (as at 30 June 2019)

Workplace Diversity	Women			Men			Total Staff
	Full-time	Part-time	Casual	Full-time	Part-time	Casual	
Management	2			13			15
Professional	9	3		34	1	2	49
Customer service	29	16	5	10		3	63
Clerical/administrative	21	7	5	12	3	1	49
Totals	61	26	10	69	4	6	176
	97			79			

Table 5: Workplace diversity profile (as at 30 June 2019)

Workplace Diversity	Baseline (FY2015)	FY2018	FY2019
Women (% of total employees)	57 %	58%	55%
Men (% of total employees)	43 %	42%	45%

Table 6: Age profile (as at 30 June 2019)

Age	Women	Men	Total Staff	Proportion
< 30	19	11	30	17%
30 to 50	49	51	100	57%
> 50	29	17	46	26%

Table 7: New hires profile (FY2019)

New Hires	Women	Men
Recruitments	8	9
Proportion	47%	53%

## 7.2 PARENTAL LEAVE



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

Table 8: Parental leave (FY2019)

Parental Leave	Women	Men
Taken by primary carer	6	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%	none received
Parental leave return 3 month retention rate	100%	100%



### 7.3 FLEXIBLE WORKING ARRANGEMENTS



Employees are entitled to request flexible working arrangements if they:

- > Have been employed for at least 12 months
- > 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 family or domestic violence
- > Are caring for or supporting an immediate family or household member who requires care or support because of family or domestic violence

Requests for flexible working arrangements may include:

- > Permanent, part time work
- > Graduated return to work after parental leave
- > Flexible rostering
- > Job sharing
- > Purchase leave

During FY2019, all formal requests by eligible employees for flexible working arrangements were accommodated or mutually agreed.

### 7.4 WORKPLACE



During FY2019 we redesigned and completely refitted the main office building at the EastLink operations centre.

The refit created the additional office capacity that was needed to allow the EastLink contact centre team – 86 people in all – to be relocated from older-style rented office space in Mount Waverley to join the rest of the EastLink team 15km away at the EastLink operations centre in Ringwood.

The relocation of the EastLink contact centre to the EastLink operations centre was completed at the end of FY2019. This has resulted in a huge improvement in workplace facilities for contact centre team members. It has also eliminated unnecessary driving between office locations for meeting attendance.



#### Major Achievements in FY2019

Main office building redesigned & refitted

86-person contact centre moved from Mount Waverley to join the rest of the EastLink team

The refit included:

- > Increase in the number of desks
- > New desks throughout the building, with adjustable desk dividers made from recycled plastic
- > All desks are now sit/stand capable, and each employee can quickly and easily adjust their own desk height as required, as often as they wish
- > Improved lighting in office areas and new blinds at all windows
- > Living plants introduced throughout the building
- > New noise reducing wall coverings
- > More break out areas with more comfortable furniture in more convenient locations
- > New tag logistics facility with improved ergonomics and storage
- > Re-fitted café dining area
- > Improved staff kitchenette facilities
- > Renovated restrooms
- > Safer exterior stairs between car park and lower ground entrance

Image 6: EastLink operations centre refit (contact centre)

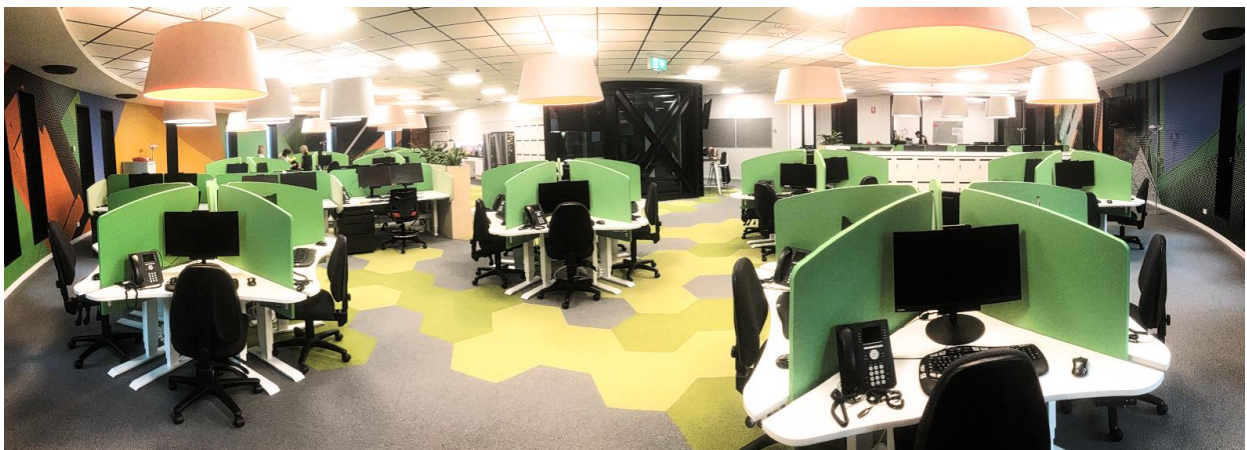


Image 7:  
EastLink  
operations  
centre refit  
(contact centre  
administration  
office)

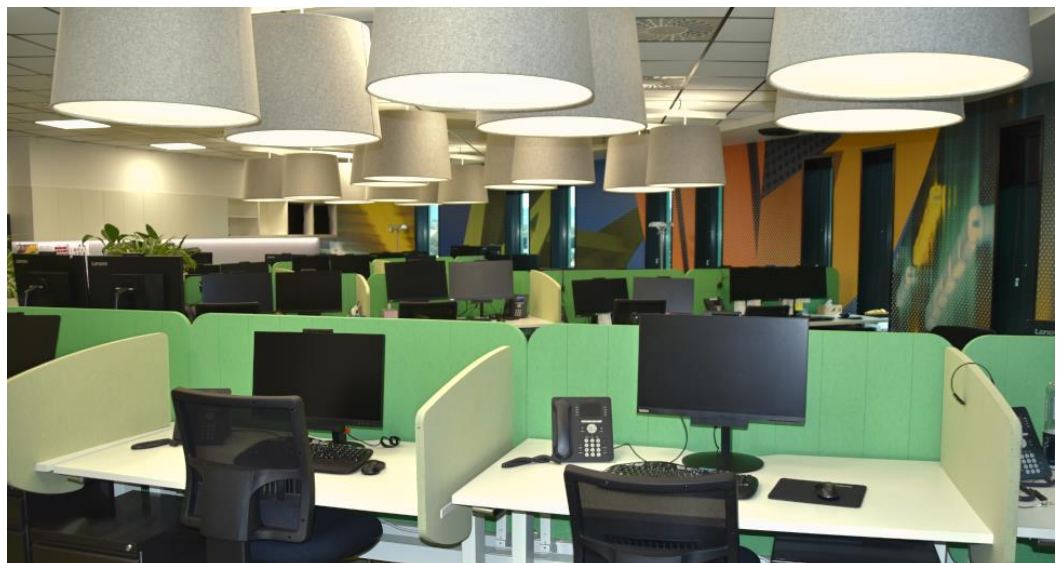


Image 8: EastLink operations centre refit (rest area)



Image 9: EastLink operations centre refit (café)





## 7.5 EMPLOYEE HEALTH AND WELLBEING



During FY2019, key areas of focus for employee health and wellbeing were:

- > **Redesigning and refitting the EastLink operations centre:** See section 7.4.
- > **Relocating the EastLink contact centre from Mount Waverley to the EastLink operations centre:** See section 7.4.
- > **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:

- Free fruit available daily throughout the year
  - Skin checks
  - Flu vaccinations
  - Health appraisals
  - Bio age assessments
  - Monthly seated massage
  - 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 ten 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 externally as well as internally. This includes within the boundaries of the EastLink operations centre and field depots, inside any buildings and inside any company vehicles.

## 7.6 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 now 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.



Table 9: Compliance training

Compliance Training Attendance	Baseline (FY2017)	FY2018	FY2019
Equal employment opportunity and workplace diversity	36	25	228
Bullying and sexual harassment prevention	35	224	20
Privacy	36	227	205
Security awareness	36	240	232
Fraud & corruption awareness and whistle-blower	36	229	18
Occupational health and safety	222	25	199
Corporate induction	35	25	16
<b>Total attendances</b>	<b>436</b>	<b>995</b>	<b>918</b>

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, as that was the year in which the CRM and billing system was first introduced (replacing a much earlier SAP-based system).

Table 10: CRM &amp; billing system user training

CRM & Billing System User Training Attendance	Baseline (FY2017)	FY2018	FY2019
CRM & billing system training modules	615	223	80

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.

Table 11: External training

External Training Attendance	Baseline (FY2017)	FY2018	FY2019
Specialist training courses	82	76	102

Some of the specialist training courses attended by employees during FY2019 included:

- > Women as Leaders
- > Working with Challenging and Aggressive Behaviours
- > Mental Health First Aid
- > Provide Cardiopulmonary Resuscitation
- > Provide First Aid
- > Fire Warden

- > Advanced Industrial Relations Training
- > Internal Auditor Training
- > Agile Business Analyst
- > Core Elasticsearch: Operations
- > Elasticsearch Engineer

Safety inductions are mandatory for EastLink employees, Broadspectrum 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 12: Safety inductions**

Safety Inductions	Baseline (FY2017)	FY2018	FY2019
Safety inductions completed (with a pass mark)	125	681	743

We can estimate total training attendances for EastLink by summing the data from Table 9 to Table 12.

**Table 13: Total training**

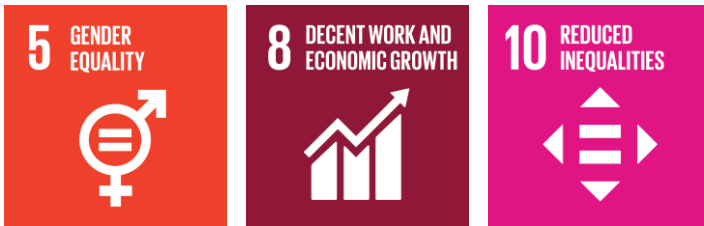
Total Training Attendances	Baseline (FY2017)	FY2018	FY2019
Total (Table 9 to Table 12)	1,258	1,975	1,843

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

**Table 14: Conferences**

Conference Attendances	Baseline (FY2017)	FY2018	FY2019
Industry conferences	12	32	22

## 7.7 COLLECTIVE AGREEMENT



As at 30 June 2019, 60% of EastLink employees were covered by an employee collective agreement.

## 7.8 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.

Between 5% 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 5% to 10% of licence plate images need to be verified by people – image processing operators.

Images are presented to the operators, who confirm 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, a team leader and an account manager.

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

During FY2019, the image processing team in Manila exceeded our expectations.

**Image 10: Team Jeepney's Awards Night in Manila recognised team members' attendance, accuracy and performance**



### Major Achievements in FY2019

The new image  
processing team in  
Manila has exceeded  
expectations

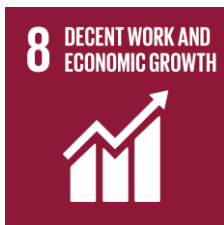


## 8. CUSTOMER SERVICE

### 8.1 OVERVIEW

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

### 8.2 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.

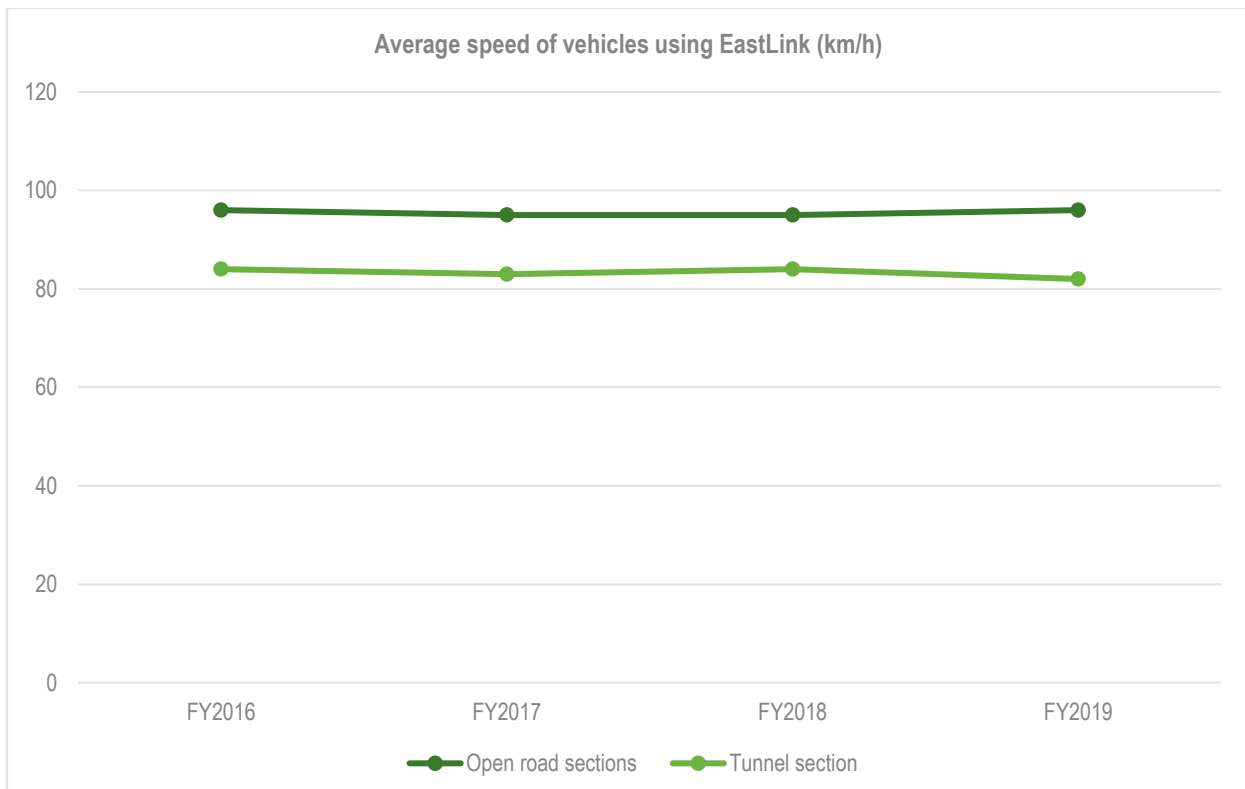


#### Major Achievements in FY2019

Quickest freeway in Melbourne with 96 km/h average speed

Table 15: Average speed of vehicles using EastLink

Average Speed	Baseline (FY2016)	FY2018	FY2019
Open road sections (speed limit 100 km/h)	96 km/h	95 km/h	96 km/h
Tunnel section (speed limit mostly 80 km/h)	84 km/h	84 km/h	82 km/h





### 8.3 TOLL PRICES



On 1 July each year, we change EastLink toll prices in line with CPI (the Consumer Price Index). In the event of deflation, we would reduce EastLink toll prices by the same amount. This ensures that EastLink toll prices are index linked to CPI and do not change in real terms. CPI, and therefore EastLink toll price increases, have been consistently less than 2% in recent years.

EastLink continues to offer the lowest toll prices in Australia. A comparison with CityLink toll prices is shown as an example.



**Major Achievements  
in FY2019**

Lowest tolls in  
Australia

Table 16: Toll prices

Toll Prices	1 July 2016	1 July 2017	1 July 2018	1 July 2019
EastLink toll price change (CPI)	+1.7%	+1.5%	+1.9%	+1.8%
EastLink price per km (full length car trip)	15.5 cents weekdays	15.7 cents weekdays	16.0 cents weekdays	16.3 cents weekdays
	12.4 cents weekends	12.6 cents weekends	12.8 cents weekends	13.0 cents weekends
Comparison CityLink price per km (full length car trip)	39.5 cents	41.1 cents	42.0 cents	43.0 cents

### 8.4 TOLL DISCOUNTS



EastLink is the only tollway in Australia to provide toll discounts to motorists.

The main discount is a 20% discount on weekends and public holidays for car tolls. Our systems provide this discount automatically to all eligible customers – there is no requirement for customers to opt-in or apply for the discount. The discount applies to business customers as well as consumers.



**Major Achievements  
in FY2019**

\$13.6M in weekend  
toll discounts provided  
to customers

Table 17: Weekend & public holiday car toll discounts provided to customers

Weekend & public holiday car toll discounts	FY2016	FY2017	FY2018	FY2019
Total value of discounts provided to customers	\$12.1M	\$12.2M	\$13.4M	\$13.6M

## 8.5 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 17.5 KPI points in calendar year 2018. Therefore no KPI credit penalty was imposed.

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

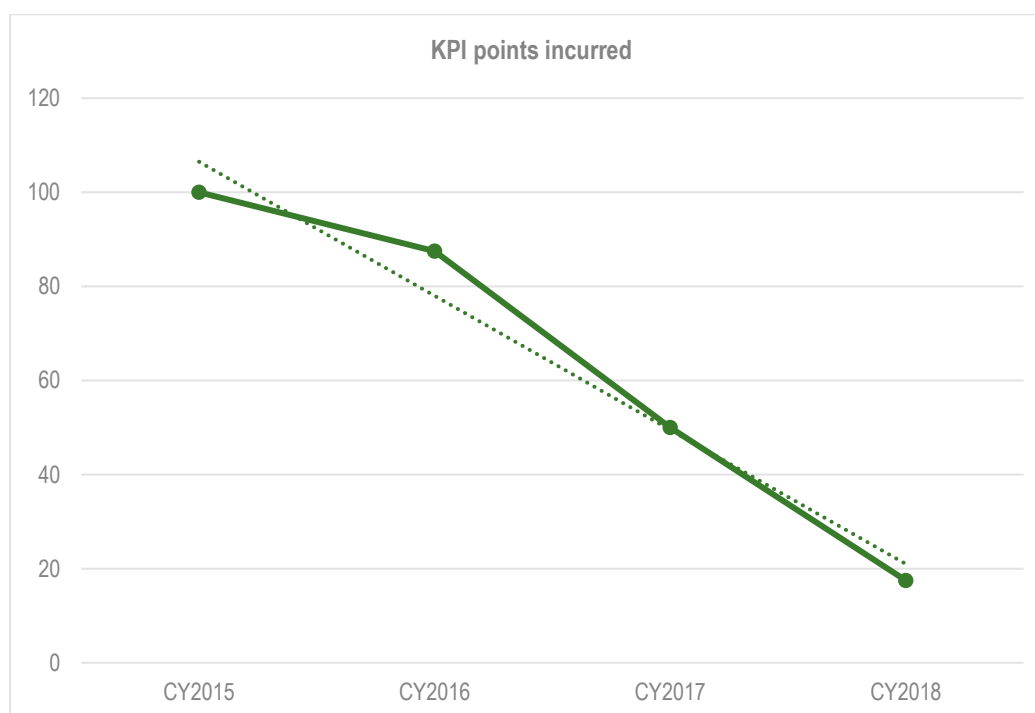


**Major Achievements  
in FY2019**

KPI points down 65%

Table 18: KPI points and KPI credit penalties

KPI Points and Credit Penalties	Baseline (CY2015)	CY2017	CY2018
KPI points incurred	100.0	50.0	17.5
Maximum KPI points allowed before penalties	499	499	499
KPI credit penalties imposed	\$0	\$0	\$0



## 8.6 CUSTOMER SATISFACTION



During Q1 2019, we conducted our fifth annual customer satisfaction survey.

The number of survey respondents was similar to last year.

Our Net Promoter Score (NPS) remains healthy, with the average score similar to previous years. The level of satisfaction with EastLink is also similar to previous years.

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.



**Major Achievements  
in FY2019**

Maintained high levels  
of customer  
satisfaction

Table 19: Customer survey results (EastLink account holders only)

EastLink Account Holders Only	Baseline (FY2015)	FY2018	FY2019
Survey respondents	24,545	24,723	24,533
EastLink NPS	+41%	+39%	+41%
EastLink NPS (average score / 10)	7.77	7.66	7.72
Satisfaction with EastLink (average score / 10)	8.28	8.16	8.22

The volume of complaints about EastLink to the tolling customer ombudsman was lower this year compared to last year as a result of improvements we have made to our new CRM and billing system and customer website, which first launched in May 2017.

Table 20: Comparison ombudsman complaints

Complaints to Ombudsman	Baseline (2015/16)	2017/18	2018/19
EastLink (tolling customer ombudsman)	103	151	127
CityLink (tolling customer ombudsman)	306	171	177
Myki (public transport ombudsman)	1,176	1,058	n/a at publication

## 8.7 TOLLING INFRINGEMENTS AND CUSTOMER HARDSHIP



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.

Although the number of EastLink infringements issued by Fines Victoria in FY2019 was 10% more than FY2018, it was still 20% less than the baseline (FY2016).

Despite the increase last year, it continues to be our long-term target to significantly reduce the number of infringements issued by Fines Victoria.

For example, during FY2020 we will significantly increase the use of email addresses and mobile phone numbers provided via the VicRoads lookup service to remind toll invoice recipients about the need to make payment, increasing the payment rate of toll invoices and decreasing the number of infringements issued by Fines Victoria.



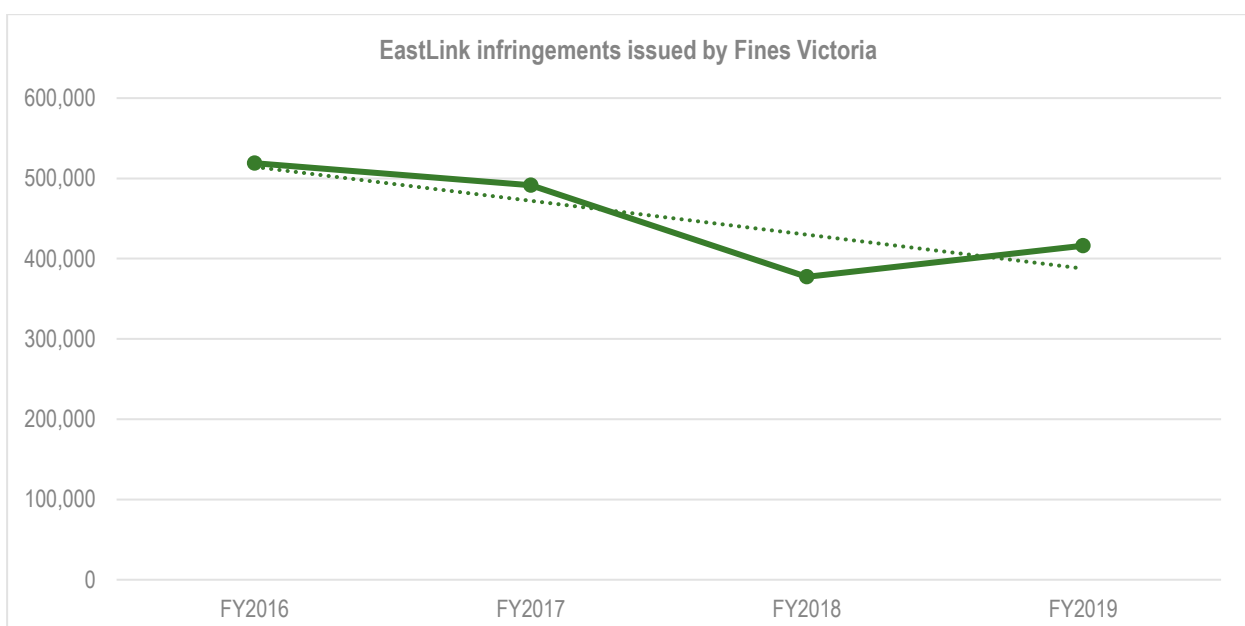
### Major Achievements in FY2019

More than twice as many payment plans provided to customers in need

Promoted Peninsula Community Legal Centre to customers most likely to need assistance

Table 21: EastLink infringements issued

Infringements Issued	Baseline (FY2016)	FY2018	FY2019
For unpaid travel on EastLink	518,918	377,361	416,227





EastLink is not an essential service, and there are alternative un-tolled routes 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 FY2019 we provided more than twice as many payment plans to customers experiencing hardship compared to the previous year.

**Table 22: Payment plans provided to customers experiencing hardship**

Payment Plans	Baseline (FY2018)	FY2019
Payment plans created	1,388	2,952

During FY2019, we worked with Peninsula Community Legal Centre (PCLC) to increase awareness of the legal pathways available to those vulnerable people who receive fines for non-payment of tolls as well as other types of fines.

As part of this, EastLink designed and printed a leaflet for PCLC (shown right).

During FY2019 EastLink inserted 54,000 of these leaflets into EastLink overdue notices posted to addresses in specific geographic areas identified by PCLC.

This was a highly targeted initiative, with leaflets only sent to the people more likely to be at risk of vulnerability:


- > A significant proportion of overdue notices remain unpaid, resulting directly in fines.
- > The geographic areas identified by PCLC have relatively high rates of tolling fines as well as relatively high rates of vulnerability.

**Do you have multiple outstanding fines and/or penalties?**

**Are you experiencing difficulties in paying for your fines?**

**Would you like to consolidate and resolve your fines?**

**Peninsula Community Legal Centre (PCLC) can help.**


**Peninsula Community Legal Centre**

The PCLC Fines Clinic provides free legal advice and assistance. The Fines Clinic can assist with a broad range of fines, including:

- toll road infringements (issued by Fines Victoria after failure to pay toll invoice overdue notices)
- council fines
- public transport fines
- Victoria Police fines.

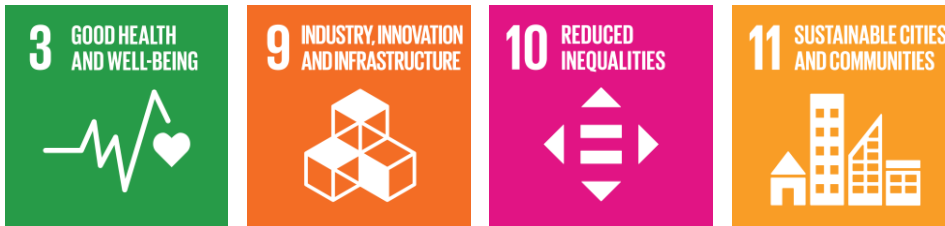
The Fines Clinic operates twice a week at the PCLC Head Office, 441 Nepean Highway, Frankston:

- Wednesday evenings (by appointment)
- Thursday mornings 9.30 am – 12 noon (drop-in service and by appointment).

PCLC encourages you to come to a Fines Clinic session, if you have a number of outstanding fines, before extra fees and penalties are added to your fines.

**For further information or to book an appointment with PCLC, please phone (03) 9783 3600**

## 8.8 EASTLINK CUSTOMER ADVOCATE



For the resolution of unresolved customer complaints, on 30 June 2019 EastLink ceased to be a member of the TCO Tolling Customer Ombudsman scheme, and in its place created a new EastLink Customer Advocate role effective from 1 July 2019.

The EastLink Customer Advocate operates in accordance with:

- > The Australian Government's Benchmarks for Industry based Customer Dispute Resolution Benchmarks
- > The Australian Bankers' Association Guiding Principles – Customer Advocate.

The purpose of the EastLink Customer Advocate is:

- > To provide EastLink customers with an independent review and decision making process in relation to unresolved customer complaints.
- > To make it easier for customers when things go wrong by helping to facilitate thorough and fair complaint outcomes and minimise the likelihood of future problems.
- > Not a substitute for the existing complaint handling processes and functions provided by EastLink's toll road operations, however, serves to enhance the customer's experience for the types of cases that until 30 June 2019 progressed through the TCO Tolling Customer Ombudsman.

The core objectives of the EastLink Customer Advocate are:

- > To enhance the existing complaints processes.
- > To ensure unresolved customer complaints are able to be escalated and responded in a timely manner.
- > Through an independent review process, to arrive at findings that are **thorough** and **fair**.

The EastLink Customer Advocate is functionally independent from EastLink's toll road operations, and therefore can make decisions independently. This independence is communicated to customers.

Accordingly, the individual appointed to the EastLink Customer Advocate role:

- > Must not be within the line management of EastLink's toll road operations departments, which deliver tolling, customer service, road/tunnel management and incident response (i.e. the Finance, Customer Service, Billing & Credit, Information Technology and Road Operations departments).
- > Must not be within the line management of the EastLink department that administers the KPI regime and risk management (i.e. the HR Risk & Safety department).
- > Must not be within the line management of the EastLink department that administers vehicle damage claims (i.e. the Legal department).

The EastLink Customer Advocate is sufficiently senior:

- > Reports directly to EastLink's Managing Director.
- > Has unfettered access to key business decision makers including every member of the EastLink Senior Management Committee.

The EastLink Customer Advocate has the power to:

- > At their request, help customers who have not been able to resolve a complaint through the existing complaint handling processes and functions provided by EastLink's toll road operations, and customers in particularly challenging or complex circumstances.
- > Conduct an independent review of the outcome of a customer's complaint.

- > Access any required information held by EastLink in order to conduct a thorough and independent review of a complaint.
- > Investigate problems, resolve issues and make decisions.
- > Through identification of trends and a deeper understanding of specific complaints, help EastLink's toll road operations improve its products, systems and processes by providing insights into customer perspectives and recommendations for improvement.
- > Engage with customer representatives, including community legal centres and other stakeholders.

EastLink is bound by the EastLink Customer Advocate's findings, including goodwill credits and/or toll/fee refunds awarded to the customer if applicable.

Irrespective of the EastLink Customer Advocate's findings, the customer continues to retain his/her legal rights. For example, the Magistrates' Court or VCAT (the Victorian Civil & Administrative Tribunal). VCAT is a tribunal that hears and decides civil and administrative legal cases in the State of Victoria. This includes consideration of, and decision making on disputes about the purchase or supply of products and services. This is communicated to customers when they are advised of the EastLink Customer Advocate's finding in their case.

The EastLink Customer Advocate is available free of charge to customers.

The EastLink Customer Advocate is contactable:

- > By email to [EastLinkCustomerAdvocate@connecteast.com.au](mailto:EastLinkCustomerAdvocate@connecteast.com.au)
- > By letter to The EastLink Customer Advocate, PO Box 744, Ringwood VIC 3134
- > By phone to (03) 9955 1700 during business hours.

Contact details for the EastLink Customer Advocate are:

- > Published on the EastLink website.
- > Provided to customers on request to the EastLink contact centre or in person at the EastLink customer centre.

The EastLink Customer Advocate does not require onerous or overly complex information from the customer in order to conduct an assessment and make a finding for a case. For example, printed and signed complaint forms are not necessary.

The EastLink Customer Advocate maintains its own records of all customer advocate cases.

The operations of the EastLink Customer Advocate will be audited by an independent auditor as part of EastLink's existing annual customer service and KPI audit.

The EastLink Customer Advocate will publish a quarterly report on the EastLink website.

## 9. STAKEHOLDER ENGAGEMENT

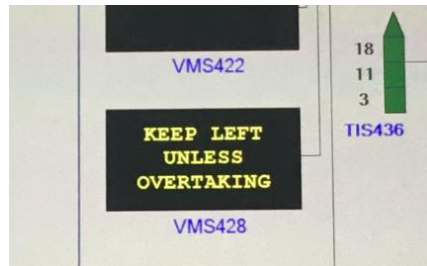
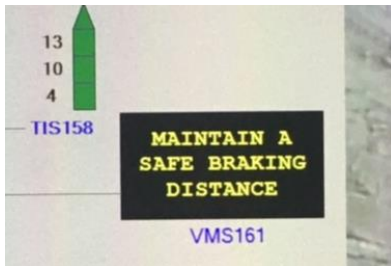
### 9.1 COMMUNITY



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



#### Major Achievements in FY2019

Sponsored and promoted more than a dozen community events and facilities

Helped raise \$58,000 for Peter Mac Cancer Foundation

Helped raise \$9,550 for We Care Community Services

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

EastLink is a founding sponsor of RTSSV's Shine a Light on Road Safety campaign. EastLink again sponsored the Shine A Light on Road Safety Community Walk on Sunday 5 May 2019 at Albert Park Lake. On Friday 10 May 2019, RTSSV and EastLink asked motorists to turn on their headlights as a simple, free and highly visible gesture to remember those impacted by road trauma and show commitment to road safety.

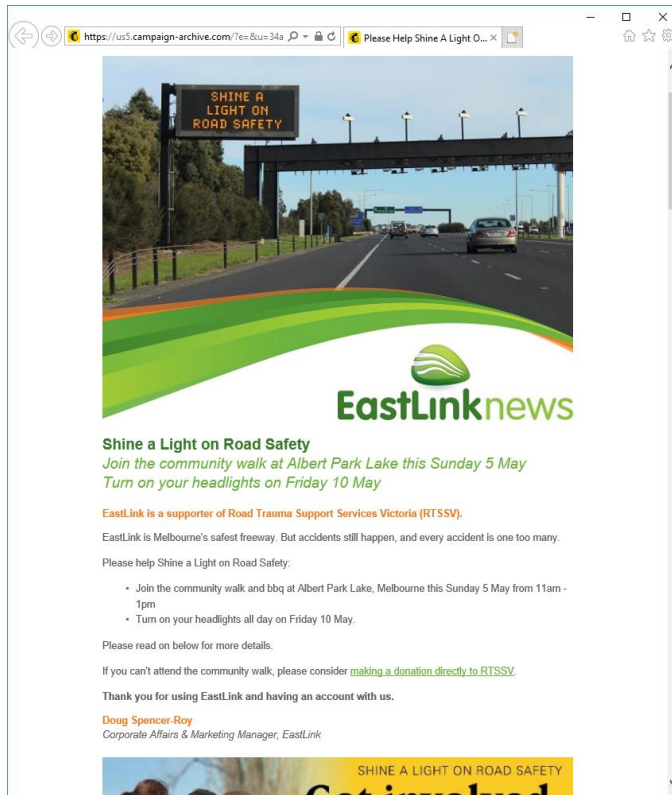
We used EastLink's digital VMS and customer email bulletins to promote these events. In lieu of location fees, we ask for a cash donation to RTSSV when production companies wish to film television advertisements on EastLink.

Image 12: An EastLink digital VMS promoting Shine A Light on Road Safety





Image 13: Email bulletin sent to 370,000 EastLink customers to promote Shine A Light On Road Safety



Community events and community facilities help provide a sense of community and contribute to health and well-being.

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 FY2019, EastLink sponsored and helped to promote community events and community facilities including:

- > Aquanation Maroondah (open throughout the year)
- > Dandenong World Fare (Sunday 24 March 2019)
- > EastLink Great Australian Rally (Sunday 10 January 2019)
- > Frankston Arts Centre (open throughout the year)
- > Frankston's Christmas Festival of Lights (Saturday 24 November 2018)
- > Frankston Waterfront Festival (Saturday 16 and Sunday 17 February 2019)
- > Main Street Mornington Festival (Sunday 21 October 2018)
- > Maroondah Festival (Sunday 11 November 2018)
- > Monash Carols by Candlelight Festival (Sunday 9 December 2018)
- > Ringwood Spiegeltent (Friday 5 April to Saturday 13 April 2019)
- > Stellar Short Film Festival (Saturday 2 March 2019)
- > Tyabb Air Show (announced EastLink sponsorship and date of the 2020 airshow on 3 June 2019)

In addition to helping to promote the EastLink Great Australian Rally, EastLink provided its operations centre car park and café as one of the event's four meeting points across Melbourne. Approximately 125 veteran, vintage and classic vehicles met at the EastLink operations centre car park before proceeding on to the main event site at historic Cruden Farm, near the southern end of EastLink. EastLink staff volunteered as event marshals. In total, approximately 1,000 veteran, vintage and classic vehicles attended the EastLink Great Australian Rally, and the event raised \$58,000 for Peter Mac Cancer Foundation.

Image 14: Example roadside billboard (provided by EastLink to Great Australian Rally)



Image 15: Example roadside billboard (provided by EastLink to Main Street Mornington Festival)



Image 16: Example roadside billboard (provided by EastLink to Maroondah Festival)





Image 17: Example roadside billboard (provided by EastLink to Monash Carols by Candlelight)



Image 18: Example email sent to 370,000 EastLink customers to promote a community event

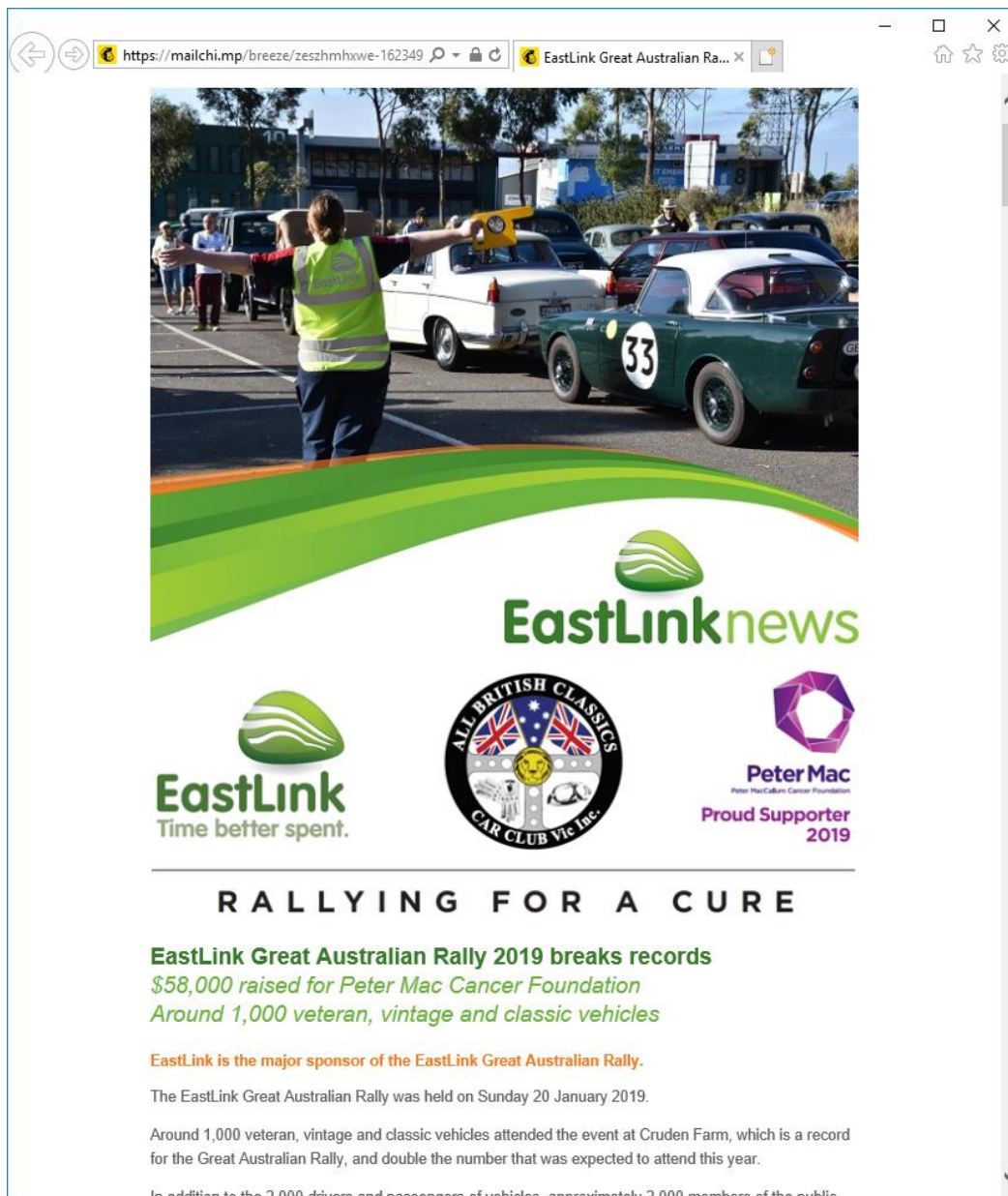


Image 19: Some of the EastLink Great Australia Rally participants meet at the EastLink operations centre



Image 20: EastLink Great Australia Rally participants are waved off from the EastLink operations centre



Image 21: EastLink Great Australian Rally presents \$58,000 to Peter Mac Cancer Foundation





During FY2019, EastLink replaced desktop and laptop computers with new equipment at the EastLink operations centre. EastLink's IT department cleaned up the de-commissioned equipment (including securely deleting and rebuilding hard drives).

As a fundraiser, the de-commissioned equipment was sold to EastLink staff for personal use.

In total \$9,550 was raised by EastLink and provided to We Care Community Services.

We Care Community Services is located in Dandenong, and each year provides services to 11,000 local people experiencing hardship:

- > The Helping Hand Centre provides food parcels, items of clothing, blankets, toiletries, school supplies, baby supplies, and much more, free of charge, to families in need on a regular basis. The centre is set up like a supermarket without checkouts.
- > A weekly Playgroup which offers a safe and engaging environment for children to develop their skills as well as interact with others from the local community. It is an environment where parents and guardians are able to build their social connection and integration within the community.
- > Weekly mentoring and positive lifestyle programs in a number of high schools assist students in dealing with anger, depression and other developmental issues. This is a great opportunity to help fringe students to reengage with school (and thus to stay in school) as well as helping them expand their social skills to better integrate into society.

Image 22: EastLink presents \$9,550 to We Care Community Services



## 9.2 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



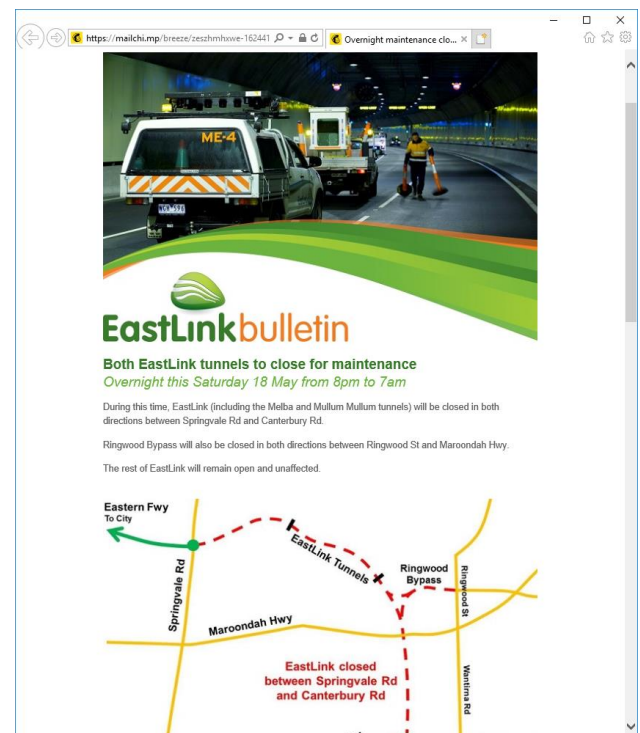
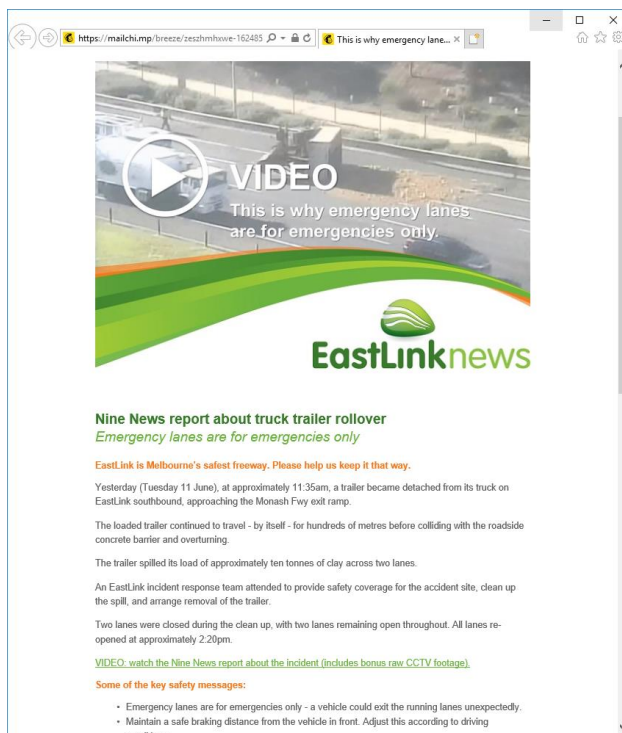
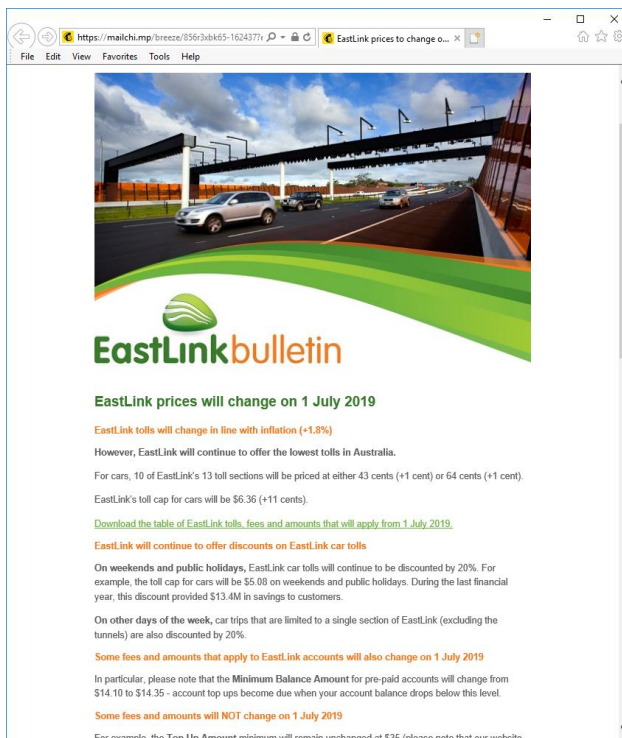
### Major Achievements in FY2019

68 news bulletins sent via 25 million emails

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 these notices are mostly sent by print+post, an increasing proportion are being sent electronically (email, SMS)
- > News bulletins (during FY2019, 68 separate news bulletins were sent, with volume totalling 25 million emails):
  - news about EastLink (e.g. annual toll price increase, tunnel closure or website closure for maintenance)
  - road safety bulletins (e.g. reminders about road safety, RTSSV "shine a light on road safety" campaign)
  - community news (e.g. information about a community event sponsored by EastLink)
  - surveys (e.g. the annual EastLink customer survey, the annual Victorian self-driving car survey)

Image 23: Examples of email notices and bulletins





During FY2019, EastLink promoted to customers some key features of our social sustainability. The features chosen to be included in this campaign are unique to EastLink – no other tollway in Australia offers these features:

- > 20% weekend toll discount for cars
- > Lowest tolls in Australia
- > No credit card surcharges with us
- > Our call centre is local

Image 24: EastLink social sustainability campaign (website home page)

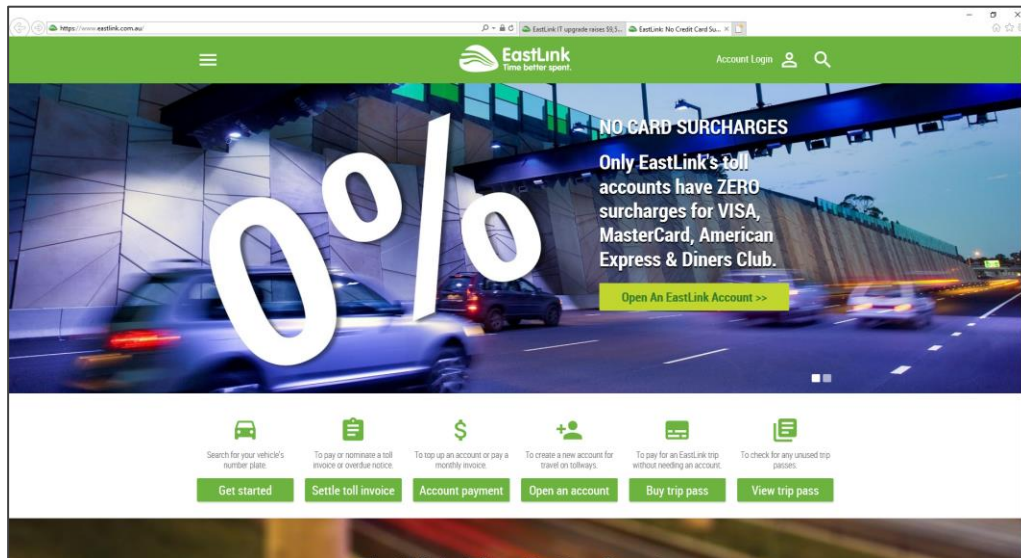
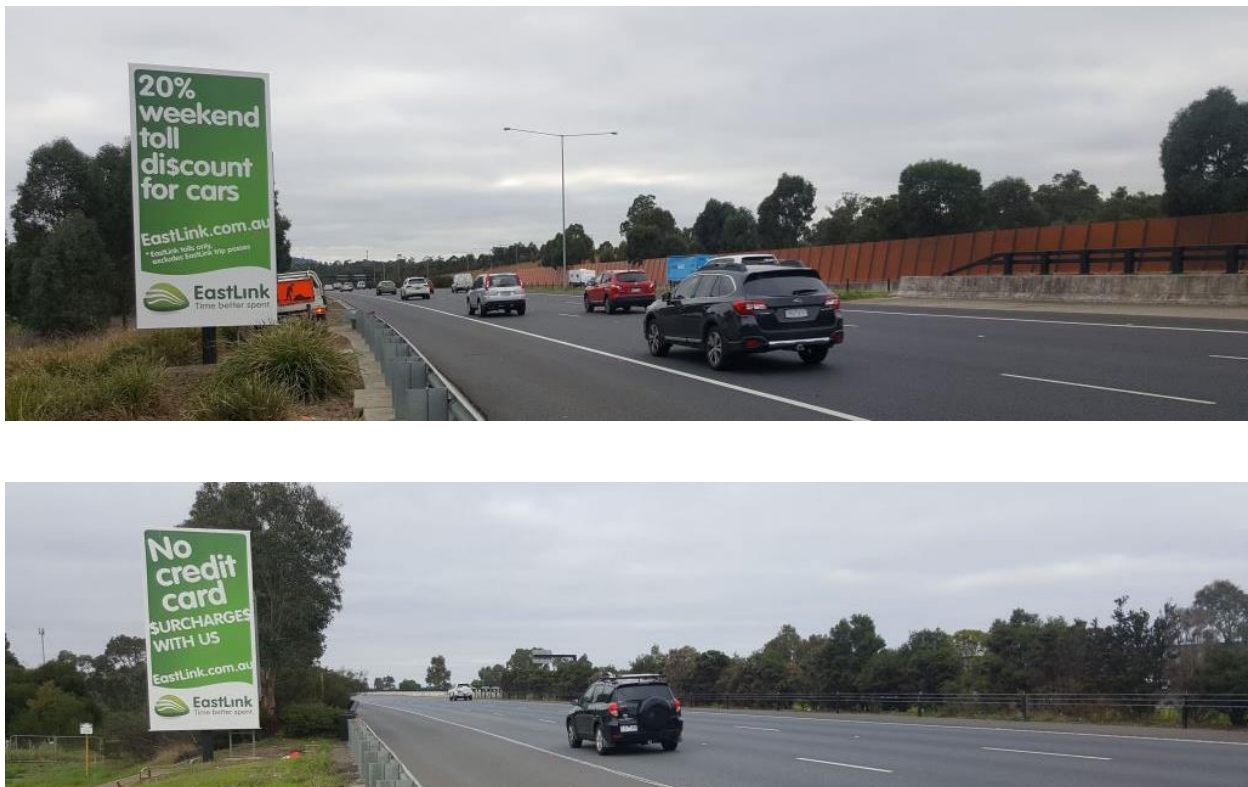


Image 25: EastLink's social sustainability campaign (roadside billboards)





### 9.3 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 fences which pose a risk to EastLink Trail users

Image 26: Example of an EastLink letter sent to local residents



## 9.4 OUR PEOPLE



The most significant project affecting our people during FY2019 was the redesign and refitting of the main offices at the EastLink operations centre, and the relocation of the EastLink contact centre team – 86 people in all – from Mount Waverley to join the rest of the EastLink team 15km away at the EastLink operations centre in Ringwood. (See Section 7.4)

For this project we undertook the following staff engagement activities:

- > Prior to works commencing, staff presentations were conducted to:
  - detail the new designs
  - explain the scope of works
  - raise awareness of the impact of works on staff and facilities availability
  - explain the movement of departments to allow operations to continue without interruption during the works
  - prepare contact centre staff for the change in workplace location from Mount Waverley to Ringwood, 15km away
  - address staff questions and concerns.
- > A baseline staff survey was conducted prior to works commencing
- > A dedicated project webpage on the intranet showed building and design plans with a staff feedback mechanism
- > Weekly progress update emails were sent to staff highlighting work recently completed and upcoming works, with photos of demolition and rebuild in progress
- > Staff tours of each completed area were conducted prior to occupation of each area
- > A welcome morning tea was held upon occupation of each area
- > A post implementation staff survey was conducted after project completion.

64% of staff completed the post implementation staff survey. The survey results demonstrated the success of this project and the activities to engage with our people.

**Table 23: Staff survey for project to redesign and refit main office building and relocate the contact centre team**

Highlights of the Post Implementation Staff Survey			
Did you feel you were kept appropriately informed of the project progress? (were there enough project updates, communication to staff?)	Yes 100%	No 0%	
With your department transition (whether from one part of the building to another, or from Mount Waverley to Ringwood), did you feel you had enough notice to prepare for the move?	Yes 89%	No 0%	Did not move 11%
In your view, do you think the project has been successful?	Yes 94%	No 0%	Don't know 6%

## 9.5 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 FY2019 are shown below.

The EastLink media spokesperson liaises with VicRoads Media and Australian Traffic Network (ATN) to communicate updates about accidents, unusual congestion events and maintenance closures on EastLink via VicRoads' social media channels and ATN's broadcast radio station partners.



### Major Achievements in FY2019

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



Date of Broadcast	19 August 2018
News Channel	9 News
Report Topic	EastLink upgrades tunnel ventilation system
YouTube Link	<a href="https://youtu.be/ndX19poTFas">https://youtu.be/ndX19poTFas</a>





Date of Broadcast	26 August 2018
News Channel	7 News
Report Topic	EastLink goats 'weedbusting weapon'
YouTube Link	<a href="https://youtu.be/wDXe4VYD2Y4">https://youtu.be/wDXe4VYD2Y4</a>



Date of Broadcast	7 December 2018
News Channel	7 News
Report Topic	In extremely hot weather, dog jumps out of moving car
YouTube Link	<a href="https://youtu.be/CQpWL-Sfqf4">https://youtu.be/CQpWL-Sfqf4</a>



Date of Broadcast	2 April 2019
News Channel	9 News
Report Topic	Car collides with debris from nearby accident
YouTube Link	<a href="https://youtu.be/oAJlfe9xxY">https://youtu.be/oAJlfe9xxY</a>

	Date of Broadcast	3 April 2019
	News Channel	9 News
	Report Topic	Contra flow car detected
	YouTube Link	<a href="https://youtu.be/OxnDnUUCXxo">https://youtu.be/OxnDnUUCXxo</a>
	Date of Broadcast	6 May 2019
	News Channel	7 News
	Report Topic	Unsecured debris falling from vehicles
	YouTube Link	<a href="https://youtu.be/0ierQ3ACvYY">https://youtu.be/0ierQ3ACvYY</a>

## 9.6 INDUSTRY



EastLink is a signatory to the Memorandum of Understanding (MoU) for toll road interoperability, which enables tags issued by EastLink to be used on the other toll roads in Australia, and 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 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 personnel contribute to Austroads policy development. Austroads is the peak organisation of Australasian road transport and traffic agencies.

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


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

During FY2019, EastLink worked with Schneider Electric on a global case study to explain Schneider Electric's involvement in the design and implementation of EastLink's innovative tunnel ventilation on demand system and the achievement of significant reductions in electrical power usage, Greenhouse Gas (GHG) emissions and ventilation system noise reductions.

Online case study: <https://www.se.com/au/en/work/campaign/life-is-on/case-study/eastlink.jsp>



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

	Date of Publication	30 January 2019
	Industry Partner	Schneider Electric
	Case Study Topic	EastLink's tunnel ventilation on demand system
	YouTube Link	<a href="https://youtu.be/truaN0oS84k">https://youtu.be/truaN0oS84k</a>

## 9.7 GOVERNMENTS



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

- > Monash Fwy Upgrades (stage 1 completed in 2018, stage 2 construction will commence in FY2020)
- > North East Link, including the upgrade of the Eastern Freeway (in planning, substantive works not yet commenced)
- > South Eastern Roads Upgrade (the Lathams Rd upgrade component will connect with EastLink)

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

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 27: Frankston promotional flags on EastLink



## 9.8 INVESTORS



EastLink 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 – air quality, noise, wetlands, 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.

## 10. ENVIRONMENT

### 10.1 ENVIRONMENTAL STANDARDS

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

### 10.2 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 10.3 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 24: Tunnel air pollutants

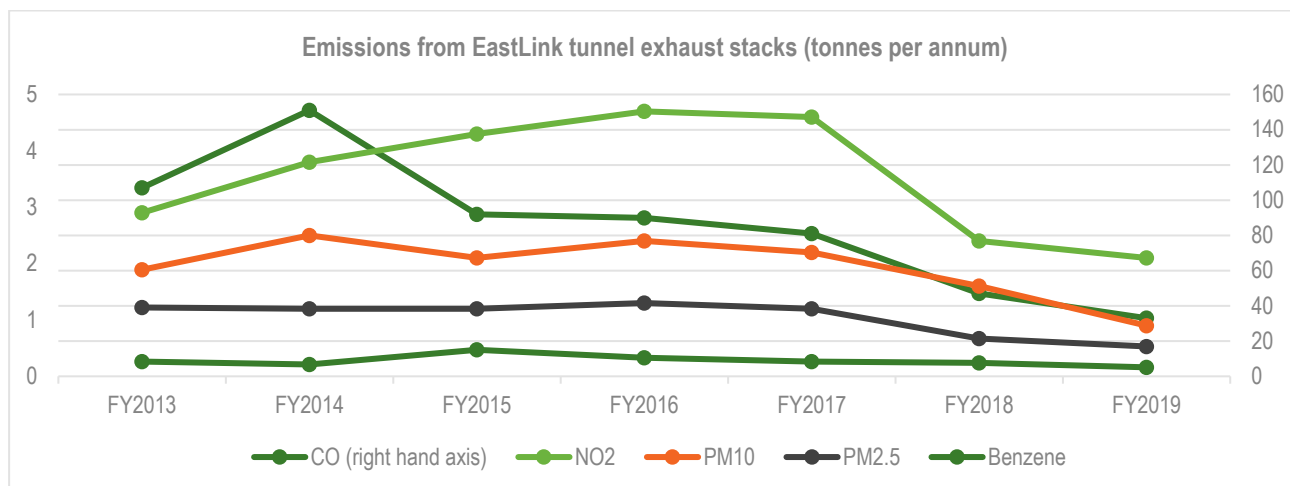
Pollutant (tonnes/year)	EPA Licence Limit	Baseline (FY2013)	FY2018	FY2019
CO	980	107	47	33
Particles (PM2.5)	21	1.2	0.7	0.5
Particles (PM10)	23	1.9	1.6	0.9
NO2	35	2.9	2.4	2.1
Benzene	2.9	0.3	0.2	0.2

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

EastLink implemented a new, more efficient, tunnel ventilation on demand system in 2018 (see also section 10.3).

As a result of the introduction of this new ventilation system and the associated amendment of the EPA licence, up to 30% of air from the tunnel (including pollutants) is able to be expelled via the tunnel portals, with the balance (70% or more) expelled via the tunnel exhaust stacks.

Pollutants are measured at the tunnel exhaust stacks, but not at tunnel portals. Therefore, the introduction of the new ventilation system has resulted in a reduction in measured emissions during 2018 and 2019. This was due to a reduced proportion of vehicle pollutants that was expelled via the tunnel exhaust stacks.



To assess whether overall community air quality was impacted by the introduction of the new ventilation system, an ambient air monitoring station was placed adjacent to the EastLink tunnels in a nearby residential area, close to one of the tunnel portals (shown right).

The monitoring station was operated by independent environmental specialists for a period before the new ventilation system was introduced (to collect background data) as well as for the first 12 months of full operation of the new ventilation system.

Data from the monitoring station, analysed by the independent environmental specialists, confirmed that there was no impact on overall community air quality following the introduction of the new ventilation system.



In late FY2019 the temporary air quality monitoring station had fulfilled its purpose and it was removed in June 2019, with landscape rectification works undertaken to restore the site to its former condition.

During the reporting period five incidents occurred involving exceedance of an EPA licence limit. These were all reported to EPA Victoria. Four of these incidents involved portal emissions greater than the permitted limit for a short period of time. These incidents did not cause an environmental impact. One incident involved particles emitted greater than the permitted limit from one tunnel on one occasion. All incidents are thoroughly investigated with appropriate corrective actions implemented.

### 10.3 ENERGY AND EMISSIONS



We have continued to see a significant reduction in EastLink's energy usage and emissions footprint largely due to EastLink's innovative tunnel ventilation on demand system.

The new ventilation system was implemented in the latter half of FY2018. Therefore, FY2019 was the first reporting period in which the new ventilation system was operating throughout the reporting period, delivering a full year of benefits for the first time.

As a result, our overall electricity usage in FY2019 decreased by 37% compared to the previous year, and the GHG emissions attributed to EastLink energy usage reduced by 36%.



#### Major Achievements in FY2019

Electricity usage  
down 37%

Fuel consumption  
down 12%

GHG emissions  
down 36%



This means that EastLink's electricity usage and GHG emissions are now less than half of what they were in their baseline years:

- > Electricity usage has decreased 57% since the baseline year (FY2010)
- > GHG emissions have decreased 54% since the baseline year (FY2011).

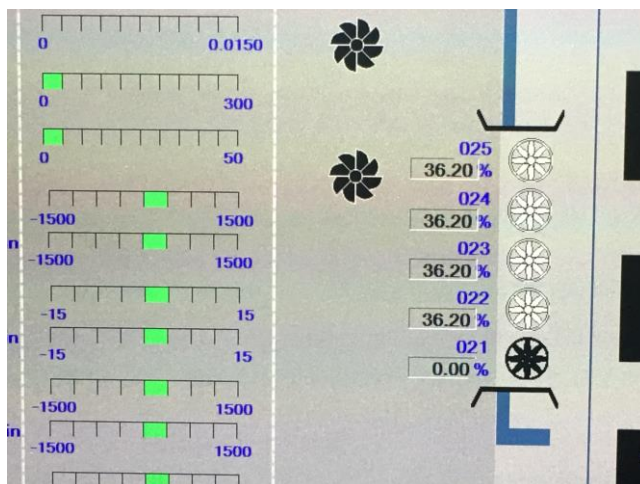
EastLink's tunnel ventilation on demand system, the first of its kind in the world, won the ITS Australia National Award for Industry in November 2018.



Image 28: EastLink's ventilation on demand project leaders with the ITS Australia National Award for Industry 2018



Image 29: EastLink traffic control room displays now show the real time speed of each ventilation fan as a percentage of full speed



EastLink has shared with the roads industry detailed technical information about our new tunnel ventilation on demand system:

- > At technical presentations at infrastructure industry conferences
- > In technical articles in infrastructure trade magazines
- > By hosting other tunnel operators for information sharing workshops and technical tours

Image 30: EastLink has shared information with other tunnel operators



During FY2019 we continued to work on improving the efficiency of tunnel lighting by conducting trials of different types of LED lighting in short sections of the EastLink tunnels. These LED lights use less electricity than incandescent lighting, while being brighter and whiter, which will provide safety benefits. With the trials proving to be successful, we plan to roll out LED lighting throughout the EastLink tunnels during FY2020.

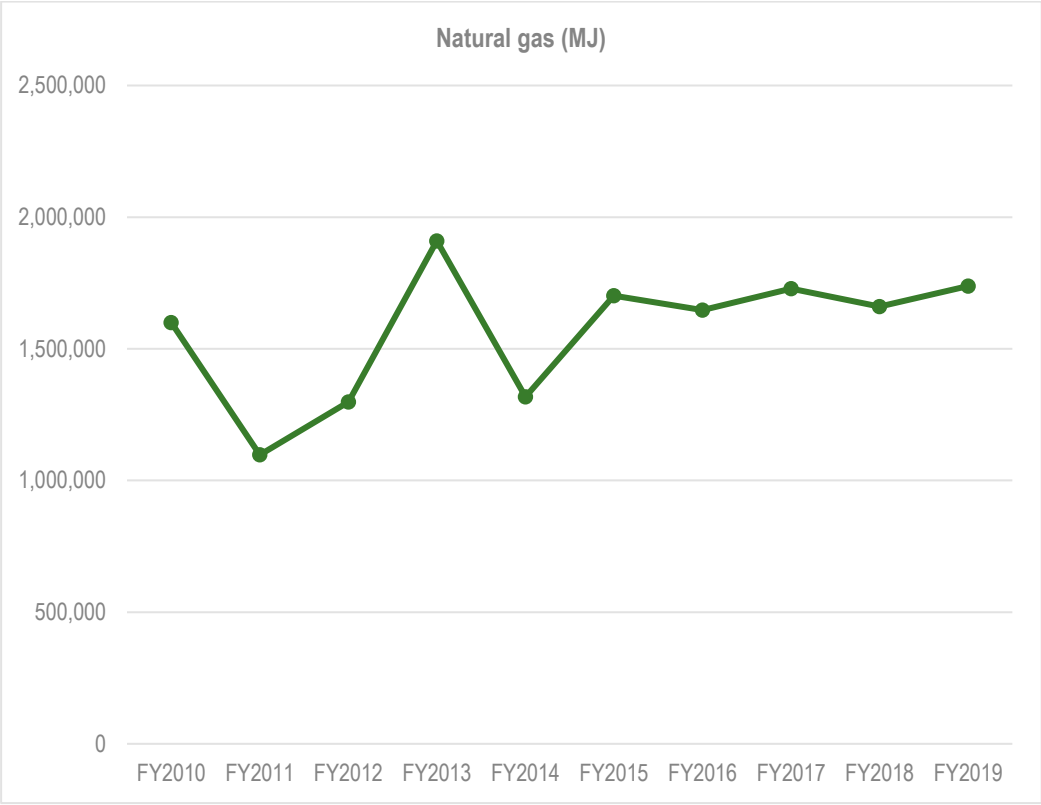
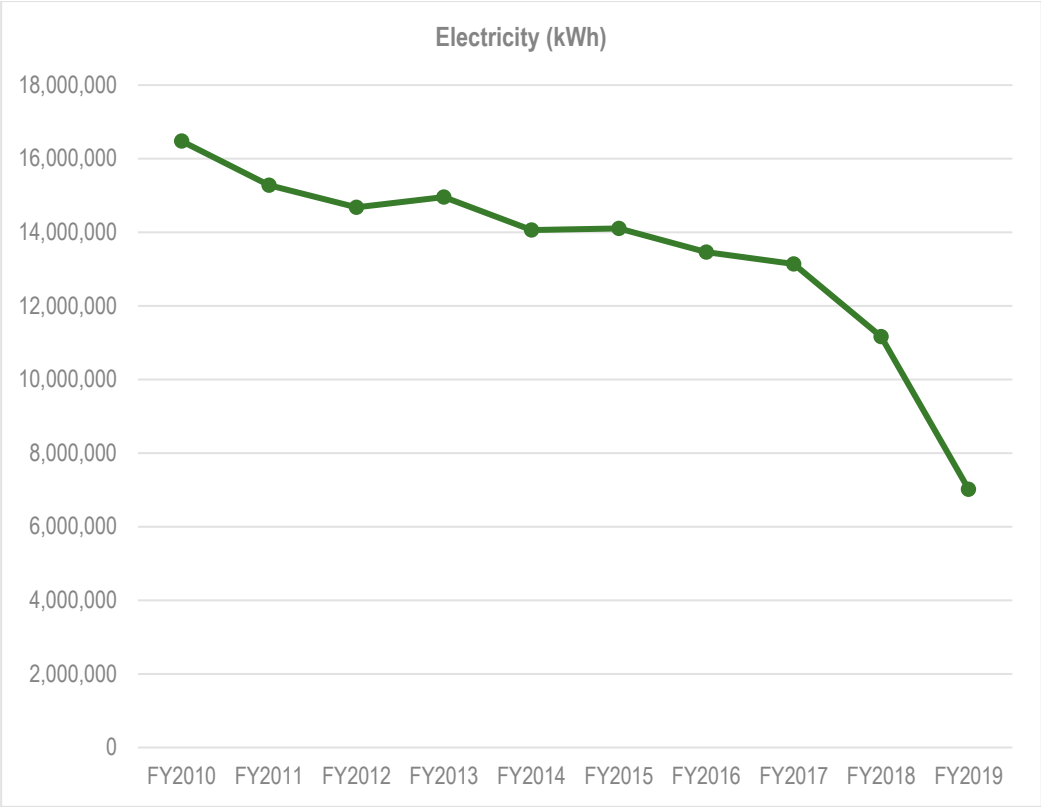
Consumption of fuels, including those used for transport and for our on-site diesel generator has reduced by 12%, primarily due to a decrease in diesel used both for transport and stationary fuels. Petrol, diesel and LPG are used in our vehicles when performing maintenance and incident response activities. Diesel is also used to operate our on-site electricity generator (stationary fuel) at the EastLink operations centre, when required.

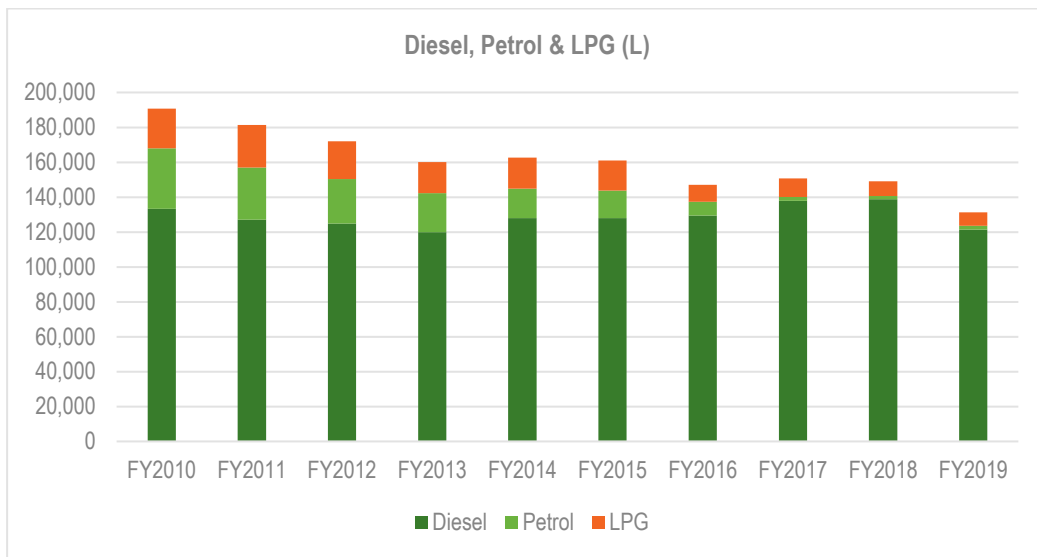
In the summer of FY2019, we again participated in the 'demand response program' run by our energy service provider. We achieved 100% of our response goal. On nominated days of peak demand, we disconnect the EastLink operations centre from the grid and generate our own electricity using our on-site diesel 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 5% this year compared to FY2018, though it remains consistent with usage seen in FY2017. We review and optimise our building control settings (e.g. thermostat and time settings for gas heating) twice a year.

Table 25: Energy usage

Energy Usage	Baseline (FY2010)	FY2018	FY2019
Electricity (kWh)	16,476,163	11,166,387	7,017,106
Natural gas (MJ)	1,599,657	1,660,939	1,738,878
Diesel (L)	133,402	138,747	121,445
Petrol (L)	34,561	1,912	2,130
LPG (L)	22,707	8,372	7,709

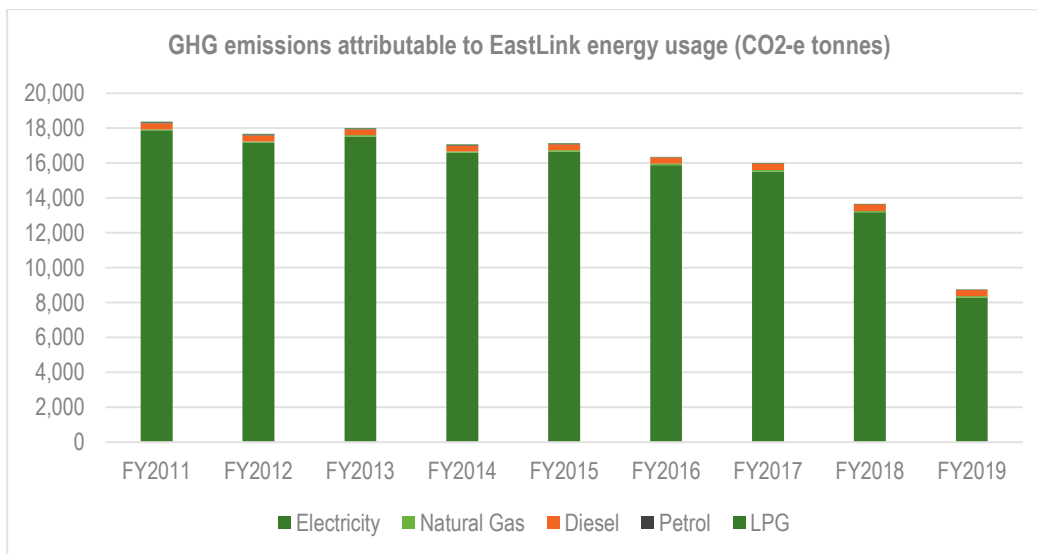




**Table 26: GHG emissions attributable to EastLink energy usage**

CO2-e (tonnes)	Baseline (FY2011)	FY2018	FY2019
Electricity	17,875	13,176	8,280
Natural gas	56	85	89
Diesel	340	371	347
Petrol	68	4	6
LPG	38	13	12
<b>Total</b>	<b>18,377</b>	<b>13,649</b>	<b>8,734</b>

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





## 10.4 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 FY2019 was significantly lower than in FY2018 following rectification of an underground water leak at the EastLink operations centre in Ringwood.

Potable water used at our Bangholme 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.



### Major Achievements in FY2019

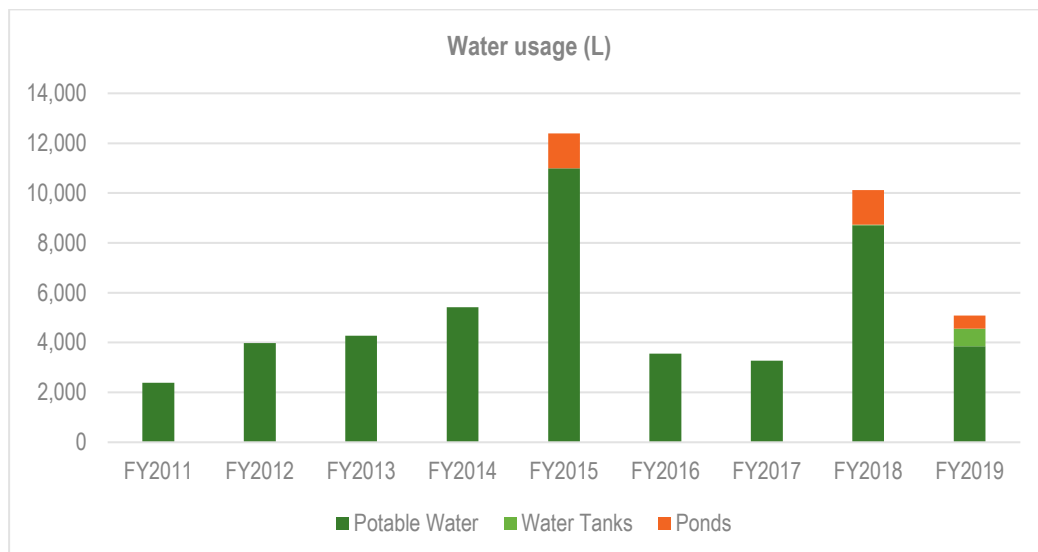
Total water usage down 50%

Tunnel trade waste water discharged to sewer down 17%

Table 27: Water usage

Water Use (kL)	Baseline (FY2011)	FY2018	FY2019
Potable water	2,386	8,704	3,849
Water tanks	n/a	33	710
Ponds	0	1,380	530
<b>Total</b>	<b>2,386</b>	<b>10,117</b>	<b>5,089</b>

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

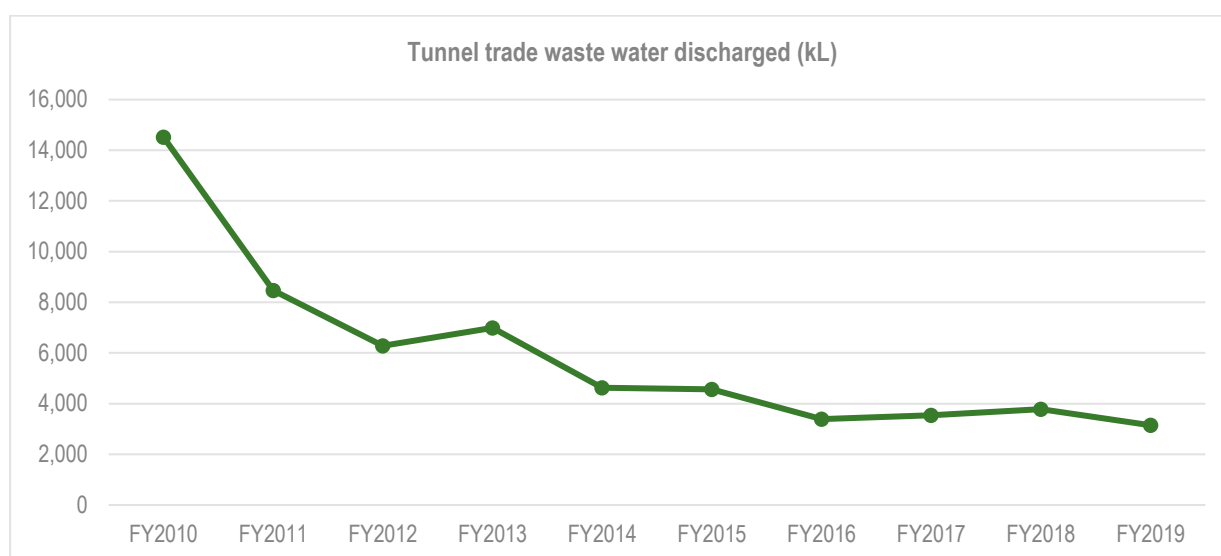


Water tanks were not metered prior to FY2018, so water tank usage is excluded from years earlier than FY2018.

The volume of tunnel wastewater discharged to the trade waste system was 17% less in FY2019 compared to the previous year. This wastewater is primarily groundwater, which infiltrates the tunnel lining in very small volumes and is influenced by the rainfall levels into surrounding land. Rainwater run-off that enters the tunnels is treated through our natural water treatment system instead of being discharged to the trade waste system (which is what used to occur during EastLink's early years of operation and the reason for the high discharge in the baseline year).

Table 28: Wastewater discharge to sewer

Wastewater Discharge to Sewer	Baseline (FY2010)	FY2018	FY2019
Tunnel trade wastewater discharged (kL)	14,518	3,781	3,148



## 10.5 EFFLUENT, WASTE AND RECYCLING



We continue to recycle a wide range of materials.

During FY2019, this included 19 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.

In total during FY2019, 10% of waste was diverted from landfill for recycling.

Where we conduct upgrades of our equipment we seek opportunities for refurbishment or recycling. An example of this is the IT upgrade conducted at the EastLink operations centre in FY2018 which resulted in 100% of the replaced equipment, 0.8 tonnes, being recycled.

Table 29: Recycled waste

Recycled Waste (tonnes)	Baseline (FY2011)	FY2018	FY2019
Steel	9	13	19
Recyclables excluding steel	10	17	22
Green waste composted off-site	22	0	13
<b>Total recycled waste</b>	<b>41</b>	<b>30</b>	<b>54</b>

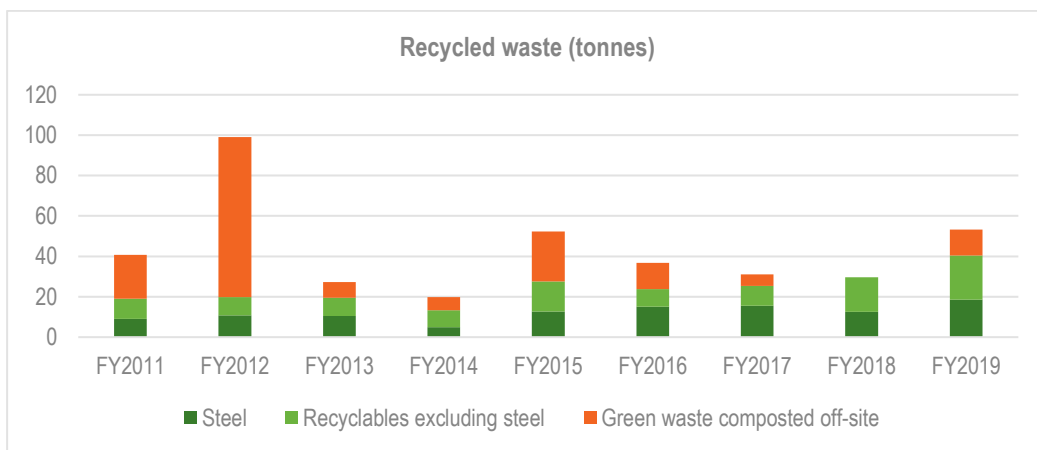
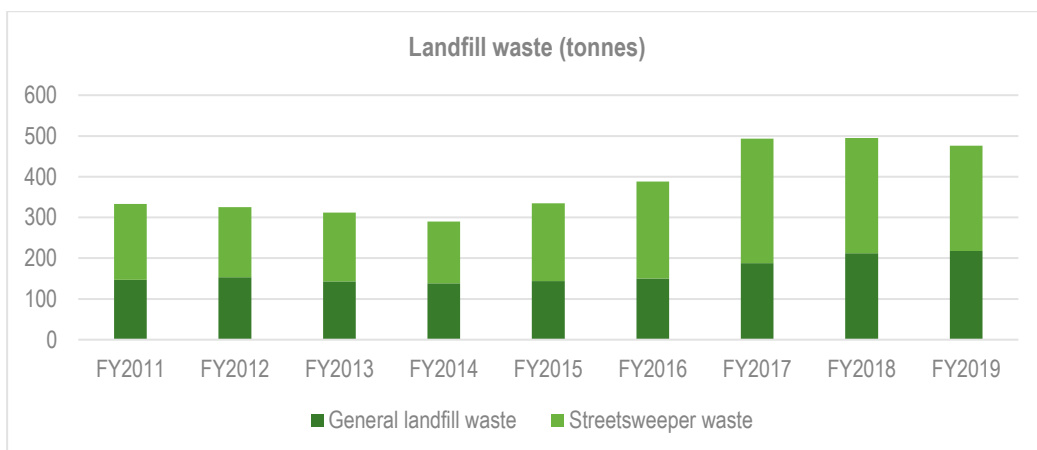


Table 30: Landfill waste

Landfill Waste (tonnes)	Baseline (FY2011)	FY2018	FY2019
General landfill waste	147	212	218
Streetsweeper waste	186	283	258
<b>Total landfill waste</b>	<b>333</b>	<b>495</b>	<b>476</b>



We refurbish most of the tolling tags returned to us by our customers, and we then re-issue them 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, 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)	FY2018	FY2019
Tag recycling (number of tags)	2,087	59,150	25,100

## 10.6 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. Focus weeds for FY2020 will include flax-leaved broom in particular, as well as blackberry and general woody weeds.

Image 31: Rehabilitated landscaping adjacent to wetlands



### Major Achievements in FY2019

#### Wetland rehabilitated

Team of goats removed non-native weeds sustainably

More than 6,000 native shrubs and plants planted

Garden beds above eastern tunnel portal redeveloped

Successful community planting day (despite heavy rain)



More than 60 wetlands provide habitat for a range of native species, as well as providing a water treatment function. The wetlands also enhance the environment for the many walkers and cyclists on the EastLink Trail, as it passes by some of our 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.

This year we rehabilitated one wetland, which involved weed and rubbish removal, 45m<sup>3</sup> of new mulch and extensive new planting with 1,600 native shrubs and plants.

Image 32: Rehabilitated landscaping adjacent to wetlands



Our program for FY2020 includes identification of wetlands and other areas of EastLink for rehabilitation, to increase habitat and biodiversity values.

In FY2020 we will participate in the *Enhancing Our Dandenong Creek Working Group*, led by Melbourne Water. Our participation recognises that the EastLink landscape and our wetlands and waterways are integrated with the broader environment.

Since 2016 we have operated an innovative program of working with goats to address problematic non-native weed areas in an environmentally friendly way. During FY2019 this program was expanded to include a new site along EastLink, as well as the existing one Hectare site in Donvale.

During FY2019, at a new 1.5 Hectare site in Wantirna which includes a wetland, the goats have reduced dominant invasive species and opened up the wetland as a more diverse habitat with much less weed invasion.

In FY2020 we will continue to identify suitable new areas for the goat team.

Benefits of using goats to control weeds:

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





Image 33: Goats in action removing non-native weeds from EastLink land



In FY2019, we continued to manage the EastLink landscape with a focus on large scale woody weed removal, both on and off road with the aim of a 90% reduction by the end of FY2020. Re-planting will begin again once this project is complete.

During FY2019 we spread 5,000m<sup>3</sup> of bush mulch at various roadside locations. The benefits of mulching include weed suppression and therefore less reliance on herbicide, as well as moisture retention for plant establishment. Mulching will continue in FY2020, with a further 5,000m<sup>3</sup> of bush mulch spreading planned.

FY2019 planting included:

- > some smaller scale planting projects along the road
- > 1,600 new native shrubs and plants for one wetland rehabilitation
- > 4,300 shrubs and plants in the project to redevelop the garden beds on the rooftop of EastLink's eastern tunnel portal (details below).

Image 34: EastLink landscaping team plants native shrubs at the roadside





The collaboration between EastLink and Swinburne University continued this year with the project to re-design and re-develop the garden area on the rooftop of the eastern tunnel portal in Donvale. This area of landscaping had not performed well over the years and, with safe access, provided a great opportunity for Swinburne University landscape design students to create designs for a real application as part of their coursework.

During FY2018, eight students created designs, with a survey of local residents and users of the space providing input into the students' design process. We shortlisted three of the student designs for a vote by users of the garden area and other stakeholders. The two joint-winning concepts were quite similar, and the two winning students worked together to combine their landscape design concepts into a single detailed design.

During FY2019, with continued involvement from Swinburne University landscaping students, the garden area located at the roof of the eastern tunnel portal was redeveloped:

- > Ground preparation included new soil & mulch and constructing a rocked creek bed drainage swale
- > A community planting day involving local residents was held on Saturday 20 October 2019, despite heavy rain
- > Installation of seating and drinking fountain

Image 35: The garden area as it was before the project started



Image 36: Swinburne University landscape design students, Angus Houghton and Janette Wilson created the winning landscaping design for the garden area



Image 37: Some of the participants at the Community Planting Day on Saturday 20 October 2018





Image 38: Some of the participants at the Community Planting Day on Saturday 20 October 2018



Image 39: Recent view of the garden area showing the new drinking fountain amenity and some of the new native shrubs





Image 40: Recent view of the garden area showing the new seating area amenity



Image 41: Recent view of the garden area showing the new naturalistic creek bed drainage swale





### Wildlife Fatalities

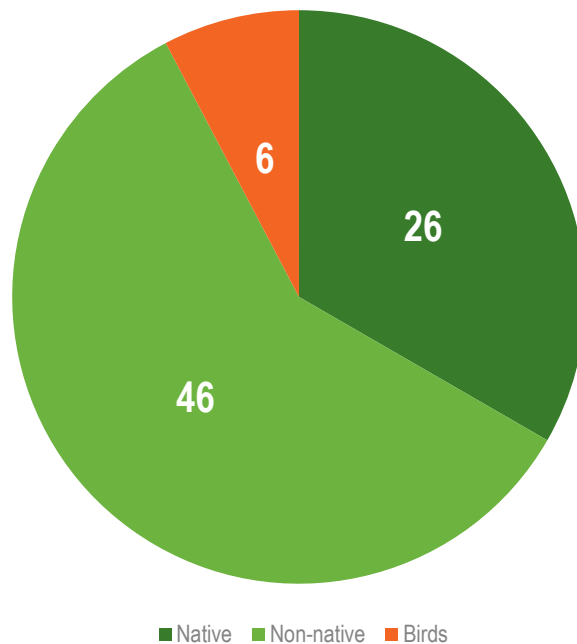
Operating 40km of roadway means from time to time we find animals killed by travelling vehicles.

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

The majority of wildlife fatalities in FY2019 were non-native animals, mostly pest species.

Through on-going analysis of this data, we hope to identify any hotspots where animals access roadways, and investigate any opportunities for prevention.

Wildlife fatalities (FY2019)



## 10.7 EASTLINK TRAIL

### 11 SUSTAINABLE CITIES AND COMMUNITIES



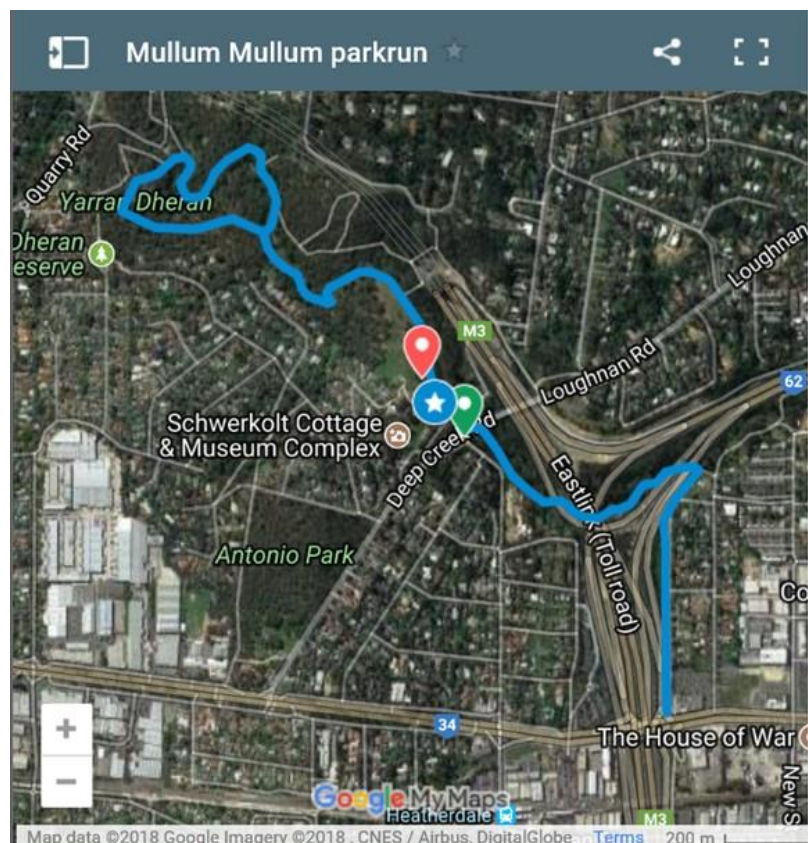
During FY2019, we continued to maintain the 35km EastLink Trail shared use path for cyclists, runners and pedestrians.

During FY2019, 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, 9,696 runners participated in 53 Mullum Mullum Parkrun events (average 183 runners per event).

More details are available at [www.parkrun.com.au/mullummullum](http://www.parkrun.com.au/mullummullum).



## 10.8 GRAFFITI REMOVAL

**11** SUSTAINABLE CITIES  
AND COMMUNITIES



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.

In future reports we will include statistics on the number of graffiti removal operations conducted by our team.

The recent photographs shown below demonstrate the effectiveness of EastLink's graffiti removal operations.

Image 42: EastLink removes graffiti promptly to maintain asset aesthetics (noise panels)



Image 43: EastLink removes graffiti promptly to maintain asset aesthetics (bridges, noise panels)



### Major Achievements in FY2019

Offensive graffiti  
removed within 24  
hours

Non-offensive graffiti  
removed within five  
days



## 11. RESILIENCE

### 11.1 QUARTERLY TUNNEL MAINTENANCE



We conducted four quarterly tunnel maintenance closures during FY2019:

- > Overnight Saturday 11 August 2018 from 8pm to 7am
- > Overnight Saturday 17 November 2018 from 8pm to 7am
- > Overnight Saturday 9 February 2019 from 8pm to 7am
- > Overnight Saturday 18 May 2019 from 8pm to 7am

During the week before each of the quarterly tunnel maintenance closures, we raised awareness of the closure:

- > Using our digital VMS signs
- > Sending 370,000 email bulletins to customers
- > Sending email bulletins to key stakeholders (e.g. emergency services, councils, government departments and agencies)
- > Alert message on our website home page
- > Tweets
- > Via third party channels including VicRoads and broadcast radio traffic bulletins

During the 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.

It takes approximately 15 traffic controllers one hour to set up the required traffic management and close six separate EastLink access locations leading to the tunnels:

- > From Eastern Fwy (at Springvale Rd)
- > From Springvale Rd
- > From Ringwood Bypass
- > From Maroondah Hwy
- > From Canterbury Rd
- > From EastLink northbound (at Canterbury Rd)

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)



#### Major Achievements in FY2019

Emergency services technical familiarisation tours now conducted at each quarterly tunnel closure

Stakeholder tours now conducted at each quarterly tunnel closure

- > 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 is also tested. The deluge system comprises 112 separate deluge zones, each zone is 30m long. Only some zones are tested during each closure, however the deluge water output per 30m zone is 170 litres per second.

Cleaning is also undertaken during quarterly maintenance closures:

- > Tunnel drains
- > Bridge expansion joints on Ringwood Bypass bridges.

With EastLink closed between Springvale Rd and Canterbury as well as Ringwood Bypass, other unrelated works can be undertaken along the closed roadway, for example landscaping.

Victoria Police's service provider takes advantage of our quarterly tunnel maintenance closures to calibrate and maintain the road safety cameras located in each tunnel (i.e. speed enforcement cameras).

More than 100 maintenance workers usually attend each closure. Every worker must have a valid safety induction. Every piece of work conducted by them must have a pre-approved Work Authority Permit. All workers attend a safety briefing immediately prior to the quarterly maintenance closure.

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

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

Image 44: A stakeholder tour underway during a quarterly tunnel maintenance closure



FY2020 quarterly tunnel maintenance closures are being planned for (*subject to change for operational reasons*):

- > 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 2019 from 8pm to 7am

## 11.2 ROAD RESURFACING



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

During FY2019 we commenced planning activities for the resurfacing of the roadway. We anticipate that the road will be completely resurfaced in the 2022 timeframe approximately.

We have commenced planning 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 will be essential to ensure supply of products and resources.

## 11.3 FUTURE ITS DATA NETWORK REQUIREMENTS



In FY2020 we will plan 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 13.1).

We hope to commence roll out of the new higher capacity roadside broadband network in FY2021.

## 11.4 CRISIS MANAGEMENT EXERCISE



The crisis management exercise, conducted annually, tests our crisis management, business continuity and recovery plans, procedures and resources.

We conducted our FY2019 crisis management exercise on 14 November 2018.

The FY2020 crisis management exercise is being planned for a date in November 2019.

## 11.5 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.

We did not conduct an emergency field exercise during FY2019.

The next emergency field exercise is being planned for a weekend morning in March 2020.

Image 45: Fire service personnel at an emergency field exercise in the EastLink tunnels



Image 46: Actors playing members of the public at an emergency field exercise in the EastLink tunnels





## 12. CLIMATE CHANGE



A changing climate poses risks to EastLink, directly to the road asset and how we maintain it.

More days of hotter and drier conditions can affect vegetation health, integrity of surfaces, increased grass fire risk and energy security for the tunnels.

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:

- > 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.

In FY2019, upon detecting an increased equipment failure rate which we attributed to extreme hot weather events, we upgraded the cooling systems in our roadside cabinets with ventilation fans or air conditioning as required to improve equipment performance in increasingly hot conditions.

In FY2020 we plan to further develop our register of climate risks and opportunities, and identify action plans for any high or extreme risks.

Management of GHG emissions is addressed in Section 10.3 of this report.



### Major Achievements in FY2019

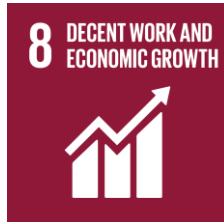
Responded to the trend for more extreme hot weather events by upgrading the cooling systems in roadside cabinets

Image 47: Example of an upgraded cooling system installed in one of EastLink's roadside cabinets



## 13. C-AV TECHNOLOGIES

### 13.1 CONNECTED-AUTONOMOUS VEHICLE (C-AV) TRIALS



We anticipate that hands-free driving will become possible on EastLink and other freeways in the next few years, subject to legislative changes, and using vehicles with the latest C-AV technologies. These technologies will improve road safety, and over time will increase the capacity of existing freeways.

In the future, freeway operators will need to communicate directly with connected-autonomous vehicles, for example to communicate a change in conditions or operating environment (e.g. emergency incident, congestion event, or lane closure).

In partnership with VicRoads, the Australian Road Research Board (ARRB), La Trobe University and technology partners, we have installed connected vehicle transceivers at some of EastLink's tolling gantries, to create a short section of EastLink for trialling V2X communications (image right).

The first priority of these trials was to ensure that the 5.9GHz DSRC V2X communications do not interfere with the existing 5.8GHz DSRC tolling tag communications. This was proven.

During FY2019, we conducted trials of delivering messages to vehicles for a range of use cases.

These trials will inform our future strategy for supporting V2X communications. For example:

- > Where should we locate transceivers to achieve the optimum coverage?
- > What types of messages should EastLink deliver to vehicles, and with what parameters? How will our systems trigger these messages?
- > What messages should EastLink accept from vehicles? What will our systems do when each of these messages is received, and what actions will be initiated?



### 13.2 ANNUAL VICTORIAN SELF-DRIVING CAR SURVEY



In FY2019 we conducted the second EastLink Annual Victorian Self-Driving Car Survey, again with the support of the Australian Road Research Board (ARRB).

More than 18,000 motorists participated in the survey this year, which is a 20% increase on the survey's inaugural year. This survey is the largest survey of its type in the world.

The survey shows what Victorian motorists think about self-driving cars, driver assistance technologies, vehicle connectivity, electric power and road use charging – technologies which are expected to converge in cars of the future.

Compared to the previous year, fewer motorists want a fully self-driving car - the hype bubble has burst.



**Major Achievements  
in FY2019**

Largest survey of its  
kind in the world

However, more motorists want (and more motorists use) the latest semi-automated driver assistance features like lane departure warning, lane keeping assistance, adaptive cruise control and automatic emergency braking. This is good news, as these features deliver many safety benefits and they are increasingly available in family cars. Widespread adoption of these features will make our roads safer.

These results support EastLink's expectation that semi-automated driver assistance features will become commonplace long before fully autonomous vehicles.

Eight in ten motorists would travel as a passenger in a fully self-driving car where the vehicle has a driver who is monitoring and able to take over control. However, the majority of motorists would not yet travel as a passenger in a fully self-driving car where the vehicle is completely driver-less and there are no driving controls.

A significant proportion of motorists expect that fully self-driving vehicles should be absolutely 100% safe with no possibility of ever being involved in a collision, even though this is an unrealistic expectation.

These are significant hurdles for the vehicle automation industry to overcome. EastLink believes that motorists must first become accustomed to, and gain trust in driver assistance technologies, using these technologies every day in their family car before they will accept fully self-driving cars.

Compared to the previous year, demand for connected car features is largely unchanged. A clear majority of motorists still "definitely want" their next car to be connected to a data network for traffic warnings, road condition warnings and vehicle security features.

This demonstrates the importance of EastLink's trials of 5.9GHz infrastructure to vehicle communications. A major focus of these trials is the delivery of information about road and traffic conditions to the vehicle for presentation to the driver during the journey, to better inform the driver about the road ahead.

Meanwhile, the desirability of hybrid and fully electric cars has increased further, with hybrid power now rivalling traditional petrol combustion engines.

Should Australia set a date for the end of sales of traditional petrol and diesel combustion-engined cars? This has already been done in countries such as the UK, France, Norway and China. Policy certainty would, we believe, help industries plan for the future.

There are more motorists who think it's unfair that electric vehicles avoid fuel tax compared to those who think it's fair.

More motorists think fuel tax should be replaced by a per-kilometre road use charge compared to those who prefer the status quo.

The majority of motorists think any future road use charge should provide a discount for electric vehicles to encourage take-up.

We published [the results of the 2018 Annual Victorian Self-Driving Vehicle Survey](#) and presented the results at the 3<sup>rd</sup> International Driverless Vehicle Summit (IDVS3) in Adelaide (31 October – 2 November 2018).

De-personalised survey data was shared with our industry partners.

The 2019 Annual Victorian Self-Driving Car Survey will be conducted in September/October 2019. Results will be published online and presented at the 4<sup>th</sup> International Driverless Vehicle Summit (IDVS4) in Sydney (27-29 October 2019).

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

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