



**EastLink**  
Time better spent.

# Sustainability Report

FY24





# Acknowledgement of Country

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

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

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

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

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**Charles Griplas**  
Managing Director, ConnectEast

# Message from our Managing Director

I am proud to present ConnectEast's FY24 Sustainability Report, highlighting our commitment to environmental responsibility, safety, employee development, and customer service as the operator of EastLink.

This year, we reduced our greenhouse gas emissions from 5,690 tonnes CO<sub>2</sub>-e to 5,056 tonnes CO<sub>2</sub>-e, largely due to our FY23 upgrade of EastLink's street lighting to LED technology. We have now reduced emissions by 72% since our FY2010 baseline of 17,875 tonnes CO<sub>2</sub>-e. More projects are planned and underway.

We improved our waste management, increasing landfill diversion from 68% to 84%.

Employee development saw growth with training attendances rising from 2,249 to 2,610. In employee and contractor safety, we achieved zero lost time injuries and zero medically treated injuries. In motorist safety, we achieved zero fatalities.

EastLink's casualty crash rate was 2.71 per 100 million vehicle kilometres, well below the rate reported by other Australian tollway operators. Our average response time to motor vehicle accidents remained under five minutes for the eighth consecutive year.

We completed the three year project to resurface EastLink, recycling 100,000 tonnes of the original road surface into new local roads in Victoria. Additionally, we enhanced data security by implementing mandatory two-factor authentication for account login and upgrading security for online trip pass purchases and phone payments with operators.

As we move forward, ConnectEast remains committed to sustainability, safety, and innovation for the benefit of our customers, employees, and community.



# About this report

This report covers the FY24 reporting period (1 July 2023 until 30 June 2024) unless specified otherwise.

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

This sustainability report is endorsed and approved by Horizon Roads Pty Ltd. ConnectEast's Board of Directors.



# UN Sustainable Development Goals

We recognise the UN Sustainable Development Goals and the importance of working toward them and have identified those we are contributing to and shaded those to which we do not contribute.

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

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

## SUSTAINABLE DEVELOPMENT GOALS





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# About EastLink



# Business Activities

*Fast, efficient and safe road with low cost tolls.*

ConnectEast Group is a privately owned group dedicated to the design, construction, operation and maintenance of the 39km EastLink tollway and the 1km un-tolled Ringwood Bypass in the eastern suburbs of Melbourne, Australia.

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

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

Ventia is the Alliance partner of ConnectEast for road operations and maintenance. Ventia is one of the largest essential infrastructure services providers in Australia and New Zealand providing services across over 400 different operations.

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



# Infrastructure Assets

Our 40km road network comprises:

- EastLink (39km tollway), connects the Eastern, Monash, Frankston and Peninsula Link freeways
- Ringwood Bypass (1km un-tolled highway), connecting EastLink to Maroondah Hwy and Mt Dandenong Rd
- Twin 1.6km tunnels
- 18 interchanges and 88 bridges
- Safety barriers & noise panels
- 26 toll points, multi-lane free-flow (MLFF) open road rolling (ORT) configuration
- 480ha landscaping with 4 million native trees & shrubs
- 35km EastLink Trail shared pathways & pedestrian bridges
- 63 wetlands
- 12 public art works
- 5km Indigenous art trail
- EastLink operations centre & customer service office
- 2 maintenance depots
- Extensive ITS and IT infrastructure



# Governance Structure

ConnectEast Group is privately owned by Horizon Roads Group.

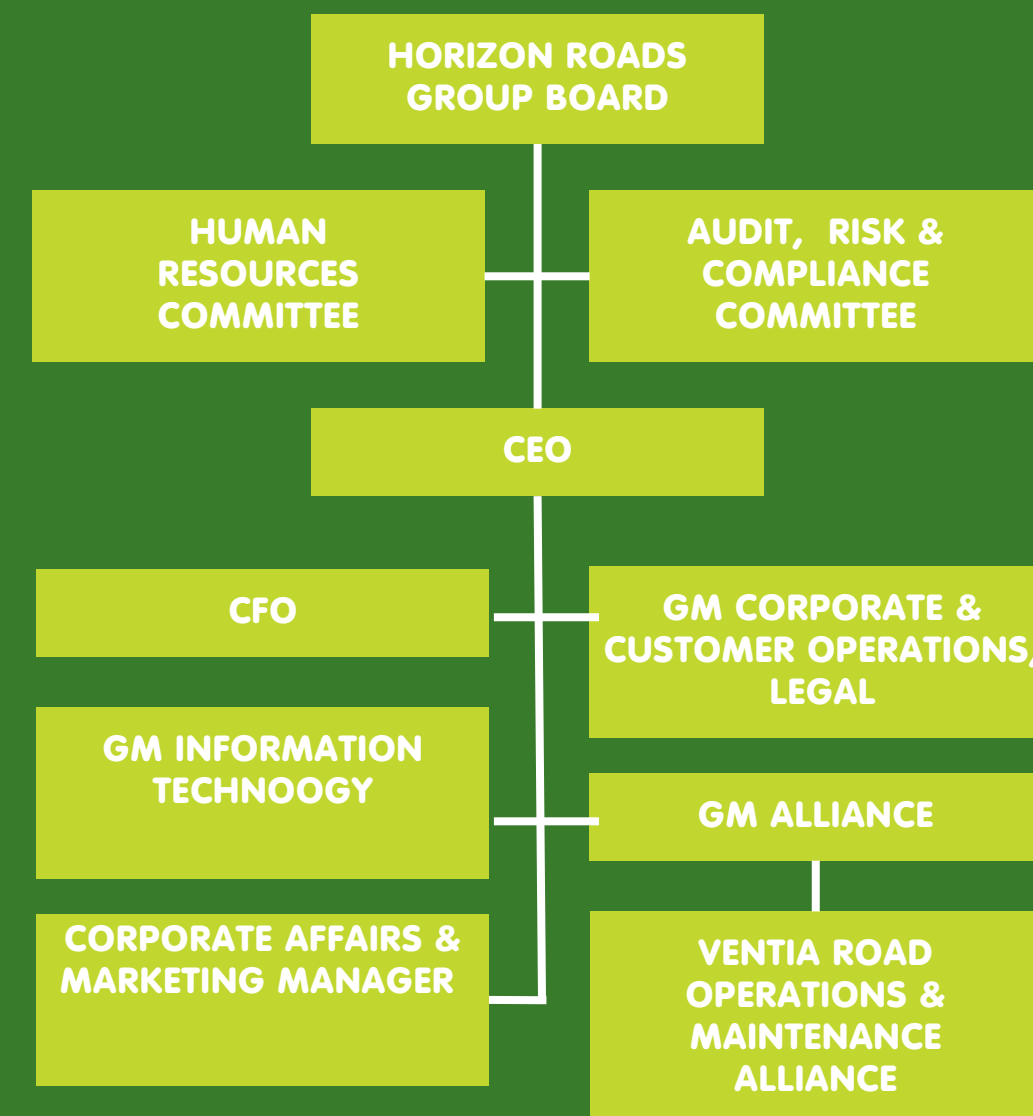
Horizon Roads Group is a group of Australian and international superannuation funds and sovereign wealth funds. Each investor either holds the right to maintain board position/s or can nominate an observer to the board. The Horizon Roads Group investors hold all the securities in the ConnectEast Group.

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

The Horizon Roads Group board has two sub committees:

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

Concession Deed with Victorian Government until 2043



# Corporate Strategy

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

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

We protect and enhance the surrounding environment and actively engage as a responsible member of the communities in which we operate.

One of our four corporate values is “We Care” - about our employees, colleagues, customers, the environment and the EastLink asset.

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

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



# Stakeholder Engagement

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



## STAKEHOLDER

## EMPLOYEES

## GOVERNMENT BODIES

### INTERESTS

Safe, rewarding, and respectful workplace.

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

### ENGAGEMENT ACTIVITIES

- Employee Assistance Program
- OH&S Committee
- ConnectEast Customer Operations Employee Collective Agreement (ECA)
- Performance reviews
- Grievance mechanisms
- Flexible work policy
- Diversity, equity and Inclusion Committee
- Health and Wellbeing program
- Reward and recognition program
- Local councils: Manningham, Maroondah, Whitehorse, Knox, Monash, Greater Dandenong and Frankston councils. Neighbouring planning & development applications, environment and biodiversity strategy interactions
- Dept of Transport & Planning: operational and financial meetings and correspondence Concession Deed KPI reporting
- VicRoads: Provision of vehicle owner contact details
- Dept of Justice: Infringement allegations
- EPA: licence condition reporting & notifications
- Emergency services: Victorian Police, Fire Rescue Victoria, Country Fire Authority, Ambulance Victoria, SES – incident liaison, familiarisation tours
- Annual crisis management exercise – critical infrastructure legislative requirements
- Bi-annual – tunnel emergency evacuation exercise with emergency services.

# Stakeholder Engagement

## STAKEHOLDER

### INTERESTS

### ENGAGEMENT ACTIVITIES

## COMMUNITY

*Investment in the community while ensuring we operate a safe, efficient and sustainable asset.*

- Sponsorship of community initiatives through the EastLink Community Investment Program, which has 4 pillars:
  - Arts & culture
  - Community events
  - Sport & leisure
  - Road safety
- EastLink Trail maintenance & improvements coordinated with local enterprises and councils
- Landscape management
- Graffiti removal
- Neighbouring Planning application engagements with authorities and developers to optimise outcomes
- Neighbourhood issues tracking system for issues such as noise, litter, hazards or issues related to EastLink trail or landscaped areas, actioned by our operations team

## SUPPLIERS

*Business continuity, financial stability, sustainable procurement.*

- Alliance arrangement with Ventia for road operations & maintenance
- Strategic partnerships with suppliers, for example:
  - Tolling technology
  - Intelligent transport systems (ITS)
  - Banking & finance
  - Digital and print mail house services

## INDUSTRY

*Road network & tolling infrastructure integration. Cost effective & efficient travel & service reliability.*

- Centre for Connected and Automated Transport
- Intelligent Transport Systems Australia
- Roads Australia
- Dept of Transport & Planning
- Tolling industry MOU Group
- Australasian Tunnel Operators Group

## CUSTOMERS

*Safe, efficient and reliable road travel, ease of toll payments and customer service, value for money.*

- 24/7 traffic control room
- 24/7 incident response
- Self-service website
- Local customer contact centre
- Walk-in customer centre
- Account holder notifications
- News bulletin emails
- Hardship assistance
- EastLink Customer Advocate

## INVESTORS

*Optimisation of asset performance and sustainable returns.*

- Horizon Roads:
  - Board and committee oversight and associated reporting
  - ESG reporting
- Debt investors:
  - Financial position
  - ESG reporting





**EastLink**  
Time better spent.

# Sustainability Strategy



# Value Creation & Impacts

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

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

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



# Risks & Benefits

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



## Customer Satisfaction

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



## Community Connectivity

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



## Asset Resilience

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



## Ethical Management

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



## Employee Value

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



## Economic Value

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



## Biodiversity & Habitat

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

### BENEFITS

### RISKS



## Information Security

Risks of potential breaches of personally identifiable information



## Climate Change

Financial costs of physical climate risks and infrastructure adaptation



## Energy & Emissions

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



## Waste

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



## Air & Water Quality

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



## Health & Safety

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



## Customer Hardship

Toll pricing and infringements due to un-paid tolls potentially impacting customers experiencing hardship



# Materiality Assessment & Risk Management

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

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

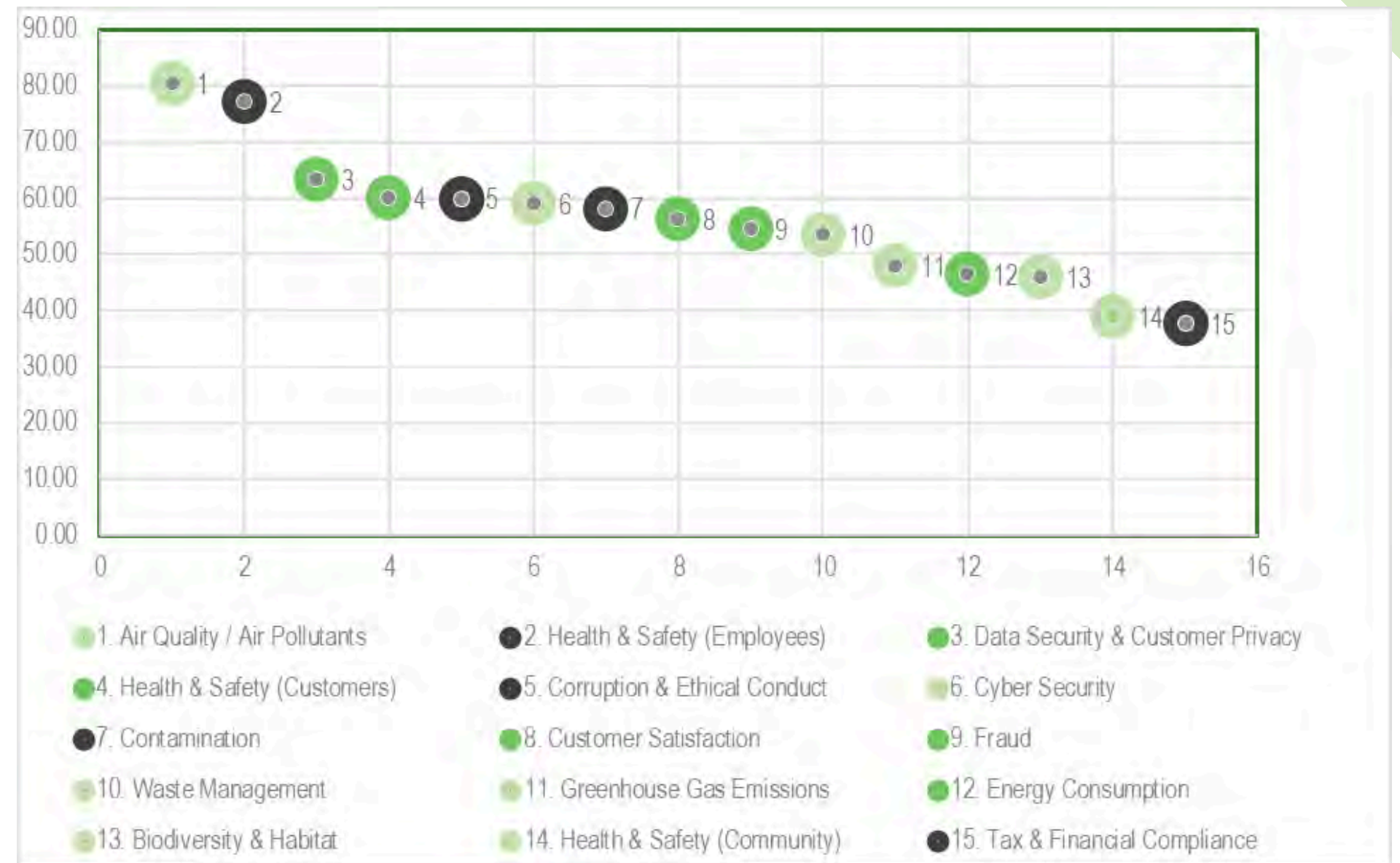
ConnectEast undertakes a formal materiality assessment survey with internal and external stakeholders on a three yearly basis. The last formal survey was undertaken in FY22 with the next one scheduled for FY25. The survey seeks input from key stakeholders including employees, customers, board directors, suppliers and government agencies. The resulting top 15 issues of importance to our stakeholders are depicted in the chart (right).

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

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

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

Top 15 material topics in the FY22 materiality assessment survey.  
The Y-axis is the relative level of importance to stakeholders of each material issue as a percentage.  
The X-axis shows the topic.



# Material Topics

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

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

# Sustainability Goals

*EastLink's Sustainability Goals for FY25 prioritise improvement initiatives linked to material impacts and the protection of key resources.*

	TOPIC	ASPIRATION	FY25 INITIATIVES
Safe & Healthy People	Road Users & Community	Zero harm to road users, neighbouring communities, employees and contractors from EastLink operations	<ul style="list-style-type: none"> <li>Safety risk minimisation studies with OHS Committee and cross functional teams</li> </ul>
	Employees & Contractors		
Healthy Land & Natural Resources	Climate Change	Align to the Victorian Government Net Zero carbon emissions target	<ul style="list-style-type: none"> <li>Carbon reduction initiatives</li> <li>Prepare for mandatory climate related financial disclosures in Australia</li> <li>Finalise landscape and ecology strategies including identification of partnership opportunities</li> </ul>
	Biodiversity & Habitat	Enhance ecosystem services and ecological connectivity along the EastLink corridor with the planting of approximately 550,000 new shrubs and trees by 2030	
Connected & Resilient Infrastructure	Asset Resilience	Maximise asset performance whilst reducing capital intensity	<ul style="list-style-type: none"> <li>Implementation phase of operations management and control system upgrade</li> <li>Design phase of roadside tolling systems upgrade</li> </ul>
	Information Security	Reduce the risk of personal information privacy breaches	
Finances & Supply Chain	Sustainable Procurement	Encourage and influence sustainable practices throughout our supply chain and business relationships	<ul style="list-style-type: none"> <li>Sustainable Procurement Policy implementation</li> </ul>

# Key ESG Metrics & Targets

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

	TOPIC	METRIC	2025 Targets	2030 Targets
SOCIAL	Road User & Community Safety	<ul style="list-style-type: none"> <li>Health &amp; safety: Users</li> <li>Health &amp; safety: Community</li> </ul>	<ul style="list-style-type: none"> <li>Zero fatalities</li> <li>Respond to 90% of incident response events in a traffic lane within 10 minutes (in an emergency stopping lane or shoulder within 15 minutes, and other within 25 minutes)</li> </ul>	<ul style="list-style-type: none"> <li>Zero fatalities</li> <li>Respond to 90% of incident response events in a traffic lane within 10 minutes (in an emergency stopping lane or shoulder within 15 minutes, and other within 25 minutes)</li> </ul>
	Customers	<ul style="list-style-type: none"> <li>Customer satisfaction</li> <li>Customer hardship</li> </ul>	<ul style="list-style-type: none"> <li>Complete annual customer survey</li> <li>Average time to resolve EastLink Customer Advocate cases is no more than 4 days</li> </ul>	<ul style="list-style-type: none"> <li>Complete annual customer survey</li> <li>Time to resolve customer advocate cases is no more than 4 days</li> </ul>
	Employees	<ul style="list-style-type: none"> <li>Health and safety: employees and contractors</li> <li>Employee wellbeing (L&amp;D, flexibility)</li> <li>Diversity, Equity &amp; Inclusion</li> </ul>	<ul style="list-style-type: none"> <li>No more than 1 Lost Time or Medically Treated Injury for each of ConnectEast or Ventia employees/contractors.</li> <li>Zero fatalities</li> <li>Zero substantiated reports of discrimination and/or harassment</li> </ul>	<ul style="list-style-type: none"> <li>No more than 1 Lost Time or Medically Treated Injury for each of ConnectEast or Ventia employees/contractors.</li> <li>Zero fatalities</li> <li>Zero substantiated reports of discrimination and/or harassment</li> </ul>
	Community	<ul style="list-style-type: none"> <li>Community development</li> </ul>	<ul style="list-style-type: none"> <li>Finalise &amp; implement sponsorship agreements</li> </ul>	<ul style="list-style-type: none"> <li>Finalise &amp; implement sponsorship agreements</li> </ul>

# Key ESG Metrics & Targets

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

	TOPIC	METRIC	2025 Targets	2030 Targets
ENVIRONMENT	Climate Change	<ul style="list-style-type: none"> <li>Climate risk &amp; adaptation</li> <li>Energy &amp; GHG emissions</li> <li>Waste &amp; recycling</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in scope 1 GHG emissions by 17% of baseline (FY10)</li> <li>Reduction in scope 2 GHG emissions by 77% of baseline (FY10)</li> <li>Greater than 50% of waste diverted from landfill</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in scope 1 GHG emissions by 29% of baseline (FY10)</li> <li>Reduction in scope 2 GHG emissions by 81% of baseline (FY10)</li> <li>Greater than 50% of waste diverted from landfill</li> </ul>
	Air & Water Quality	<ul style="list-style-type: none"> <li>Air pollution</li> <li>Water outflows/discharges</li> </ul>	<ul style="list-style-type: none"> <li>Zero breaches of EPA licence conditions for tunnel air ventilation emissions</li> <li>Wetland condition and inspections completed</li> </ul>	<ul style="list-style-type: none"> <li>Zero breaches of EPA licence conditions for tunnel air ventilation emissions</li> <li>Wetland rehabilitation program completed</li> </ul>
	Land and Biodiversity	<ul style="list-style-type: none"> <li>Biodiversity and habitat</li> </ul>	<ul style="list-style-type: none"> <li>Deliver landscape strategy</li> </ul>	<ul style="list-style-type: none"> <li>Installation of approximately 550,000 new shrubs and trees by 2030</li> </ul>
GOVERNANCE	Asset Resilience	<ul style="list-style-type: none"> <li>Asset failure</li> </ul>	<ul style="list-style-type: none"> <li>Achieve 90% of level 3 asset condition rating</li> </ul>	<ul style="list-style-type: none"> <li>Maintain 90% of level 3 asset condition rating</li> </ul>
	Ethical Business Management	<ul style="list-style-type: none"> <li>Information privacy</li> <li>Sustainable procurement</li> <li>Tax &amp; financial compliance</li> <li>Fraud, bribery &amp; corruption</li> <li>Modern slavery</li> </ul>	<ul style="list-style-type: none"> <li>Zero incidents of breaches of customer privacy or loss of personal data</li> <li>Zero incidents of unethical behaviour (including fraud, bribery, corruption or modern slavery)</li> </ul>	<ul style="list-style-type: none"> <li>Zero incidents of breaches of customer privacy or loss of personal data</li> <li>Zero incidents of unethical behaviour (including fraud, bribery, corruption or modern slavery)</li> </ul>



**EastLink**  
Time better spent.



# ESG Performance

## Social

# Road Safety



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

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



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



The casualty crash rate for EastLink was higher in FY24 compared to FY23.

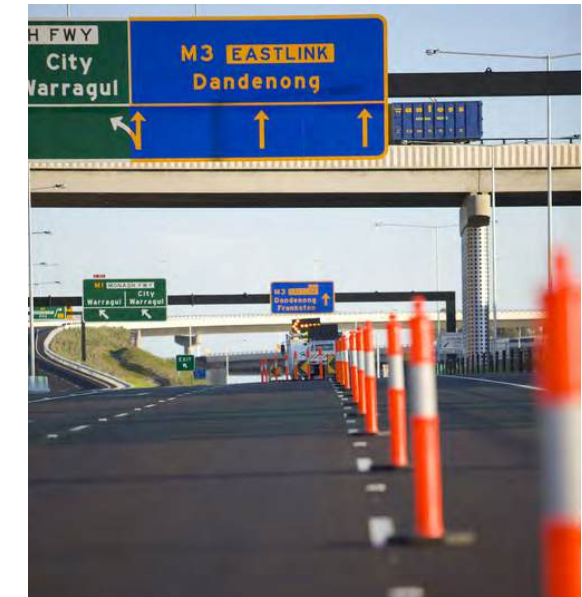
However, the casualty crash rate for EastLink in FY24 (2.71 per 100 million vehicle km) was significantly lower than the rate reported by the other operator of private tollways in Australia for FY24 (3.72 per 100 million vehicle km as reported by that operator).

There was a decrease in motor vehicle accidents (MVAs) on EastLink in FY24 compared to FY23.

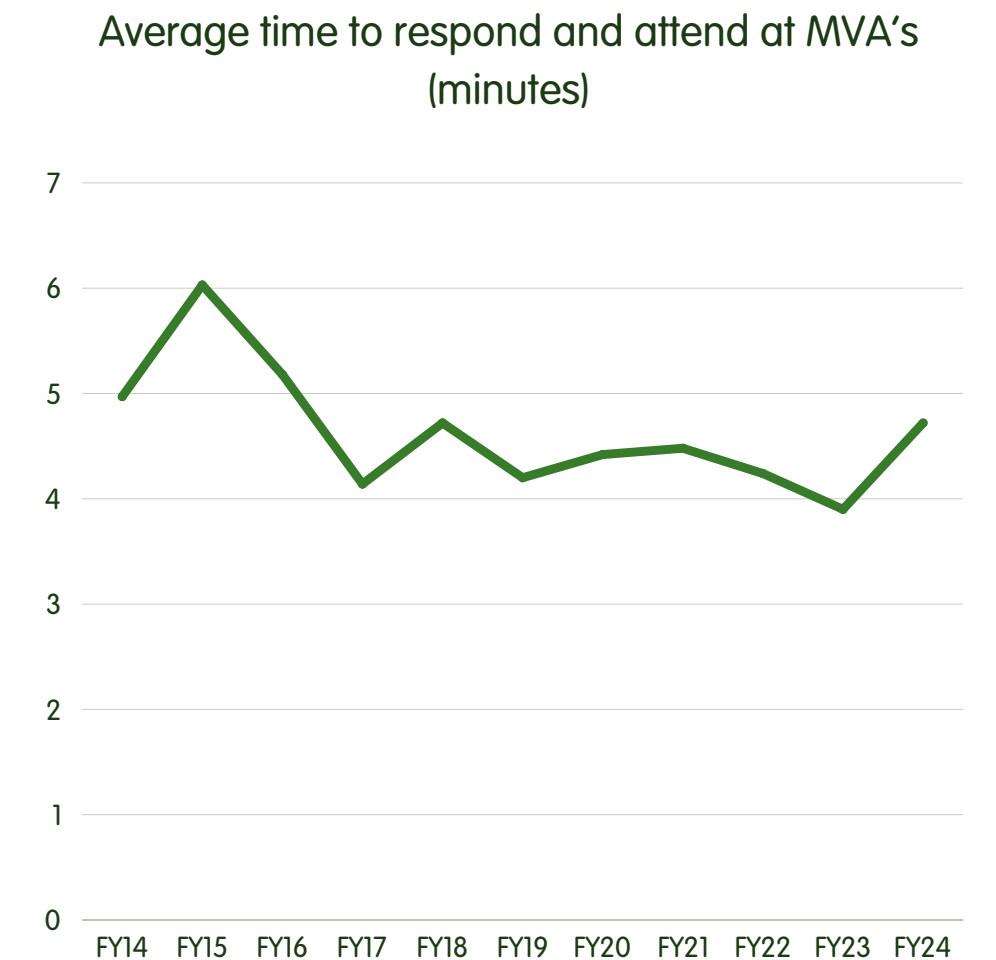
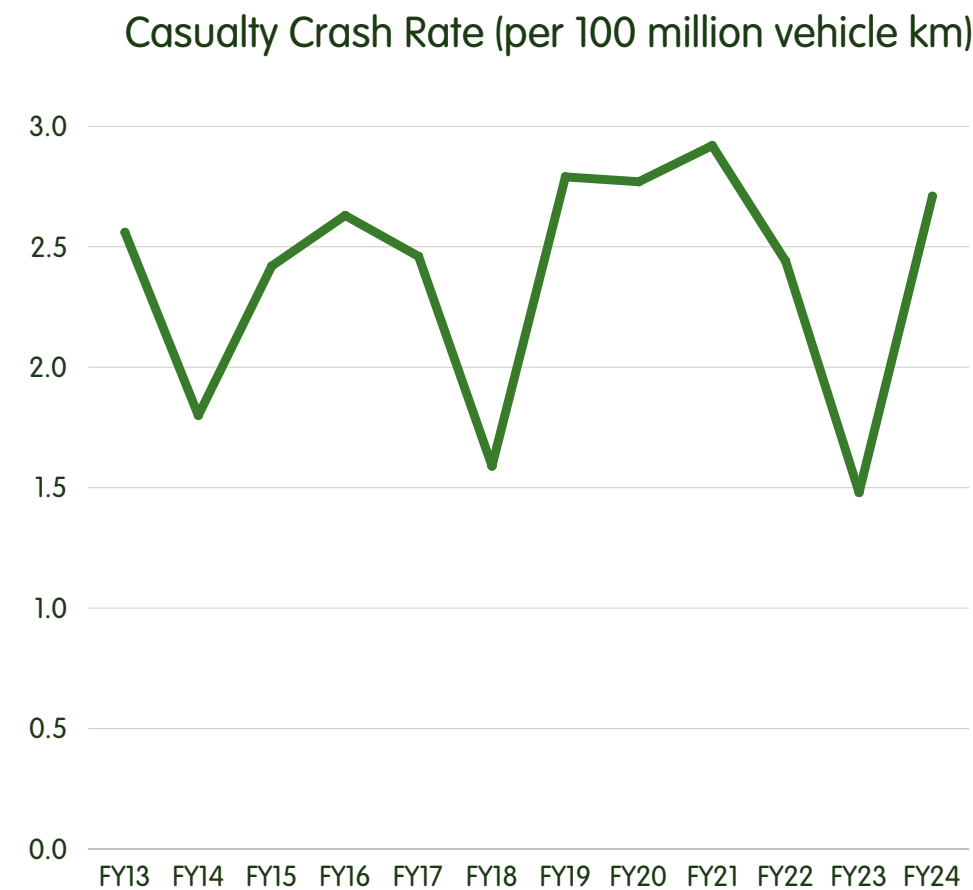
## KEY STATISTICS


 Number of Motor Vehicle Accidents (MVA) in FY24 **254** 


 Fatalities in crashes **0** 



The average time for EastLink incident response teams to respond and attend at MVAs in a running lane was slightly higher in FY24 compared to FY23. This metric has been relatively consistent since FY17, and lower than years prior to FY17.



# EastLink Resurfacing Project Completed

EastLink's road surface (except inside the tunnels) is composed of open grade asphalt.

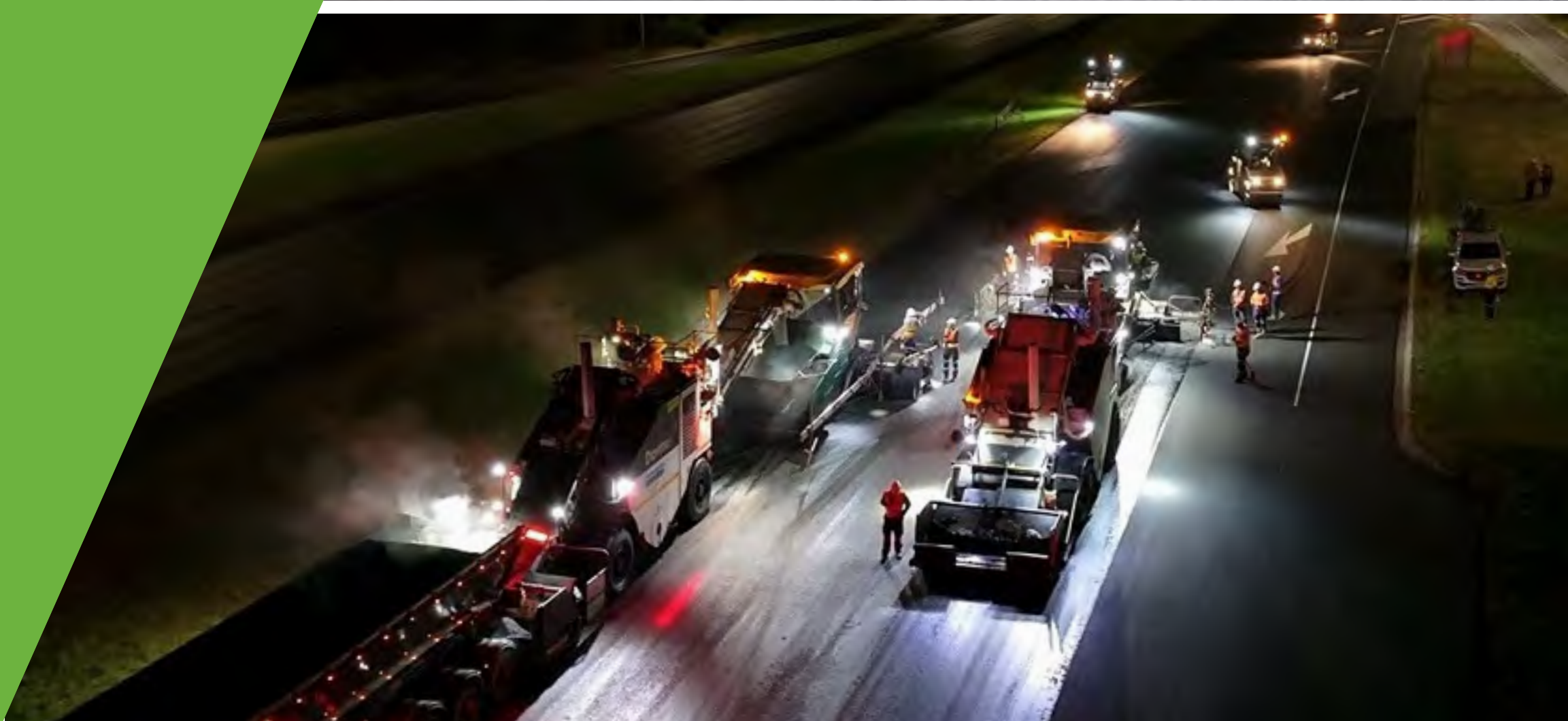
After more than one billion vehicle trips since opening in 2008, it became time to resurface EastLink.

The project to replace EastLink's open grade asphalt road surface commenced in FY22 and was planned to run over three consecutive summers.

During FY24, the resurfacing project was completed on time. Along with new open grade asphalt, sections of the road surface were relevelled as required to provide a smoother running surface.

During the project, 389 lineal km of line markings were painted and 22,400 reflective pavement markers were replaced to provide clearer and safer lane delineation.

The original road surface that was removed during this project, totalling 100,000 tonnes over three years, was recycled by the subcontractor to pave new local roads in Victoria.



# Traffic Control Incident Response

The following provides a small sample of the types of incident that EastLink deals with on a routine basis.

*7 August 2023:*

*Northbound, a truck went through the centre median wire rope safety barrier, crossed the southbound lanes, went through another wire rope safety barrier, and collided with a light pole before crashing down an embankment.*



*4 December 2023:*

*The traffic control room was alerted to a single vehicle collision. A vehicle had struck the wire rope safety barrier. Police and Fire Rescue Victoria attended the scene as well as EastLink Response and Truck Mounted Attenuator.*



*23 January 2024:*

*An over height vehicle detection occurred for the inbound tunnel. Incident Response attended and found a tarpaulin was loose which was covering its load. Once retied and deemed safe, the truck was able to continue through the tunnel.*

*5 May 2024:*

*Through CCTV, the Traffic Control Room noticed a car fire in the outbound emergency lane. Incident response was dispatched to assist and arrived on scene first. Police, Ambulance and Fire Rescue Victoria all arrived promptly. The car fire was extinguished quickly by Fire Rescue Victoria.*



# Customers



*EastLink is committed to delivering high standards of customer service.*

## Customer Satisfaction

Our tenth annual customer satisfaction survey was conducted in FY24.

EastLink's Adjusted Net Promoter Score\* for EastLink account holders (+43%) has decreased slightly from the +45% to +46% band that was recorded between 2020 and 2023. However, this score continues to be higher than the years prior to 2020.

Overall satisfaction with EastLink (8.26 out of ten) has also decreased from its record high in 2021 (8.35).

These results are likely related to the significant EastLink resurfacing works that were underway during each of the FY22, FY23 and FY24 surveys. For example, the resurfacing works involved 172 overnight road closures, and unfinished sections were open during day times with speed restrictions.

The survey continues to indicate that EastLink has significantly higher levels of satisfaction compared to other toll roads and freeways in Melbourne's east.

\* Calculated from the % of promoters minus the % of detractors in response to the question of whether the customer would recommend EastLink to others. A score of 8-10 out of ten is a promoter and 0-6 is a detractor.

## KEY STATISTICS



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

**82%**



Account holders said they achieved what they wanted during their first contact with a customer service operator.

**83%**

## Customer Grievances

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

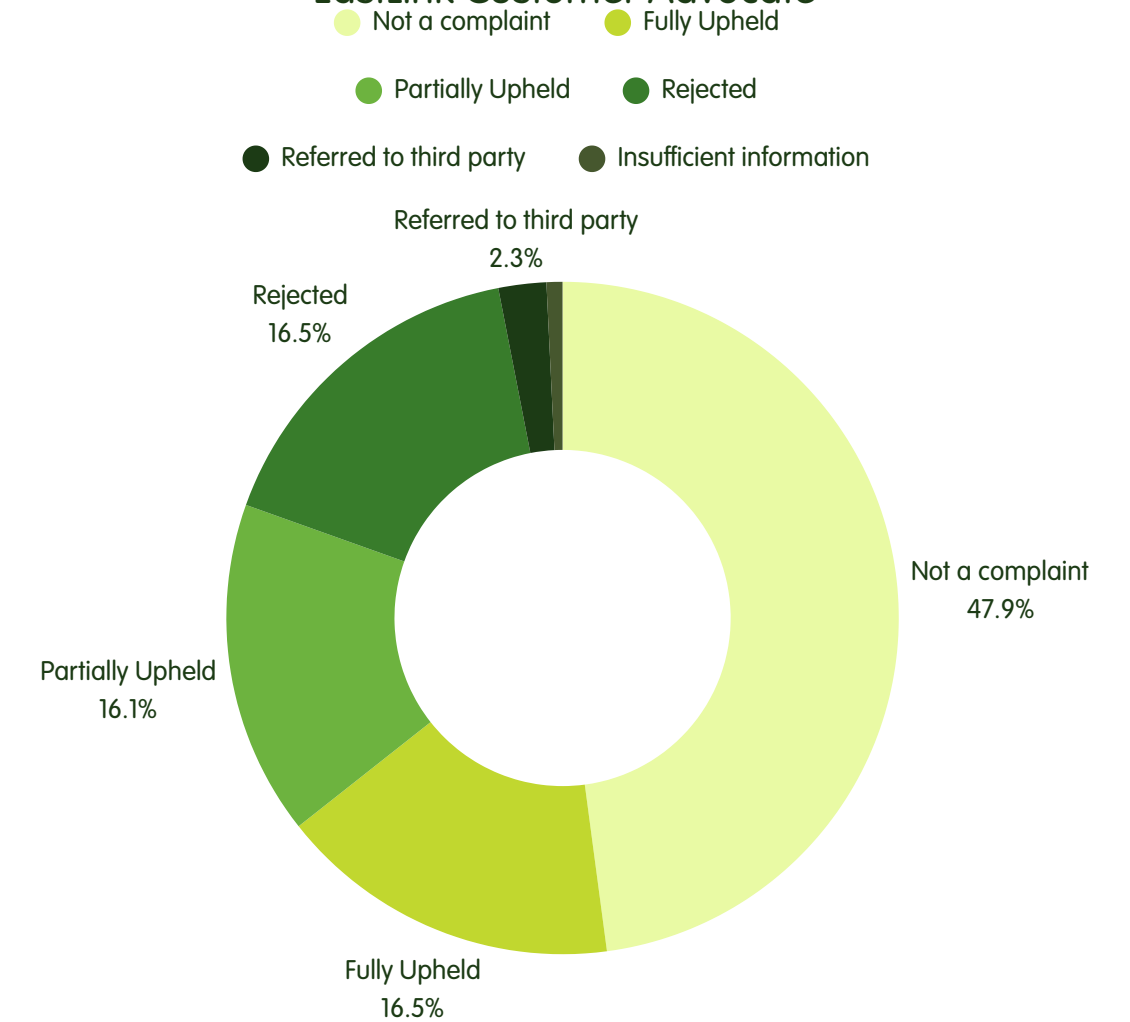
The core objective of the EastLink Customer Advocate is to make responses and findings that are thorough and fair.

The EastLink Customer Advocate received 261 cases in FY24.

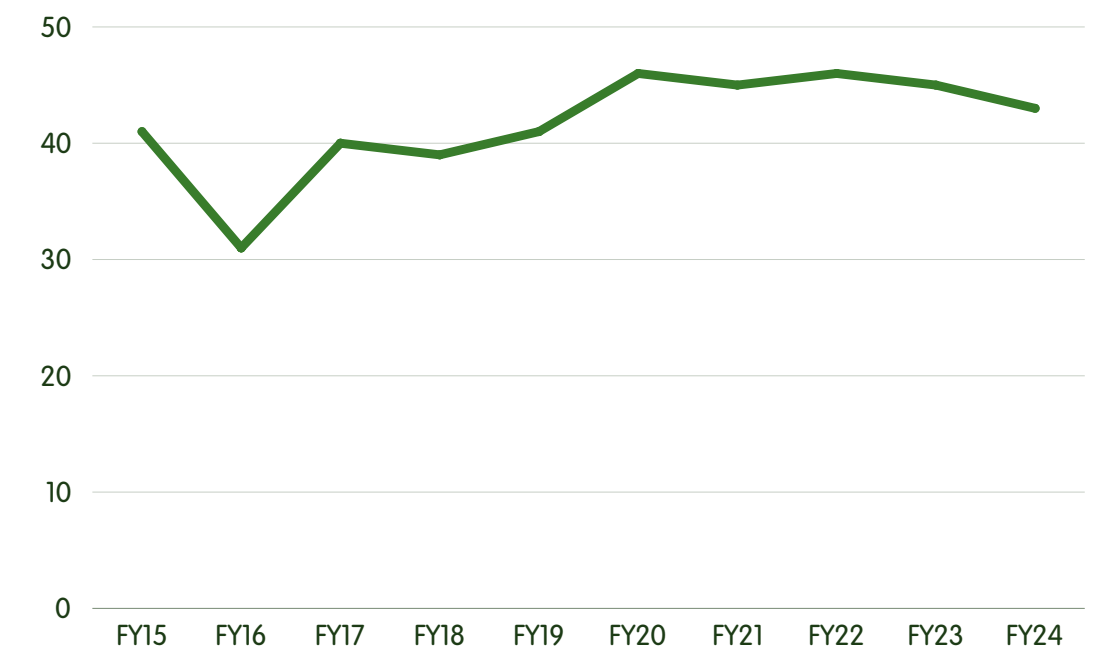
The average time to resolve each case was just 2.2 calendar days, which is a significant reduction compared to the previous year (2.9 calendar days).

During the year, the EastLink Customer Advocate provided quarterly reports to the Horizon Roads Group board, and also published quarterly reports on the EastLink website.

## Customer grievance cases referred to the EastLink Customer Advocate



## EastLink Adjusted Net Promoter Score (%)



# Customers



*EastLink is committed to delivering high standards of customer service.*

## Customer Hardship

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

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

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

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

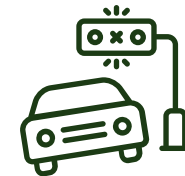
4,250 payment plans were created during FY24 (an increase of 22% compared with the previous year). The average value of a payment plan decreased marginally from \$254 in the previous year to \$251.

## KEY STATISTICS



Number of payment plans compared to FY23

**22%** 



Number of infringements compared to FY23

**8%** 

## Tolling infringements

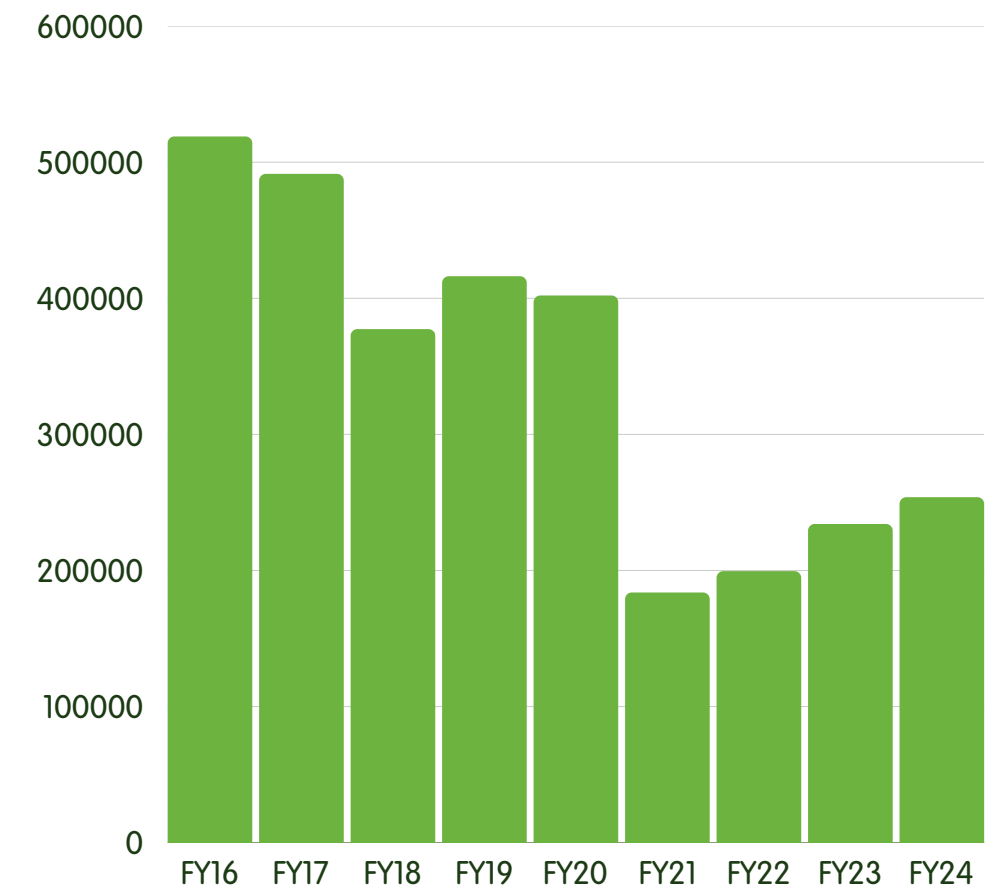
Motorists who do not have a valid account and fail to purchase an EastLink trip pass by three days after travel are sent an EastLink toll invoice, followed by an EastLink overdue notice.

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

253,849 infringements were issued for unpaid travel on EastLink during FY24 representing an increase of 8% compared with the previous year. This increase in infringements is attributed to tougher economic conditions, with relatively high inflation, mortgage rates and rental prices leading to higher levels of unpaid travel.

Although there has been an increase, the infringement volume is still 51% less compared to the baseline year (FY16).

Number of EastLink infringement penalty notices



# Community



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

## Community Engagement

**EastLink news is communicated by on-road signage, email bulletins, website alerts and news stories, letter box drops and social media.**

- 75 email bulletins were sent during FY24 (totalling approximately 16.8 million emails sent) with information about tunnel and road closures for maintenance and resurfacing, website closures, customer surveys and community sponsorships.
- Alerts were published on the EastLink website for all tunnel and road closures, as well as website closures.
- 25 news stories were published on the EastLink website during FY24.
- Five letter box drops were provided to approximately 2,000 local residents provided warning of potentially noisy night works (including resurfacing works).
- 12,927 responses to EastLink's customer satisfaction survey.
- 4,578 responses to EastLink's self-driving & electric car survey.
- 2,370 responses to a survey about a potential rewards program.

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

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

## Indigenous Culture and Parkrun

In FY24, EastLink installed the EastLink 5km Indigenous Art Trail, with partners Mullum Mullum Indigenous Gathering Place, Croydon Hills Men's Shed, Mullum Mullum parkrun and Whitehorse City Council.

The trail includes 12 wooden art poles painted by local Indigenous artists, located alongside the EastLink Trail in Mullum Mullum valley. Many of the artworks have representations of flora and fauna found in the area. The artists are Aunty Daphne Milward, Aunty Irene Norman, Amanda Wright and Chris Hume.

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

The new EastLink 5km Indigenous Art Trail was officially launched with an Acknowledgement of Country and a Smoking Ceremony, led by Dion Edwards from Mullum Mullum Indigenous Gathering Place, with around 200 runners and volunteers from Mullum Mullum Parkrun participating.



# Community



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

## Community Sponsorships

- Frankston Arts Centre (throughout FY24)
- Knox Basketball (throughout FY24)
- Frankston BMX Club (throughout FY24)
- Whitehorse Spring Festival (15 October 2023)
- Run2Cure (12 November 2023)
- Maroondah Festival (12 November 2023)
- Frankston's Christmas Festival of Lights (25 November 2023)
- Monash Carols by Candlelight (2 December 2023)
- Ringwood Diving Club's EastLink Diving Championships (24-27 January 2024)
- The Waterfront Festival (10-11 February 2024)
- Koorie Academy basketball & cultural clinic (18 February 2024)
- Stellar Short Film Festival (2 March 2024)
- Peninsula Aero Club Tyabb Airshow (10 March 2024)
- The Ringwood Gift athletics meeting (16 March 2024)
- The Big Picture Fest street art festival (18-24 March 2024)
- Culture Fest (24 March 2024)
- Museum of Australian Photography MAPH X PHOTO 2024 (March - May 2024)
- South Side Festival (10-19 May 2024)
- Shine a Light on Road Safety walk (5 May 2024)



# Rainbow Serpent Tracks

The EastLink operations centre in Ringwood is the heart and soul of EastLink. This is where the EastLink team is based - currently more than 200 people. Our corporate visitors come to meet us and customers attend the customer centre here. That's why the EastLink operations centre is the perfect location for this installation of Rainbow Serpent Tracks, by local Aboriginal Artist Simone Thomson.

Seeing Rainbow Serpent Tracks each time we arrive at the EastLink operations centre reminds everyone in the EastLink team that EastLink is part of a much larger landscape, which existed before EastLink was built, and which will continue long after we have gone. Rainbow Serpent Tracks helps us maintain a sense of perspective and ensure that we consider the bigger picture in our day to day operations.

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

Simone Thomson is a local Aboriginal Artist and is a Woi-Wurrung Wurundjeri and Yorta-Yorta Traditional Owner through her mother, and Irish/Scottish through her father. Simone draws inspiration from the abundant textures and colours of this beautiful land along with the ancestral bonds she has to the Birrarung (Yarra River) and Dhungala (Murray River). Her people are river people, so she finds that waterways often interweave into her art along with dreaming and creation stories.



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

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



**We proudly wear EastLink uniforms that incorporate Simone's art.**



# Employees



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

## Employee safety

EastLink takes a proactive approach to workplace safety, and we implemented a number of safety improvements in FY24.

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

Our workplace safety goals are always:

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

During FY24 there were no LTIs recorded and no MTIs for ConnectEast employees, and no LTIs or MTIs recorded for Ventia employees or contractors. Most importantly, there were no fatalities recorded by employees, contractors, or motorists.

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

In addition to Fire Wardens and First Aiders, EastLink has 15 personnel trained as Mental Health First Aiders, all located at the EastLink Operations Centre. EastLink also offers an employee assistance program that provides employees with free access to trauma support and professional counselling and advice.

## KEY STATISTICS

Number of Lost Time Injuries	0	✓
Number of Medically Treated Injuries	0	✓
Number of Workplace Fatalities	0	✓

## Health and wellbeing

Employee health and wellbeing is more than an employee benefit. Progressive organisations who value their employees provide a range of activities and services that genuinely care for and support their workers.

Our Employee Health and Wellbeing program provides a range of personal health, financial health and well-being activities that support employees. These activities engage employees within the workplace and provide a positive return on investment as evidenced by our organisation's low levels of attrition rates, personal (sick) leave statistics and workers compensation claims. Management views these as important factors that contribute to making a successful organisation.

Our Employee Health and Wellbeing program includes:

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



# Employees



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

## Diversity, equity & inclusion

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

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

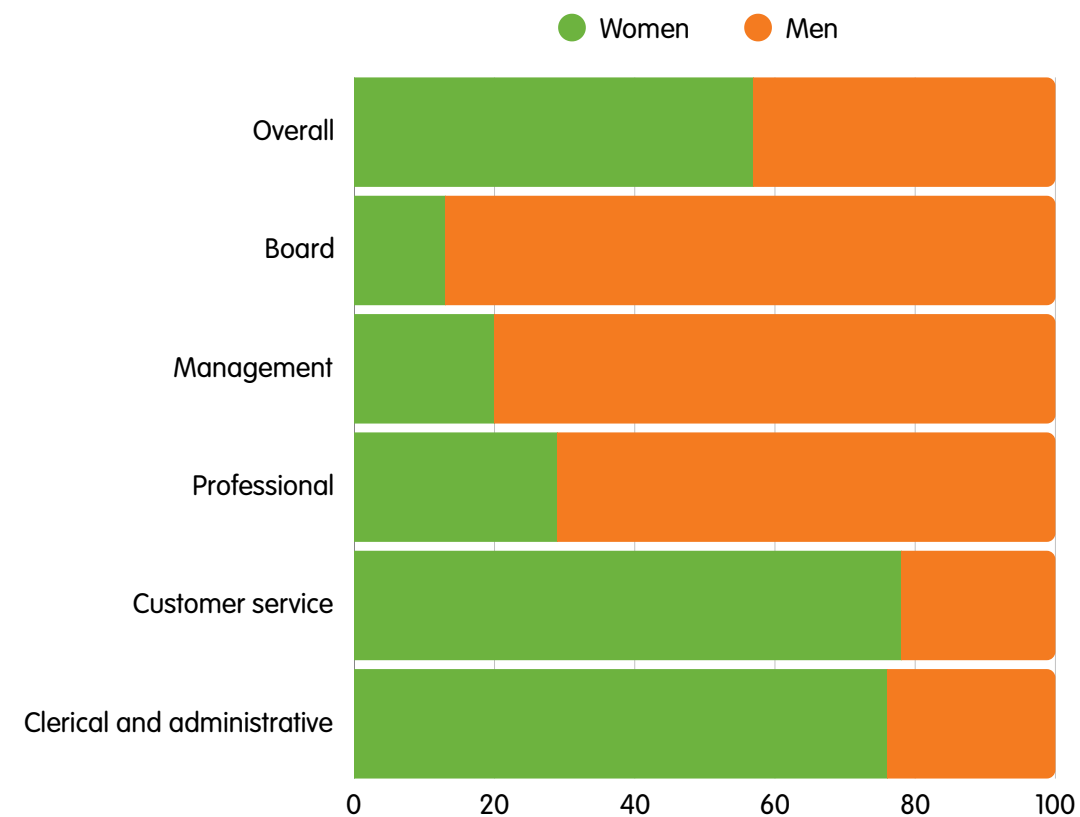
Equal employment opportunity exists throughout the term of the employment relationship and includes recruitment, selection, promotion, transfers, training and professional development. The recruitment and selection of all employees and their promotion through the organisation is based upon the principle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

During FY24, EastLink submitted an annual report to the Australian Workplace Gender Equality Agency (WGEA) and EastLink was confirmed to be compliant. This report was also provided to the EastLink Board.

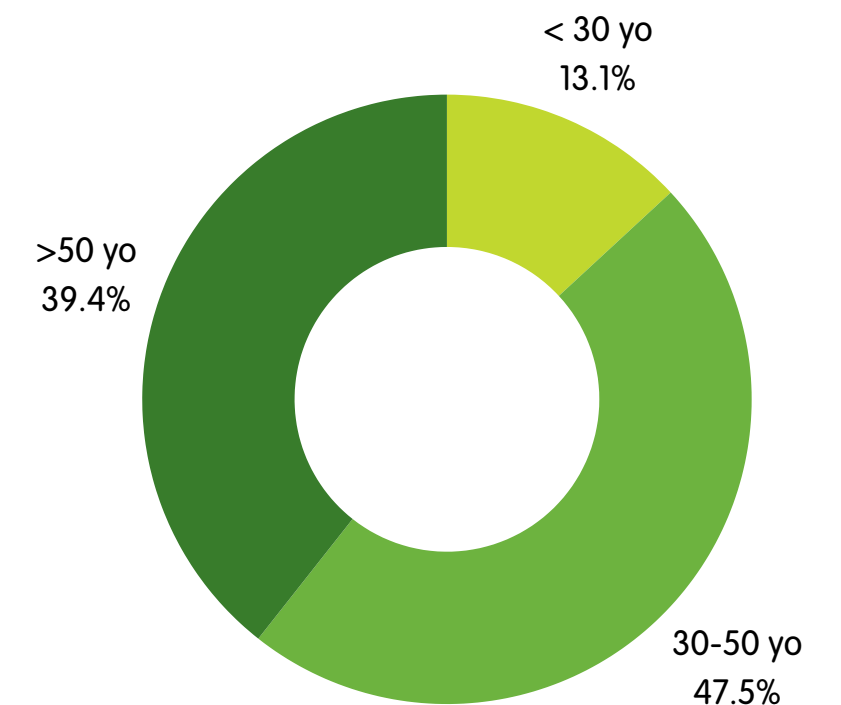
## KEY STATISTICS

- Substantiated reports of discrimination and/or harassment **0** ✓
- % of new hires in FY24 who are women **64%** ✓
- Total training attendances in FY24 **2,610** ✓

ConnectEast workforce (full time, part time and casual)



ConnectEast employee age profile



# Government & Industry



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

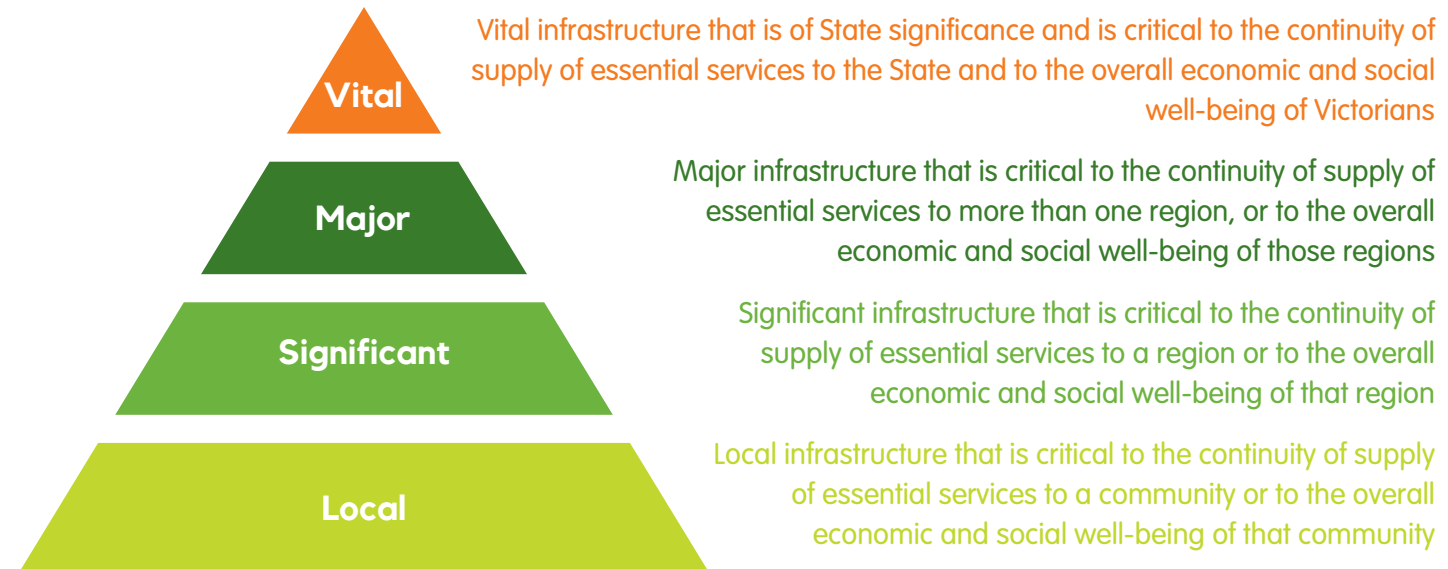
EastLink actively communicates to government and industry bodies on progress and issues on EastLink’s operations. Forming part of this is EastLink’s monthly operations report to the Department of Transport and Planning which provides the department with full disclosure across our road operations.

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

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

These exercises are undertaken annually, and EastLink successfully conducted them for FY24.

## VICTORIAN CRITICAL INFRASTRUCTURE MODEL



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



*In FY24, exercise ‘DOLOS’ was successfully completed, providing an opportunity for EastLink to assess and respond to the strategic risks generated by a cyber security attack on key IT systems and a physical security breach.*

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



**EastLink**  
Time better spent.



# ESG Performance

## Environmental

# Climate Risk & GHG Emissions

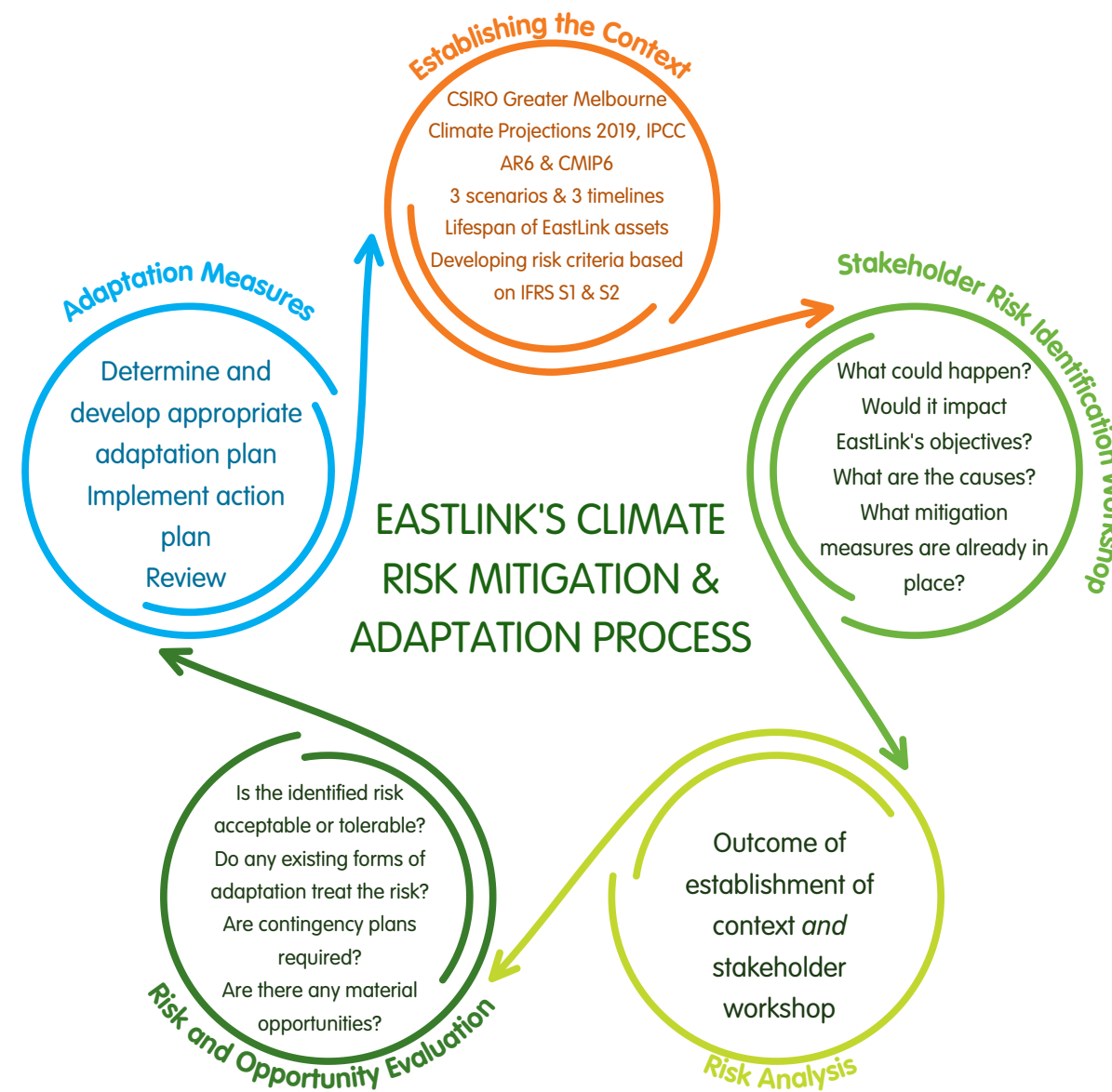


Assessing and mitigating climate risk is a key strategic initiative for EastLink to align with the Victorian Government's Climate Change Strategy.

A changing climate poses physical and transitional risks to all of EastLink's functions. This includes effects on employee and customer health, integrity of road surfaces, increased fire and flood risk, and many more. Anticipated changes to policy in response to climate change will add further complexities to standard operations and maintenance but will also provide opportunity to operate as sustainably as practicable.

EastLink maintains a climate risk and opportunity process, aligned with principles from the IFRS S1 and S2 and data from multiple sources include the CSIRO and the IPCC. This provides a method to identify and address key risks and opportunities to enable safe and sustainable road operations into the future. It also ensures EastLink will comply with upcoming mandatory climate-related financial disclosure requirements and associated standards.

In FY24, the climate risk register and associated report was improved by including a climate-related opportunity assessment. EastLink will continue to review climate risk on an annual basis.



## What climate risks may impact EastLink?



Increased high temperatures, heatwaves and bushfire weather days



Increased heavy precipitation events and thunderstorms



Changes in state, national and international legislation to mitigate climate risks



## Solar panel installation at Ferntree Gully Depot

A 20 kilowatt solar array was installed onto the roof of EastLink's Ferntree Gully Depot which is the primary operations and maintenance hub for EastLink. The 44 solar panels will provide clean, renewable electricity for various uses such as charging of tools and forklifts, as well as for HVAC of the offices. EastLink continues to seek out further carbon reduction initiatives over the coming years.

# Climate Risk & GHG Emissions



Assessing and mitigating climate risk is a key strategic initiative for EastLink to align with the Victorian Government's Climate Change Strategy.

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

Scope 2 emissions (electricity, location-based) reduced by 13% from FY23 due to full-year reporting data with regards to the FY23 Road Lighting LED Replacement Project and improved operational efficiency, assisted by Victoria's increase in renewable energy sources.

Scope 1 emissions increased as a result of increased diesel usage associated with increased truck mounted attenuator usage to provide a crucial safety mechanism for EastLink personnel as well as customers who may be broken down in the emergency lane. EastLink's HVAC system was upgraded which has significantly reduced natural gas usage for office heating (see image in top right).

With anticipated changes to Australia's climate-related reporting requirements for businesses, EastLink is preparing a procedure to report on and monitor scope 3 emissions guided by the GHG Protocol and IFRS S1 and S2.

## KEY STATISTICS

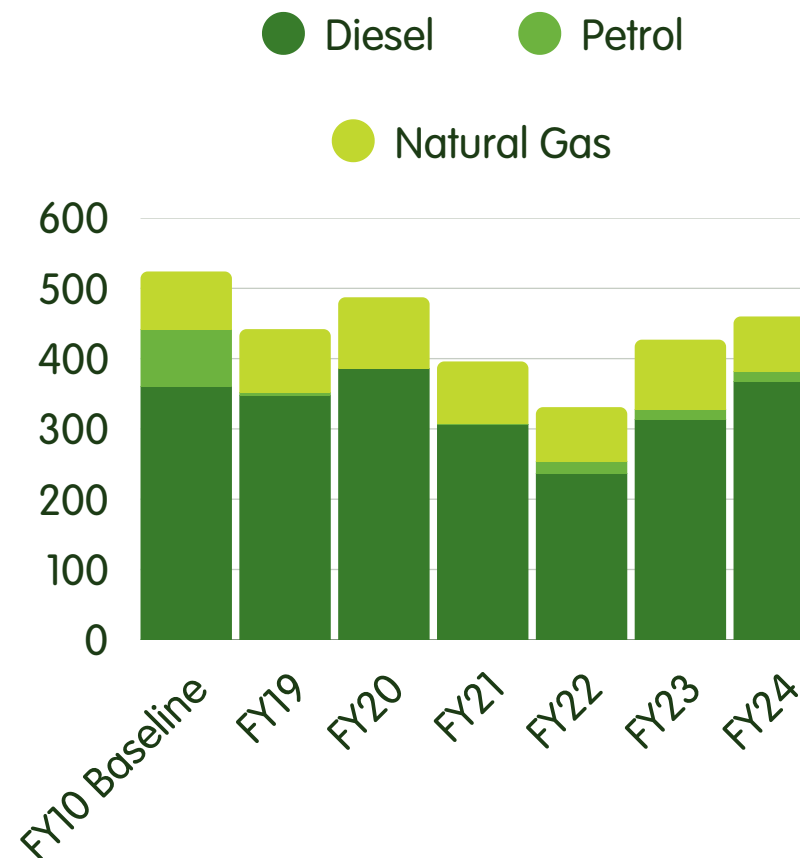
See Appendices - ESG Data Tables for more information

 Scope 2 emissions (change from FY23) **13%** 

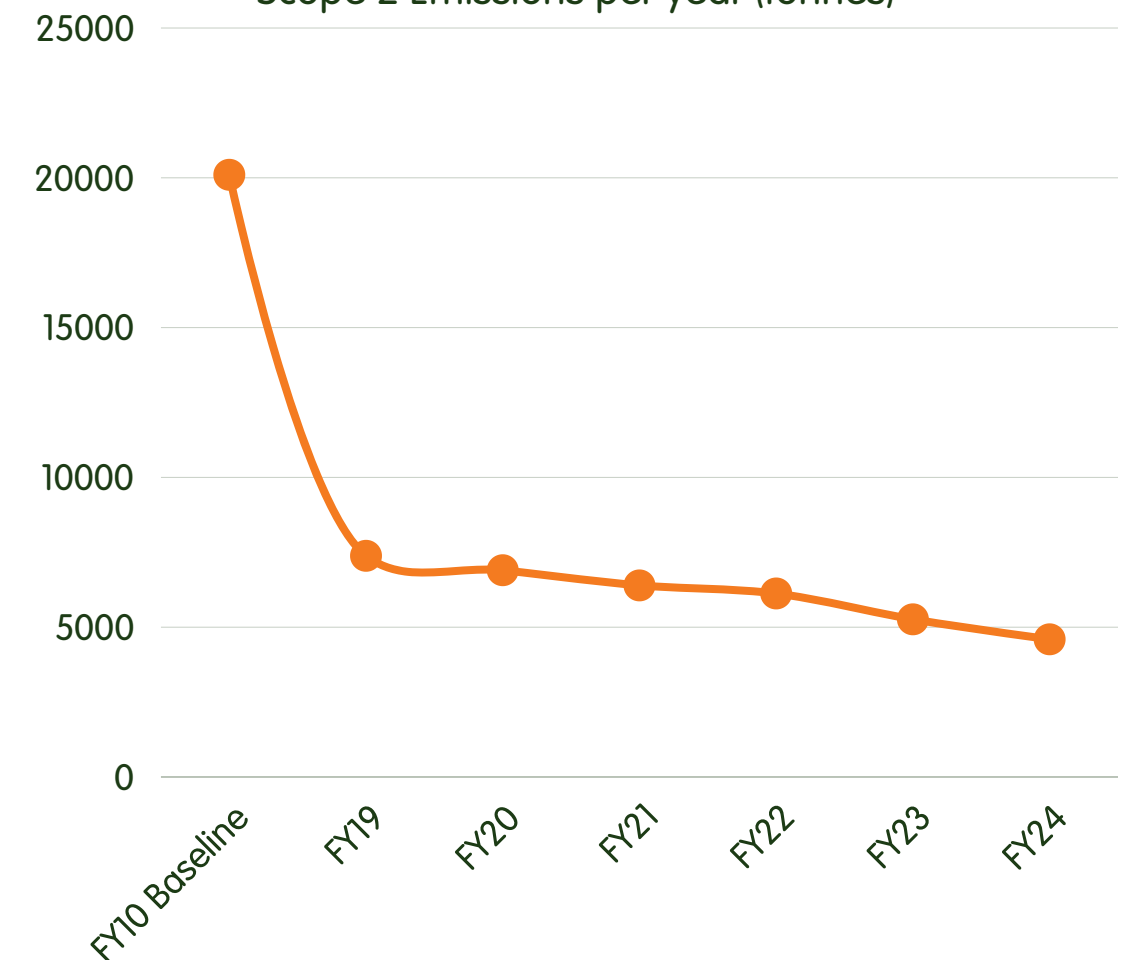
 Natural gas emissions (change from FY23) **21%** 



Scope 1 Emissions per year by source (tonnes)



Scope 2 Emissions per year (tonnes)



# Air Quality



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

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

Air pollutants remained similar in FY24 compared with the previous year. Traffic levels for FY24 were higher than in FY23 contributing to some minor increases for some pollutants but it is expected that with improving vehicle emissions standards, air pollutants will continue to trend downward.

## KEY STATISTICS

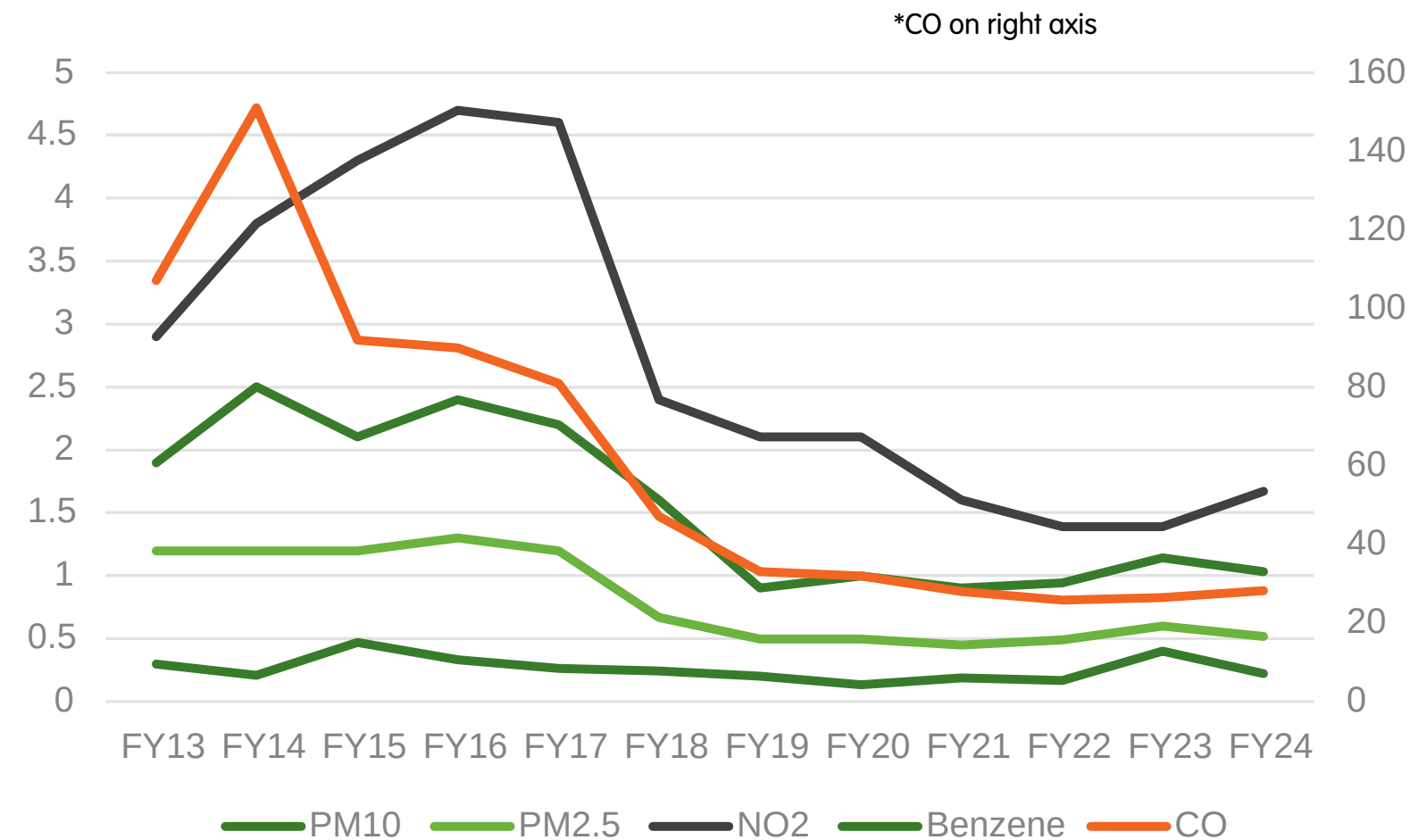
See Appendices - ESG Data Tables for more information



Air quality discharge rates well below EPA Licence limit



### Emissions from Tunnel Exhaust Stacks (tonnes/year)



Pictured below: particulate matter sensors inside the stack (top); exhaust fans to extract tunnel air through the stack (bottom)



# Water Quality & Usage



Maintaining healthy water quality from stormwater runoff is vital to protect our precious waterways and the environment

## Water Quality

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

The sediment ponds of the wetlands also perform an important function of retaining any potential spills that may occur on the motorway.

EastLink inspects each of the wetlands four times per year so we can validate their functionality.

## KEY STATISTICS

See Appendices - ESG Data Tables for more information



Water usage below FY24 target

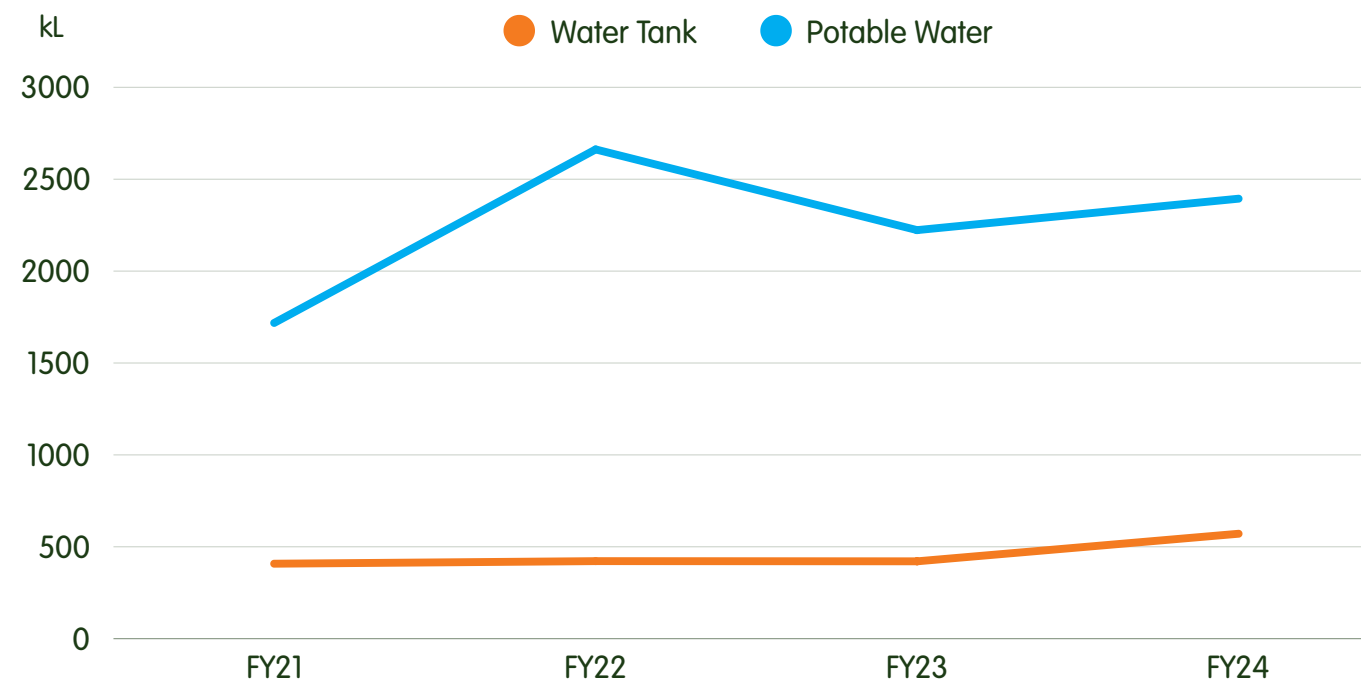
**2965 kL**



## Water Usage

EastLink uses potable and non-potable water for various purposes such as landscape watering, tunnel and noise wall washing, and vehicle fleet washing.

In FY24, EastLink installed new water tanks at the Bangholme Depot, reducing the demand on using potable water at the site. Water usage increased slightly due to increased watering for the landscape management strategy but remains more than 40% below baseline (FY10) levels.



# Wetland Rehabilitation Works

As a result of wetland inspections, a program of maintenance works was undertaken to ensure the functionality of the water treatment trains (wetlands) in the EastLink corridor. Works were completed on a total of eight wetlands during FY24.

The works involved removal of 11,431 tonnes of silt from the sediment ponds and flushing of pipes to ensure that the wetlands can perform their primary functions to treat stormwater runoff from the EastLink road and prevent litter and contaminants from entering receiving waterways.

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

EastLink will continue wetland rehabilitation works in FY25.



# Biodiversity, Habitat, & Landscape



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

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

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

The focus on landscape in FY24 revolved heavily around large-scale planting of native and resilient plant species, as part of EastLink's Landscape Management Strategy. Litter removal was also bolstered in FY24 compared to the previous year.

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

## KEY STATISTICS

See Appendices - ESG Data Tables for more information



Landscape maintenance jobs completed

606

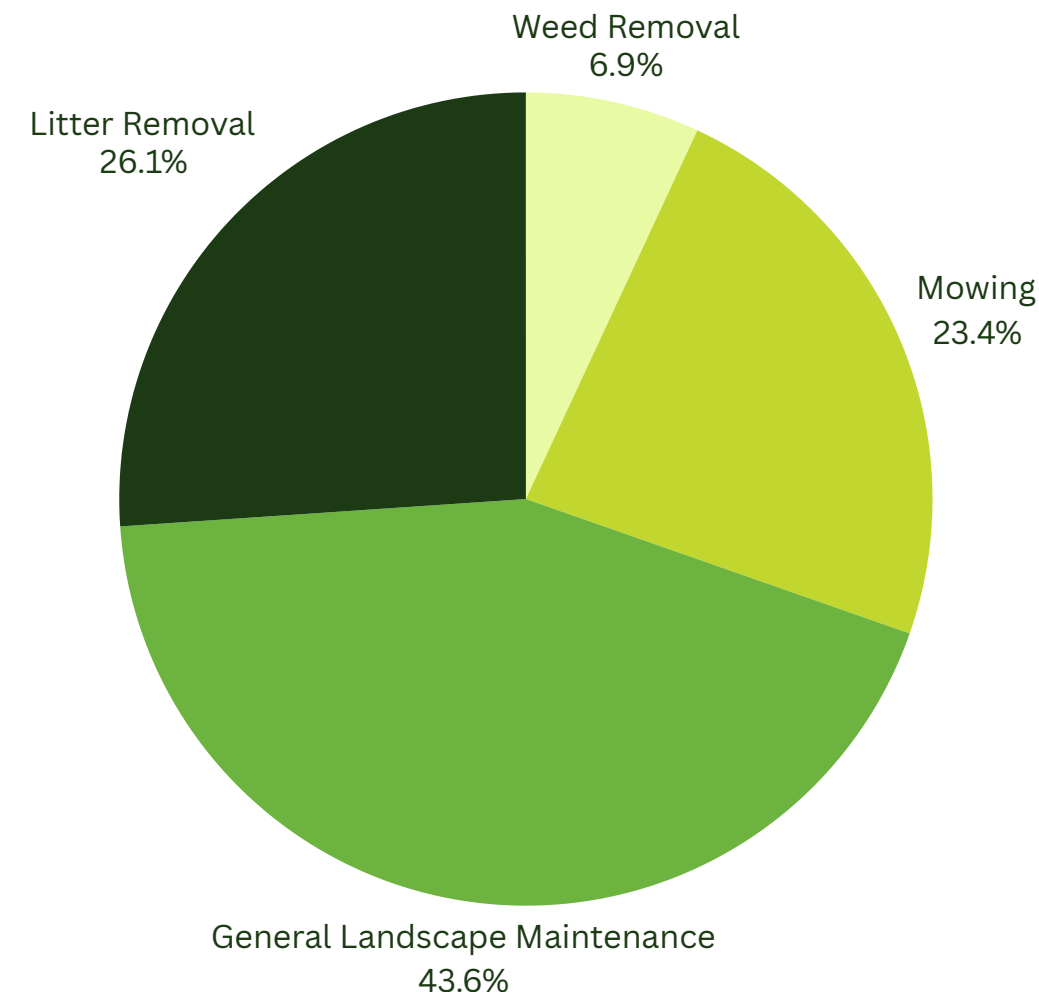


Habitat Enhanced\* (hectares)

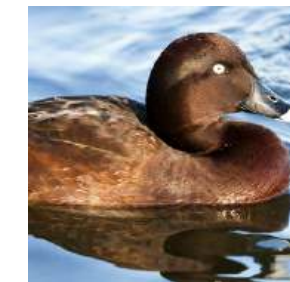
14.2

\*defined as habitat that is improved for the benefit of native animal and plant species

% of Landscape works performed by EastLink in FY24



Some species found along the EastLink corridor include...



Hardhead (White-eyed Duck)



Powerful Owl



Sharp-tailed Sandpiper



Platypus



Swordgrass Brown Butterfly



Eastern Banjo Frog

# Landscape Management Strategy

EastLink's landscape strategy and action plan to guide the future management of EastLink's maturing landscapes, continued in FY24. The strategy provides an opportunity to re-establish the vast area of plantings and guide EastLink's land management into the future and is an opportunity for planting treatments that can increase species diversity, including additional pollinator and food source species, and increase canopy coverage with proposed renewal works including plans to install approximately 600,000 shrubs and trees over 5 years.

The strategy's main objectives are to:

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

In FY24, 14.2 hectares of EastLink's landscape were enhanced for benefit of native plant and animal species, in addition to maintaining cultural and aesthetic values which are important to the local community. This is approximately equivalent to the area half the size of Melbourne's Royal Botanic Gardens.



# Waste & Recycling



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

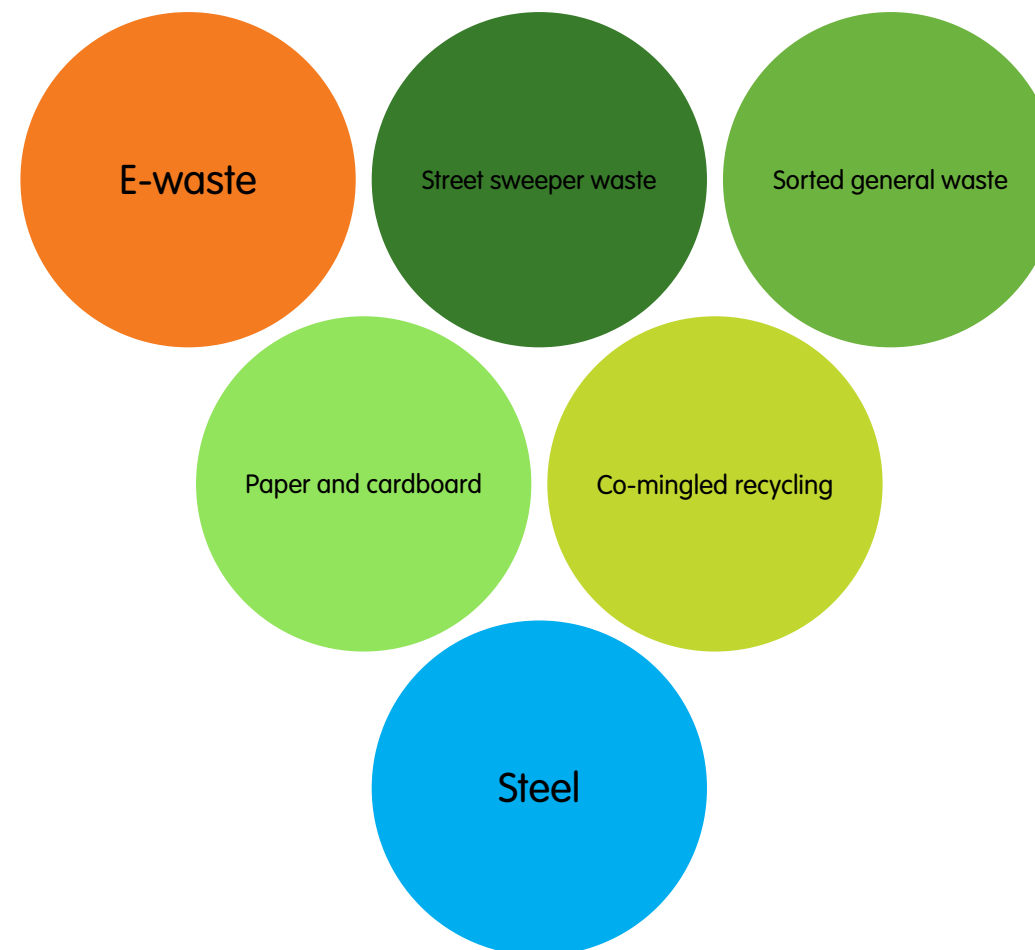
As a result of the operations and maintenance activities, EastLink generates various waste streams which are appropriately managed to divert as much waste as possible away from landfill. EastLink continued to improve its waste management performance in FY24 through recycling, re-use, and treatment of waste that may otherwise be sent to landfill.

Thanks to diverting street-sweeper waste from landfill to be re-used as fill material (see following page), EastLink achieved its lowest waste to landfill figures to date, a reduction of a huge 71% on FY23 and 83% from baseline (FY11). Other contributions included more efficient waste sorting and improved behavioural change.

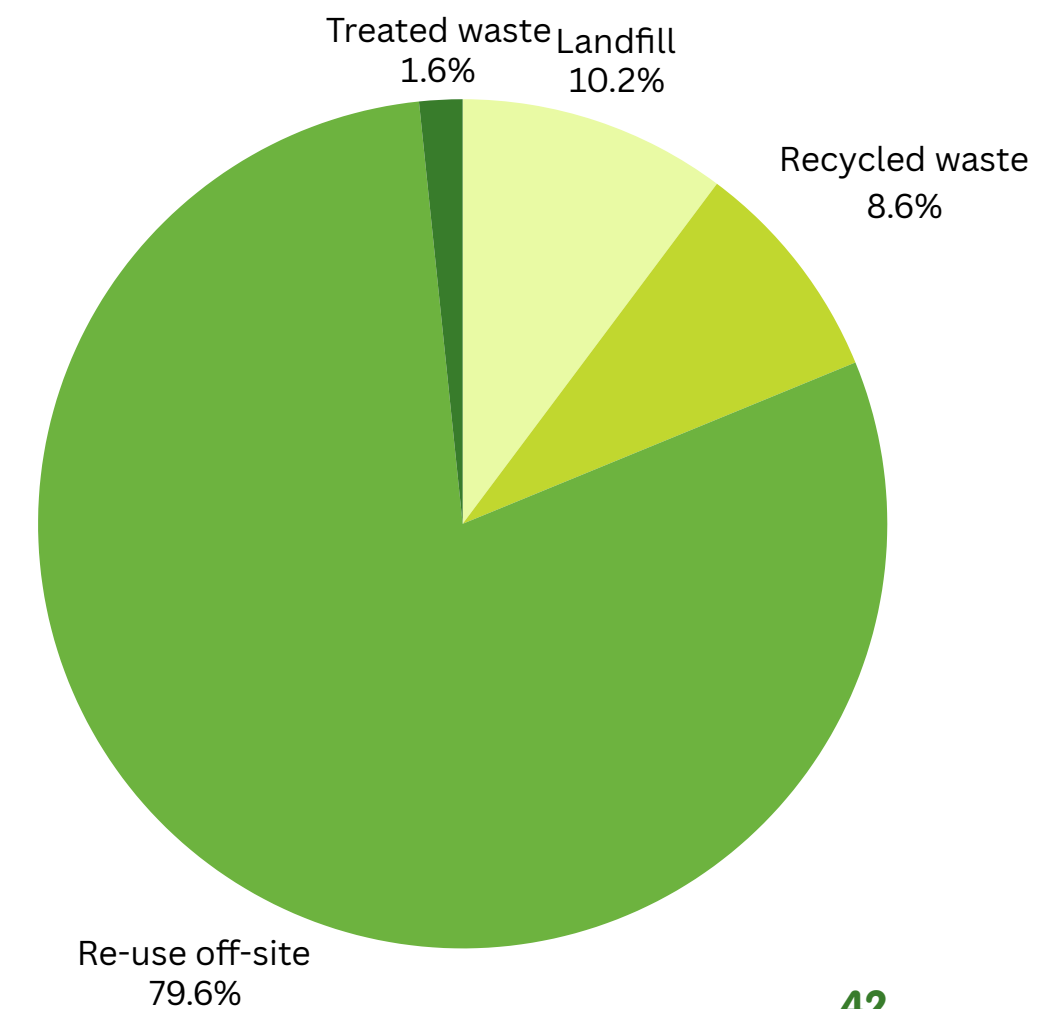
## KEY STATISTICS



### Waste streams that are recycled or re-used



### % of waste end-use FY24



# Streetsweeper waste re-use

As a result of many thousands of cars using EastLink every day, material such as soil, sand, and other finer materials are created or left to accumulate on the running lanes and roadside of EastLink. EastLink deploys a streetsweeper at regular intervals on nights to remove this waste stream and leave behind a clean road surface free of any potential hazards to customers or the environment. The waste stream that is collected in the truck is a form of slurry due to the addition of water and forms a large percentage of EastLink's total waste stream.

Since 2021, EastLink has used the services of Evergreen Environmental who in 2020, began construction of a state-of-the-art modular recycling plant (see image bottom right) specifically for hydro-excavated waste, which includes street sweeper waste. All of EastLink's streetsweeper waste is deposited into this recycling plant which at the end of processing, results in aggregate materials and sand for commercial uses such as bedding for pipeworks.

Thanks to this innovative process, EastLink has diverted 189 tonnes of streetsweeper waste away from landfill in FY2024. In addition to this, EastLink has commenced purchasing this end-use material for various operations and maintenance activities, contributing to a circular economy.





**EastLink**  
Time better spent.

# ESG Performance Governance



# GRESB Infrastructure Asset Assessment



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

## What is GRESB?

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

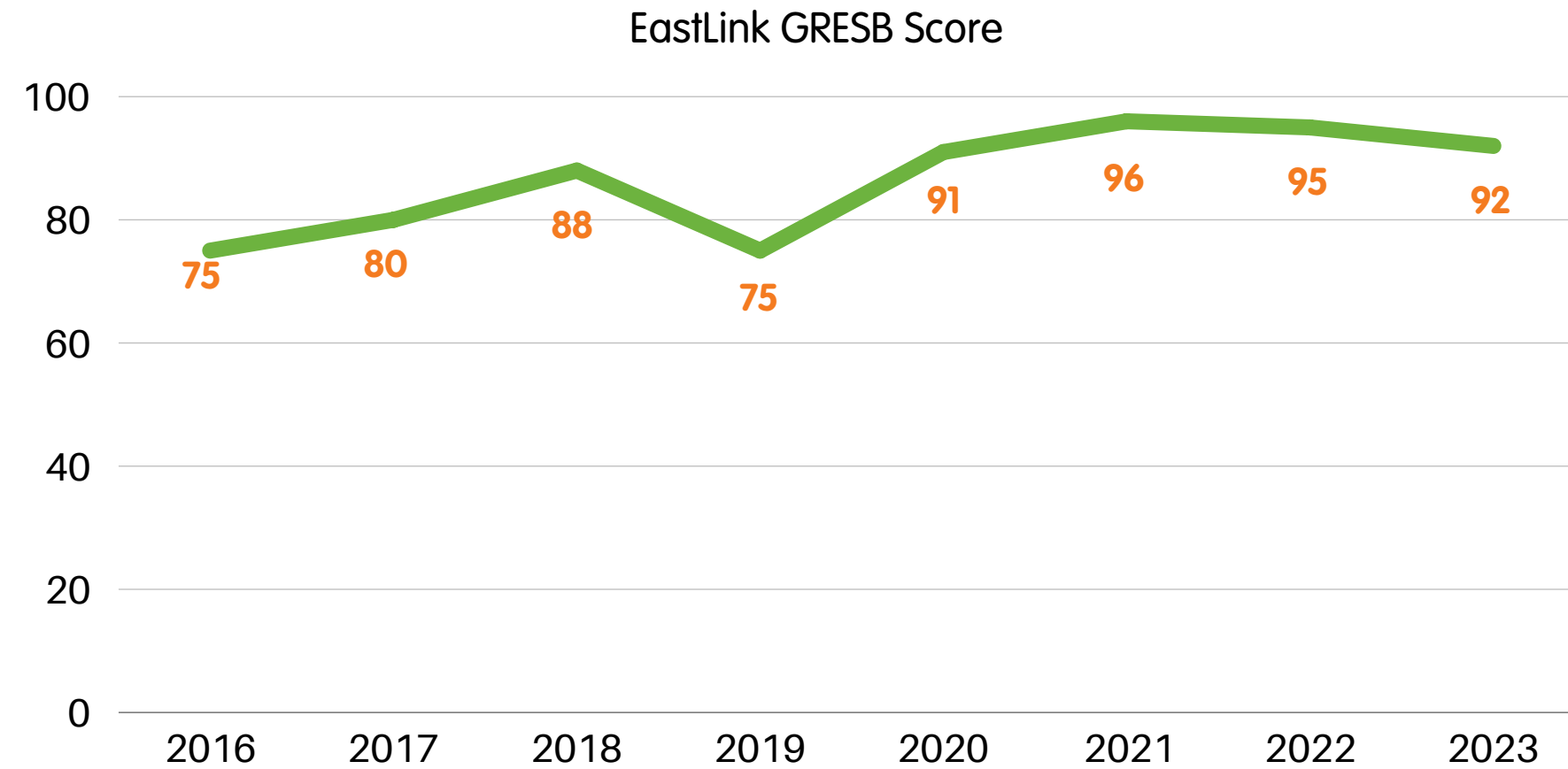
The assessment offers high-quality ESG data and advanced analytical tools to benchmark EastLink's ESG performance, identify areas for improvement, and engage with investors.

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

### EastLink's Result

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

EastLink achieved a four-star rating in 2023 and results for 2024 will be released in October 2024.

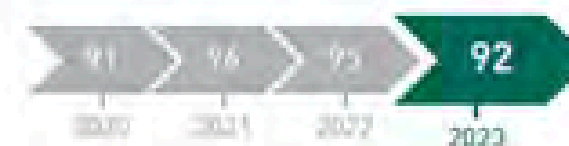


## 2023 GRESB Infrastructure Asset Benchmark Report

ConnectEast Pty Ltd | Horizon Roads

GRESB Rating  
★★★★☆

### Participation & Score



### Peer Comparison



Asia-Pacific | Motorways | Maintenance and operation

Out of 6

# Operations Management and Control System Upgrade

EastLink's operations management & control system (OMCS) is the centralised mission critical system for management and control of traffic, road, tunnel and intelligent transport systems. Users of the OMCS include the operators at EastLink's 24/7 traffic control room and is instrumental to ensuring EastLink's safe and efficient operation.

In FY24, EastLink announced a partnership with SICE to commence replacement of the core system hardware and software with SICE's 'SIDERA' system, of which numerous other motorways in Australia use, including the under-construction West Gate Tunnel. This upgrade offers a high level of inherent features and modular scalability, making it highly configurable and adaptable to technology growth and operational changes. EastLink are currently in the construction phase of the project, with large-scale testing in progress. This project will go live by the end of 2024.



# Data Security & Information Privacy



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

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

Securing our data is critical to safeguarding business operations and the trust of our customers and stakeholders. With increasing cyber security threats occurring throughout Australia, we recognise the importance of security and continually reviewing and improving our systems in response to potential threats.

ConnectEast has integrated security into our strategic and operational plans to reduce risk and understands that having an effective and strong security foundation in place is an essential part of conducting business.

It is imperative that business continuity is not interrupted or threatened by security breaches and risks. We regularly conduct various security tests on our systems and work closely with cyber security service providers. ConnectEast has implemented several security technologies to ensure our systems are protected from cyber incidents. These safeguards coupled with continuous monitoring provides coordinated visibility and response to cyber security risks, threats, and vulnerabilities.

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

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

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

## KEY STATISTICS



Breaches of customer privacy

0



# Website and phone security enhancements

To enhance the security of customer data and transactions, during FY24 we implemented two-factor authentication for EastLink accounts, which means:

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

Customers who don't want to add their mobile phone number to their EastLink account are able to use Microsoft Authenticator or Google Authenticator to login to their EastLink account.

One-time passcodes were also introduced for purchases of EastLink trip passes.

ConnectEast has implemented Secure Call technology to enhance the security and privacy of customers for over the phone payment transactions.

Secure Call technology allows customers to enter their payment card details using their phone keypad, instead of dictating them aloud. This ensures the confidentiality of sensitive information, reducing the risk of data theft or misuse. The tones produced by the keypad are encrypted and securely transmitted.

The key advantages of Secure Call technology is that it eliminates the need for customer service operators to view or handle payment card data. This not only reduces the risk of human error but also further enhances data security as the payment details are entered directly and securely in our billing and invoicing system.

## Enhanced Customer Privacy & Security



**Two-factor authentication for EastLink account login**



**One-time passcode for EastLink trip pass purchase online**



**Secure Call technology implemented to improve payment security for customers**

# Ethical Business Management



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

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

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

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

## KEY STATISTICS



Breaches of ethical conduct policy

0



Breaches of Modern Slavery

0

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

During FY24 there were no recorded breaches of ethical conduct or modern slavery



## What is Modern Slavery?

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

*Examples include*

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

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

# Sustainable Procurement



A Sustainable Procurement Policy has now been developed with sustainability included into the procurement process.

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

Throughout FY24 we have operated with a new Sustainable Procurement Policy. Where applicable, for new contracts ConnectEast integrates more rigorous sustainability considerations into its procurement decisions, such as the inclusion of ESG requirements within contracts and supply agreements, encouraging the use of sustainable materials or the engagement of local or indigenous enterprises.

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



Summarised EastLink Sustainable Procurement Objectives

## **Sustainable Procurement Policy Commitment**

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



**EastLink**  
Time better spent.



# Appendices

# Social Metrics

Motor vehicle accidents (MVA's)	Baseline	FY23	FY24	FY25 Target	FY30 Target
Casualty crash rate (per 100 million vehicles)	2.56 (FY13)	1.48	2.71	0	0
Average time to respond and attend at MVAs (min)	4.96 (FY14)	3.54	4.43	0	0
Number of MVAs on EastLink	257 (FY12)	262	254	0	0

Injuries and fatalities	Baseline	FY23	FY24	FY25 Target	FY30 Target
Lost time injury (LTI) - ConnectEast employee	1 (FY16)	0	0	0	0
Lost time injury (LTI) - Ventia employee	1 (FY16)	0	0	0	0
Medically treated injury (MTI) - ConnectEast employee	0 (FY16)	0	0	0	0
Medically treated injury (MTI) - Ventia employee	0 (FY16)	0	0	0	0
Fatalities in crashes	0 (FY16)	0	0	0	0
Fatalities - ConnectEast employees	0 (FY16)	0	0	0	0
Fatalities - Ventia employees & contractors	0 (FY16)	0	0	0	0
Fatalities - road users	0 (FY16)	0	0	0	0
Fatalities - community members	1 (FY16)	0	0	0	0

Average road speed	Baseline	FY23	FY24
Open road sections (speed limit 100 km/h)	96 km/h (FY16)	95 km/h	95 km/h
Tunnel section (speed limit 80 km/h)	76 km/h (FY23)	76 km/h	79 km/h

Customer survey results (EastLink account holders only)	Baseline	FY23	FY24	FY25 Target	FY30 Target
Survey respondents	24,545 (FY15)	12,859	8,239	N/A	N/A
EastLink ENPS *	41% (FY15)	45%	43%	>40%	>40%
EastLink ENPS (average score/10)	7.77 (FY15)	7.82	7.76	>7.50	>7.50
Satisfaction with EastLink (average score/10)	8.28 (FY15)	8.29	8.26	>8.00	>8.00

Employment	FY23	FY24
Full time equivalent employees	141.7	131
Substantiated reports of discrimination and/or harassment	0	0

Workplace diversity (Jun 2024)	Women			Men			Total
	Full time	Part time	Casual	Full time	Part time	Casual	
Management	3	0	0	11	1	0	15
Professional	13	1	0	31	2	2	49
Customer service	14	15	11	5	2	4	51
Clerical/administrative	20	12	2	8	1	2	45
<b>Total</b>	<b>91</b>			<b>69</b>			<b>160</b>

Workplace diversity (Jun 2024)	Women	Men	Proportion (%)
< 30 years old	9	12	13%
30 to 50 years old	43	33	48%
> 50 years old	39	24	39%

New hires (ConnectEast employees FY24)	Women	Men
New appointments/new external hire	11	8
Secondments - inter/intra department	22	7
Promotions	2	4
Transfers	0	1

Training attendances	FY23	FY24
Equal employment opportunity & workplace diversity	33	16
Bullying & sexual harassment prevention	33	168
Privacy	33	167
Security awareness	33	171
Fraud & corruption awareness and whistleblower	33	157
Occupational health & safety	179	16
Modern slavery	180	151
Corporate induction	32	16
CRM & billing system training modules	192	135
Specialist external training courses	48	138
Safety inductions completed (with pass)	1,453	1,475
<b>Total training attendances</b>	<b>2,249</b>	<b>2,610</b>
Industry conferences attended	11	12

Infringements	FY23	FY24
Infringement penalty notices issued for unpaid travel on EastLink	234,168	253,849

Customer hardship (payment plans)	FY23	FY24
Payment plans created	3,482	4,250
Total value of plans created	\$885,929	\$1,066,316
Average value of a plan	\$254	\$251

Customer grievance (number of)	FY23	FY24
Service expedited (not a complaint)	131	125
Complaint (upheld)	48	43
Complaint (partially upheld)	37	42
Complaint (rejected)	37	43
Referred to another party	9	6
Insufficient details provided	2	2
<b>Total</b>	<b>264</b>	<b>261</b>
Average time to resolve (calendar days)	2.9	2.2

Parental leave ConnectEast Employees FY24	Women	Men
Taken by primary carer	4	0
Taken by secondary carer	0	0
Employees <50 years old who took parental leave	8%	N/A
Parental leave return date	100%	N/A
Employee requests for flexible work arrangements on return from parental leave mutually agreed upon	100%	N/A
Parental leave return 3 month retention rate	100%	N/A

Graffiti Removal	FY23	FY24
Graffiti removal jobs undertaken by EastLink	668	487

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

# Environmental Metrics

Energy usage	Baseline (FY10)	FY23	FY24	FY25 Target	FY30 Target
Electricity (kWh)	16,476,163	6,191,520	5,818,266	5,818,266	5,618,266
Natural gas (MJ)	1,599,657	1,939,838	1,535,768	1,535,768	1,319,620
Diesel (L)	133,402	115,049	135,046	135,046	117,800
Petrol (L)	34,561	6,222	5,956	5,956	5,200
<b>Total Energy (MJ)</b>	<b>67,840,071</b>	<b>28,912,453</b>	<b>27,982,256</b>	<b>27,982,256</b>	<b>26,270,298</b>

Scope 1 greenhouse gas emissions (t CO2-e)	Baseline (FY10)	FY23	FY24	FY25 Target	FY30 Target
Natural gas	82	100	79	79	68
Diesel	360	313	367	367	320
Petrol	82	14	14	14	12
<b>Total scope 1 emissions (includes LPG pre-FY24)</b>	<b>560#</b>	<b>427</b>	<b>460</b>	<b>460</b>	<b>400</b>

Scope 2 greenhouse gas emissions (t CO2-e)	Baseline (FY10)	FY23	FY24	FY25 Target	FY30 Target
<b>Total scope 2 emissions (electricity)</b>	<b>20,661</b>	<b>5,263</b>	<b>4,596</b>	<b>4,596</b>	<b>3,742</b>

Air pollution from tunnel vehicles (t/yr)	EPA Licence Limit	Baseline (FY13)	FY23	FY24	FY25 Target	FY30 Target
Carbon monoxide (CO)	980	107	26.4	28.0	28	40
Nitrogen dioxide (NO2)	35	2.9	1.86	1.67	1.67	2.1
Particulate matter (PM2.5)	21	1.2	0.9	0.51	0.52	0.9
Particulate matter (PM10)	23	1.9	1.3	1.04	1.04	1.3
Benzene	2.9	0.3	0.4	0.22	0.4	0.4

Water usage (kL)	Baseline (FY10)	FY23	FY24	FY25 Target	FY30 Target
Potable water	4,422	2,223	2,394	2,394	2,394
Water tanks	N/A	421	571	571	571
Pond water	0	0	0	0	0
<b>Total</b>	<b>4,422</b>	<b>2,633</b>	<b>2,965</b>	<b>2,965</b>	<b>2,965</b>

Wastewater discharge to sewer (kL)	Baseline (FY10)	FY23	FY24	FY25 Target	FY30 Target
<b>Tunnel trade wastewater discharge</b>	<b>14,518</b>	<b>7,038</b>	<b>3,859</b>	<b>3,859</b>	<b>3,859</b>

Waste generation and diversion	Baseline (FY11)	FY23	FY24	FY25 Target	FY30 Target
Waste to landfill (t)	333	235	255	255	255
Recycled waste (t)	19	50	47	47	47
Re-use offsite (t)	N/A	308	1,228	1,228	1,228
Re-use onsite (t)	22	0	0	0	0
Treated waste (t)	N/A	39	32	32	32
<b>Total waste generated (t)</b>	<b>374</b>	<b>607</b>	<b>1,562</b>	<b>1,562</b>	<b>1,562</b>
<b>Proportion of waste diverted from landfill (%)</b>	<b>11%</b>	<b>68%</b>	<b>84%</b>	<b>&gt;50%</b>	<b>&gt;50%</b>

Tag recycling	Baseline (FY10)	FY23	FY24
Number of tags recycled	2,087	27,500	37,485

Habitat and ecology	Baseline (FY19)	FY23	FY24	FY25 Target	FY30 Target
Habitat enhanced or restored* (ha)	0.153	1.5	14.2	20	20
Habitat maintained* (ha)	8.8	14.37	233.7	233.7	233.7

Landscape maintenance performed by EastLink	Baseline (FY22)	FY23	FY24
Number of mowing jobs complete	137	91	142
Number of general landscape maintenance jobs completed	218	175	264
Number of weed control jobs completed	62	67	42
Number of litter control jobs completed	87	73	158
<b>Total number of landscape jobs completed</b>	<b>504</b>	<b>406</b>	<b>606</b>

\*Habitat restored refers to disturbed habitat that is identified and improved for the benefit of native animal and plant species that occur there

Habitat maintained refers to habitat retained in its current condition through management practices such as weeding

# LPG emissions in FY10 was 36 t CO2-e














# Governance Metrics

KPI points and credit penalties	Baseline (CY15)	CY22	CY23	CY25 Target	FY30 Target
KPI points incurred	100	25	2.5	≤499	≤499
Maximum KPI points allowed before penalties	499	499	499	499	499
KPI penalties imposed	\$0	\$0	\$0	\$0	\$0

EastLink's GRESB Infrastructure Asset Assessment	2022	2023
Overall GRESB asset score (score/100)	95	92
GRESB star rating (up to 5 stars)	5	4

Ethical business management	FY23	FY24
Number of breaches of ethical conduct policy	0	0
Number of suppliers with risk of incidents with modern slavery	0	0

# UN Sustainable Development Goals

Material SDGs	 3 GOOD HEALTH AND WELL-BEING	 4 QUALITY EDUCATION	 5 GENDER EQUALITY	 6 CLEAN WATER AND SANITATION	 7 AFFORDABLE AND CLEAN ENERGY	 8 DECENT WORK AND ECONOMIC GROWTH	 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	 10 REDUCED INEQUALITIES	 11 SUSTAINABLE CITIES AND COMMUNITIES	 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	 13 CLIMATE ACTION	 15 LIFE ON LAND	 17 PARTNERSHIPS FOR THE GOALS
Report Section	Good Health & Wellbeing	Quality Education	Gender Equality	Clean Water & Sanitation	Affordable & Clean Energy	Decent Work & Economic Growth	Industry Innovation & Infrastructure	Reduced Inequalities	Sustainable Cities & Communities	Responsible Consumption & Production	Climate Action	Life on Land	Partnerships for the Goals
Road Safety	X						X		X				
Customers	X	X					X		X				
Community	X	X					X		X				X
Employees	X	X	X			X		X					
Climate Risk & Adaptation									X		X		
Energy & GHG emissions					X		X						
Waste & Recycling							X			X			
Air pollution	X						X					X	
Water outflows/discharges				X			X					X	
Biodiversity and habitat	X						X					X	
Asset resilience							X				X		
Data security & Information Privacy							X						
Ethical business management						X		X					
Sustainable procurement							X		X	X	X		X



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# Contact

EastLink Operations Centre,  
2 Hillcrest Avenue, Ringwood, VIC 3134



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

To: The Board of Directors and Management of ConnectEast

### Subject Matter

We have undertaken a limited assurance engagement relating to the selected Eastlink Sustainability Report data as set out below (“the Subject Matter”) presented in the Sustainability Report of ConnectEast for the year ended 30 June 2024 (“FY2024 Eastlink Sustainability Report”).

Reported Data	Category	Subject Matter	Page Reference
Workplace Safety Data	Social	Lost Time Injury (LTI) Medically Treated Injury (MTI) Fatalities	Page 52 – Social Metrics Appendix
Waste	Environment	Waste generation and diversion	Page 53 – Environmental Metrics Appendix
Water	Environment	Water usage (KL)	Page 53 – Environmental Metrics Appendix
Wastewater discharges	Environment	Tunnel trade wastewater discharge (KL)	Page 53 – Environmental Metrics Appendix
Tunnel Air Pollutants	Environment	Air pollution from tunnel vehicles (t/yr)	Page 53 – Environmental Metrics Appendix
Energy and Emissions	Environment	Energy Usage Scope 1 and scope 2 GHG emissions (t CO <sub>2</sub> -e)	Page 53 – Environmental Metrics Appendix
Habitat and Ecology	Environment	Habitat enhanced or restored (ha) Habitat maintained (ha)	Page 53 – Environmental Metrics Appendix



### **Limitations**

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

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

Our assurance is limited to the Eastlink Sustainability Report for the year ended 30 June 2024 and does not extend to the annual statutory financial statements.

### **Use of this Report**

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

### **Management's Responsibility**

The Management of ConnectEast is responsible for:

- determining that the Subject Matter and applicable criteria are appropriate to meet their needs and the needs of the users;
- collecting, preparing and presenting the Subject matter and applicable criteria; and
- maintaining adequate records and internal controls that are designed to support the disclosures made in the FY2024 Eastlink Sustainability Report.

### **Assurance Practitioner's Responsibility**

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



### **Assurance Approach**

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

### **Level of Assurance**

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

### **Our Independence and Quality Control**

In accordance with APES 110 – *Code of Ethics for Professional Accountants (including Independence Standards)*, PKF and all personnel involved in this engagement have met the independence and ethical requirements. The firm also complies with the requirements of ASQM1 – *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements*.

### **Assurance Procedures**

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

- Assessing policies and procedures of ConnectEast related to the Subject Matter disclosed in the FY2024 Eastlink Sustainability Report;
- Interviewing process owners of the Subject Matter to understand the key issues related to ConnectEast's policies and procedures;
- Evaluating the design and implementation of the key processes, systems and controls for collecting, managing and reporting the Subject Matter covered by Assurance and review of certain controls for collecting, managing and reporting the Subject Matter covered by Assurance; and
- Agreeing the Subject Matter covered by Assurance to relevant underlying sources on a sample basis.

In accordance with the Standard we have:

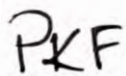
- Used our professional judgement to plan and perform the engagement to obtain limited assurance that we are not aware of any material misstatements in the performance data covered by Assurance, whether due to fraud or error;
- Considered relevant internal controls when designing our assurance procedures,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

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

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

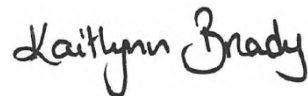
#### **Assurance Conclusion**

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



PKF

Melbourne, 30 April 2025



Kaitlynn Brady

Partner