



**EastLink**  
Time better spent.

**EastLink Operations Centre**  
2 Hillcrest Avenue  
Ringwood VIC 3134 Australia

PO Box 804  
Ringwood VIC 3134

**T** 03 9955 1700

**F** 03 9955 1701

**EastLink.com.au**

# SUSTAINABILITY REPORT

FY2016 (YEAR ENDED 30 JUNE 2016)



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## 1. 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.

## 2. SAFETY

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### 2.1 OVERVIEW

EastLink continues to maintain its impressive safety record, both on and off the road.

### 2.2 ROAD SAFETY

#### 2.2.1 MOTOR VEHICLE ACCIDENTS

The total number of motor vehicle accidents recorded on EastLink during FY2016 was 332, compared to 307 in the previous year.

#### 2.2.2 INCIDENT RESPONSE

The average time to respond and attend at a motor vehicle crash during FY2016 was 5.18 minutes, compared to 6.03 in the previous year.

#### 2.2.3 CASUALTY CRASH RATE

Another 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 injury per 100 million (10<sup>8</sup>) vehicle kilometres travelled.

The casualty crash rate during FY2016 was 2.63 per 100 million vehicle kilometres travelled. This remains similar to previous years and is significantly lower than the other freeways in Melbourne operated by VicRoads.

### 2.3 WORKPLACE SAFETY

#### 2.3.1 COMMITMENT TO WORKPLACE SAFETY

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

There were two Lost Time Injuries (LTIs) in the workplace during FY2016.

There was one Medically Treated Injury (MTI) during the year.

#### 2.3.2 CONTINUOUS IMPROVEMENT IN THE WORKPLACE

EastLink has continued its focus on employee safety throughout the year and again celebrated National Safety Week in October 2015 by involving staff and their family members in a range of safety week activities.

Safety continues to be recognised by employees as an important factor within our business, with 85% of employees “agreeing” or “strongly agreeing” to the engagement survey question – Workplace safety is considered important here.

### 3. EMPLOYEES & WORKPLACE DIVERSITY

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 or 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.

Figure 1: Workplace diversity profile (as at 30 June 2016)

Workplace diversity	Women			Men			Total staff
	Full-time	Part-time	Casual	Full-time	Part-time	Casual	
Management	4			14			18
Professional	15			32		2	49
Sales	43	15	3	23		1	85
Clerical/ administrative	23	6	5	12	3	7	56
<b>Totals</b>	<b>85</b>	<b>21</b>	<b>8</b>	<b>81</b>	<b>3</b>	<b>10</b>	<b>208</b>
		<b>114</b>			<b>94</b>		

Key areas of focus for the organisation are:

- > **Training and development:** In addition to the conduct of mandatory compliance training for our staff, we continue to invest in developing our staff for career growth and future leadership roles within the organisation. Our commitment to training and development results in the retention of a highly skilled, well trained and diverse workforce.
- > **Employee engagement:** We recognise that employee engagement is a driver for organisational success. In March 2016, we conducted the second annual employee Net Promoter Survey (eNPS). Based on the adjusted scoring methodology (inclusion of 8 as a promoter), across the whole of company we saw a positive improvement in the eNPS from +51.3 in 2015 to +52.68 in 2016. This year's survey also focused on employee perceptions of gender and equity and we are very pleased that employees see this organisation as having very good work practices and policies in place to support equality between men and women in the workplace. Through employee feedback in the survey, we identified and implemented some excellent initiatives to improve communication flow and departmental collaboration.

### 4. CUSTOMER SERVICE

EastLink is committed to delivering high standards of customer service.

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

EastLink incurred 100 KPI points in calendar year 2015. EastLink can accrue up to 500 KPI points in any calendar year before a financial penalty (known as a KPI Credit) is imposed. KPI Credits have the potential to escalate quickly if controls are not managed effectively. Since EastLink opened in 2008, no KPI Credits have ever been imposed.

A comparison measure for customer service delivery is the volume of complaints reported to the Tolling Customer Ombudsman and Public Transport Ombudsman. This demonstrates that complaints about EastLink continue to be relatively low compared to CityLink, and far below complaints about Myki.

Figure 2: Comparison ombudsman complaints

Complaints to ombudsman	2015/16	2014/15	2013/14
EastLink	103	83	80
CityLink	306	265	282
Myki	n/a at time of publication	1,834	1,999

During Q1 2016, we conducted the second annual customer satisfaction survey.

The number of survey respondents increased by 21% compared to last year's survey, indicating high levels of customer engagement with EastLink.

Our Net Promoter Score (NPS) remained stable with the mean average score varying slightly from 7.77 to 7.56. In general, the level of satisfaction with each of the major freeways in Melbourne's east has declined.

EastLink continues to achieve a significantly higher level of overall satisfaction compared to the other freeways in Melbourne's east, including CityLink.

Figure 3: Customer survey results

EastLink account holders	Q1 2016	Q1 2015
Survey Respondents	29,800	24,545
EastLink NPS	+31%	+41%
EastLink NPS (mean average score / 10)	7.56	7.77
<b>Overall Satisfaction:</b> (mean average score / 10)		
<b>EastLink</b>	8.06	8.28
<b>Eastern Fwy</b>	7.12	7.31
<b>CityLink</b>	6.30	6.53
<b>Monash Fwy</b>	5.71	5.96

A number of initiatives are underway to further improve EastLink customer service delivery.

As part of the EastLink tolling system redevelopment (the BOSS BIS project), we are building a new website which will offer customers significant improvements over the current website, including:

- > All online content and transactions including account opening and account login will be enabled for mobile devices (whereas currently only payments are enabled for mobile devices).
- > Self-service automation for toll invoice nomination and toll invoice charge to account (currently these transactions are processed manually by customer service officers in our back office).

- > Higher quality of information and advice provided to account customers upon login.

In June 2016 we launched EastLink payments at more than 3,000 7-Eleven, United Petroleum and newsagent outlets across Australia, while withdrawing Australia Post as a payment channel. Customers will benefit from:

- > Longer opening hours each day.
- > Open on more days – including Sundays and public holidays.
- > EastLink and CityLink payments can be made at the same time at the same retailers.

## 5. STAKEHOLDER ENGAGEMENT

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### 5.1 OVERVIEW

EastLink contributes to industry policy through active engagement with groups such as Infrastructure Partnerships Australia, Infrastructure Australia, Infrastructure Victoria, RACV, and Roads Australia.

EastLink enjoys positive and constructive dialogue with local, State and Federal Government. During the year we supported and helped to promote a range of local municipality events, including the City of Frankston (Festival of Lights and Waterfront Festival), City of Maroondah (Maroondah Festival), City of Monash (Carols by Candlelight Festival), and Mornington Peninsula Shire (Main Street Mornington Festival).

As part of our community investment strategy, EastLink supports organisations based, or doing work, in the geographic corridor of EastLink, from Maroondah in the north of the corridor to Frankston and Mornington Peninsula in the south.

EastLink partnered with the following organisations in FY2016:

- > AFL Victoria (Eastern Ranges)
- > Eastern Football League (EFL EastLink RoadSafe Program)
- > Frankston Arts Centre
- > Mornington Peninsula Tourism
- > National Boys Choir of Australia
- > Road Trauma Support Services Victoria
- > Safety Sense Young Driver Safety Concepts.

### 5.2 ROAD SAFETY PARTNERSHIPS

As the operator of one of Melbourne's safest motorways, we are committed to promoting safer driving behaviour throughout the community and by raising awareness amongst local young people in the EastLink corridor about the risks and consequences of dangerous driving.

Through our sponsorship of Safety Sense, we help to deliver road safety messages to 16 and 17 year old secondary school students across Melbourne using a driving simulator. The Safety Sense instructor leads the driving simulator session and guides students through a number of driver scenarios to illustrate the dangers of using mobile phones, speeding, distractions and wet weather. EastLink's sponsorship of this program is enabling its delivery into 15 schools in the EastLink corridor during 2016. Our support is also securing participation of the Safety Sense driving simulator and instructor within the EastLink marquee at community events sponsored by EastLink during 2016.

**EastLink congratulates our partner, Safety Sense, on winning the Australian Road Safety Award (Schools Program Category) during March 2016. Through these Awards, the Australian Road Safety Foundation recognises outstanding achievement and innovation in the area of road safety.**

The EFL EastLink RoadSafe Program is delivered to football clubs in the Eastern Football League (EFL) and provides players and officials (targeting the 17-25 age group) with the information and knowledge to make good road safety decisions and become leaders in positive decision-making. The program involves an interactive session delivered by METEC Driver Training at

their local driving facility in Bayswater North. The program includes time behind the wheel of dual control instructor managed cars for each participant. Another 10 EFL clubs completed the program in the 2016 calendar.

Road Trauma Support Services Victoria (RTSSV) is a not-for-profit organisation based locally in Blackburn which provides counselling and support services to people affected by road trauma. EastLink again sponsored the Shine a Light on Road Safety Day on 6 May and Community Walk on 15 May at Jells Park. RTSSV asked Victorian 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 Variable Message Signs, customer e-newsletter and billboard advertisements to promote the events. In lieu of a location fee from production companies wishing to film television advertisements on EastLink, we ask for a cash donation to RTSSV.

### 5.3 ARTS AND CULTURE

During the year, EastLink partnered with and helped to promote the major cultural festivals and events in our road corridor, including: Frankston Arts Centre, Frankston Festival of Lights, Frankston Waterfront Festival, Main Street Mornington Festival, Maroondah Festival, Monash Carols by Candlelight and the biennial Tyabb Air Show. EastLink's activation at these events now includes the Safety Sense driving simulator and instructor within the EastLink marquee.

### 5.4 TOURISM

EastLink partnered with the Mornington Peninsula Tourism peak body and Frankston City Council to help promote the Mornington Peninsula regional tourism area to our customers. This year's activities included a joint marketing campaign with billboard banners, emails to EastLink customers and promotional flags on EastLink.

A Yarra Valley tourism sign was installed on EastLink's Ringwood Bypass during the year, and we have planned for a Frankston tourism sign to be installed on EastLink's southern-most section during the next year.

### 5.5 TELEVISION CONTENT

EastLink once again partnered with Channel 7 to provide content for a new series of "Surveillance Oz". Our objective is to raise awareness of road safety, EastLink traffic control room and incident response capabilities, and our close coordination with and support of the emergency services.

## 6. ENVIRONMENTAL SUSTAINABILITY INITIATIVES

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### 6.1 OVERVIEW OF ENVIRONMENTAL STANDARDS

EastLink's operations are required to meet stringent environmental standards under the Concession Deed, our EastLink Environmental Management Plan and a licence issued by EPA Victoria.

### 6.2 AIR QUALITY

During FY2016 all air quality objectives were met. There were two incidents in relation to the EPA Licence involving air flow from the tunnel portals and particles above permitted limits; however no environmental impact occurred. One further incident was recorded for ventilation system noise above permitted limits. EPA Victoria have been notified of all incidents. A project is underway to upgrade the tunnel exhaust fans, which is expected to significantly improve the noise performance of the tunnels.

### 6.3 ENERGY

Electricity usage has decreased from previous years, largely due to replacement of the lighting on tolling gantries. The lights on the tolling gantries were upgraded to LED lights during 2015 resulting in a saving of 400,000kWh during FY2016.

The EastLink tunnels consume 64% of the total electricity used, most of which powers the ventilation fans to ensure the tunnel air quality. A major project is underway in FY2017 to replace the ventilation exhaust fans in the EastLink tunnels and to incorporate variable speed drives on the fans to enable a significant reduction in energy usage. The project involves an amendment to the EPA Licence to permit partial portal emissions throughout the day. An ambient monitoring program supporting the project to demonstrate achievement of air quality goals commences in early FY2017.

In the FY2016 summer, we again participated in the demand response program run by our energy service provider and 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 generator. This helps the electricity retailer reduce peak power demand, eases the load on the electricity network and provides us with some tariff savings as well as opportunities to test our on-site generator.

An additional energy saving initiative commenced at the end of FY2016 to convert all lighting in the EastLink Operations Centre and Maintenance building to LED lights. The energy saving will be reported in the FY2017 Sustainability Report.

Natural gas usage has remained relatively steady compared to FY2015. Gas is used at our EastLink Operations Centre for heating and cooling. We review and optimise our building control settings (e.g. thermostat and time settings for heating) twice a year.

Consumption of all transport fuels reduced by 9% compared to the previous year due to increased vehicle efficiencies.

Figure 4: Energy usage for EastLink

Energy usage	FY2016	FY2015	FY2014
Electricity (kWh)	13,462,111	14,105,375	14,058,457
Natural Gas (MJ)	1,647,175	1,701,753	1,317,587
Diesel (L)	129,494	127,929	127,981
Petrol (L)	7,772	15,877	16,905
LPG (L)	9,715	17,252	17,848

Greenhouse gas emissions during FY2016 have decreased by 5% compared to the previous year due to the reduced electricity and vehicle fuel usage.

Figure 5: CO<sub>2</sub> emissions attributable to EastLink energy usage

CO <sub>2</sub> e (tonnes)	FY2016	FY2015	FY2014
Electricity	15,885	16,644	16,589
Natural Gas	85	87	67
Diesel	346	342	342
Petrol	18	36	39
LPG	15	27	28
<b>Total (tonnes)</b>	<b>16,349</b>	<b>17,136</b>	<b>17,065</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

## 6.4 WATER

Rainwater tanks provide the majority of water for maintenance activities, including cleaning vehicles and nursery watering.

The majority of EastLink's potable water use should normally occur within our offices.

Potable water usage in FY2016 was 69% lower than in FY2015 due to the repair to a leaking irrigation pipe.

Figure 6: Potable water usage for EastLink

Water use	FY2016	FY2015	FY2014
Potable water (kL)	3,442	10,989	5,422

The volume of tunnel waste water discharged to the trade waste system is 26% lower than the previous year, and is again at a record low. 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 occurred during EastLink’s first years of operation (when tunnel trade waste water discharge exceeded 14,000kL per annum).

Figure 7: Wastewater discharge to sewer for EastLink

Waste water discharge	FY2016	FY2015	FY2014
Tunnel trade waste water discharged (kL)	3,385	4,564	4,627

## 6.5 WETLANDS

To achieve Water Sensitive Urban Design principles, all rainwater run-off from EastLink continues to be directed through our natural water treatment system comprising grass swales, sediment ponds, ponded wetlands and bio-filtration ponds. These natural wetlands are very well-established.

All EastLink wetlands are assessed using a condition rating system to assist with identifying maintenance needs and ensure wetland function. Periodic wetland maintenance has occurred during FY2016 to maintain the excellent condition of the wetlands.

## 6.6 LANDSCAPE

During FY2016 we have continued to implement our planned rehabilitation schemes with the removal and replacement of failed species. This involves replacing senescent plant varieties with hardier long lived species such as Westringia, Correa and Banksia.

A comprehensive mulching program is being carried out with some 2,241 cubic meters of mulch being spread out on EastLink. Areas that have been mulched include Ringwood Bypass in-bound left hand side, parts of the High Street Road interchange, Monash Freeway to Halton Road outbound left roadside, and the Thompson Road interchange. Various EastLink Trail sites have also been mulched. Planting will resume in the spring, with some 21,000 plants to be planted on EastLink. Planting areas include Ringwood Bypass and the Thompson Road interchange.

2017 will see further works taking place, such as the Dandenong Bypass interchange, as we progressively work through all EastLink interchanges.

## 6.7 EASTLINK TRAIL

During FY2016 we implemented an interpretive information sign at a site overlooking one of EastLink’s wetland areas.

To help emergency services locate incidents on the EastLink Trail, we installed an additional 32 location markers along a part of the Trail that was not yet equipped with location markers.

## 6.8 WASTE AND RECYCLING

We continue to recycle a wide range of materials. During FY2016, this included 12 cubic metres of tyres (the same volume as FY2015) and approximately fifteen tonnes of steel (primarily the result of motor vehicle accident damage, and an increase of 3

tonnes compared to FY2015). Fluorescent light tubes, HPS light globes, herbicide drums, electronic equipment, cardboard and general office co-mingled materials are also recycled.

We continue to mulch plant material to reduce green waste removed from site.

Figure 8: Waste volumes

Waste type	FY2016	FY2015	FY2014
General landfill waste (m <sup>3</sup> )	2,697	2,308	1,973
Recyclables excluding steel (m <sup>3</sup> )	108	131	106
Steel recycling (kg)	14,995	12,676	4,940
Green waste disposed off-site (m <sup>3</sup> )	10	19	5
Solid waste streams total excluding steel (m <sup>3</sup> )	2,815	2,458	2,084

## 6.9 PAPER USE

The vast majority of our customer communications are now delivered digitally.

This year, we updated the main EastLink brochure so that it no longer includes our toll prices. Instead, the brochure refers to the EastLink website for pricing information. This means we no longer have to print new stock and dispose of unused stock items in July each year when toll prices change. In addition we have reduced the size of this item from A5 to DL to significantly reduce the postage cost for account welcome letters (although these are only sent to the 10% of new account holders who don't provide us with an email address).

The major paper-based customer communications that remain in use are our toll invoices, which are posted to EastLink customers who don't have an account or trip pass. In a typical month, we print and post approximately 150,000 such items.

At this time we have no option other than to print and post, as VicRoads only provides us with postal contact details for these customers.

However, we are currently working with VicRoads with the objective of VicRoads providing us with email addresses and mobile phone numbers of vehicle owners (where known to VicRoads), in addition to postal addresses.

This will allow us to email or SMS toll invoices to customers for an opportunity to pay prior to printing and posting. (The printing and posting of toll invoices still remains an essential step under the current legislation governing the escalation of unpaid toll invoices to penalty infringement notices.)

VicRoads is also in the process of launching online management of their account relationships, which we expect will increase the accuracy and extent of the email address and mobile phone number data maintained by VicRoads.

We hope that these changes will create the opportunity for EastLink to migrate an increasing proportion of print and post toll invoices to digital delivery.

These changes will have many benefits:

- > The environment will benefit from less printing and posting.
- > Our cost to serve toll invoices will reduce.
- > The contactability of toll invoice customers will improve.
- > As a result, we hope that the number of unpaid toll invoices that convert to penalty infringement notices will reduce, thereby reducing inconvenience and cost to customers.

Implementation of this change will be possible once the new BOSS BIS tolling system has been delivered and made operational.

## 7. AUTONOMOUS VEHICLE TECHNOLOGIES

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### 7.1 SUSTAINABILITY BENEFITS OF AUTONOMOUS VEHICLES

We believe that autonomous vehicle technologies will create significant sustainability benefits, including:

- > Improved road safety, by reducing opportunities for human driving errors and by reducing incident reaction times.
- > Increased road capacity, for example vehicles will be able to travel more closely together and at more optimum speeds. There is also the potential for reducing lane widths to allow additional lanes to be inserted more cost-effectively into existing roadways.
- > Improved fuel efficiency, as traffic will flow more smoothly with less braking/acceleration, and flow breakdown will be less likely to occur.
- > Improved wellbeing, with drivers becoming less stressed as the amount of driving responsibility is reduced.
- > Increased productivity, especially delivered by fully driverless vehicles:
- > Certain types of commercial vehicles (e.g. freight, delivery, public transport) will become fully automated without a driver on board, significantly reducing transport costs.
- > Personal vehicles with this capability will release commuters to focus on other tasks instead of driving.

### 7.2 TECHNOLOGY TRIALS

To encourage the adoption of autonomous vehicle technologies in Victoria, we have:

- > Partnered with ARRB Group's Australian Driverless Vehicle Initiative (ADVI), which aims to address the necessary elements needed for the effective introduction of autonomous vehicles into Australia. Key EastLink representatives are involved in national work groups developing appropriate legislation, regulation and policy. For more details about ADVI, visit [www.advi.org.au](http://www.advi.org.au).
- > Along with La Trobe University we have partnered with ARRB Group which has been awarded a funding grant from VicRoads' Collaborative Intelligent Transport Systems (C-ITS) Grant Program. The joint project will develop the technical infrastructure requirements, certification criteria and operational requirements for autonomous vehicles, and undertake a pilot of SAE Level 3 vehicles equipped with C-ITS on EastLink. SAE Level 3 is "conditional automation", where there is the expectation that the human driver will respond appropriately to a system request to intervene and be able to take control.

### 7.3 23<sup>RD</sup> WORLD CONGRESS ON INTELLIGENT TRANSPORT SYSTEMS 2016 MELBOURNE

During FY2016 we became a sponsor of the 23rd World Congress on Intelligent Transport Systems, which will be held at the Melbourne Convention and Exhibition Centre in Melbourne during 10-14 October 2016.

The theme of the 2016 World Congress is "ITS—Enhancing Liveable Cities and Communities". More than 7,000 people will attend the World Congress with 300 exhibitors from 60 countries.

We are leveraging this sponsorship to further encourage the adoption of autonomous vehicle technologies:

- > EastLink has naming rights for the major Executive Session "Realising the safety and mobility benefits of automated vehicles and cooperative ITS systems".
- > We are hosting a Special Interest Session "Smart roads – where to next?"
- > We are hosting a Technical Workshop "Road certification criteria for autonomous vehicles".
- > We are also conducting two Technical Tours of EastLink and the EastLink Operations Centre for delegates.

For more details about the World Congress, visit [www.itsworldcongress2016.com](http://www.itsworldcongress2016.com).

**For further information:**  
**Doug Spencer-Roy, Corporate Affairs & Marketing Manager**  
**(03) 9955 1700**