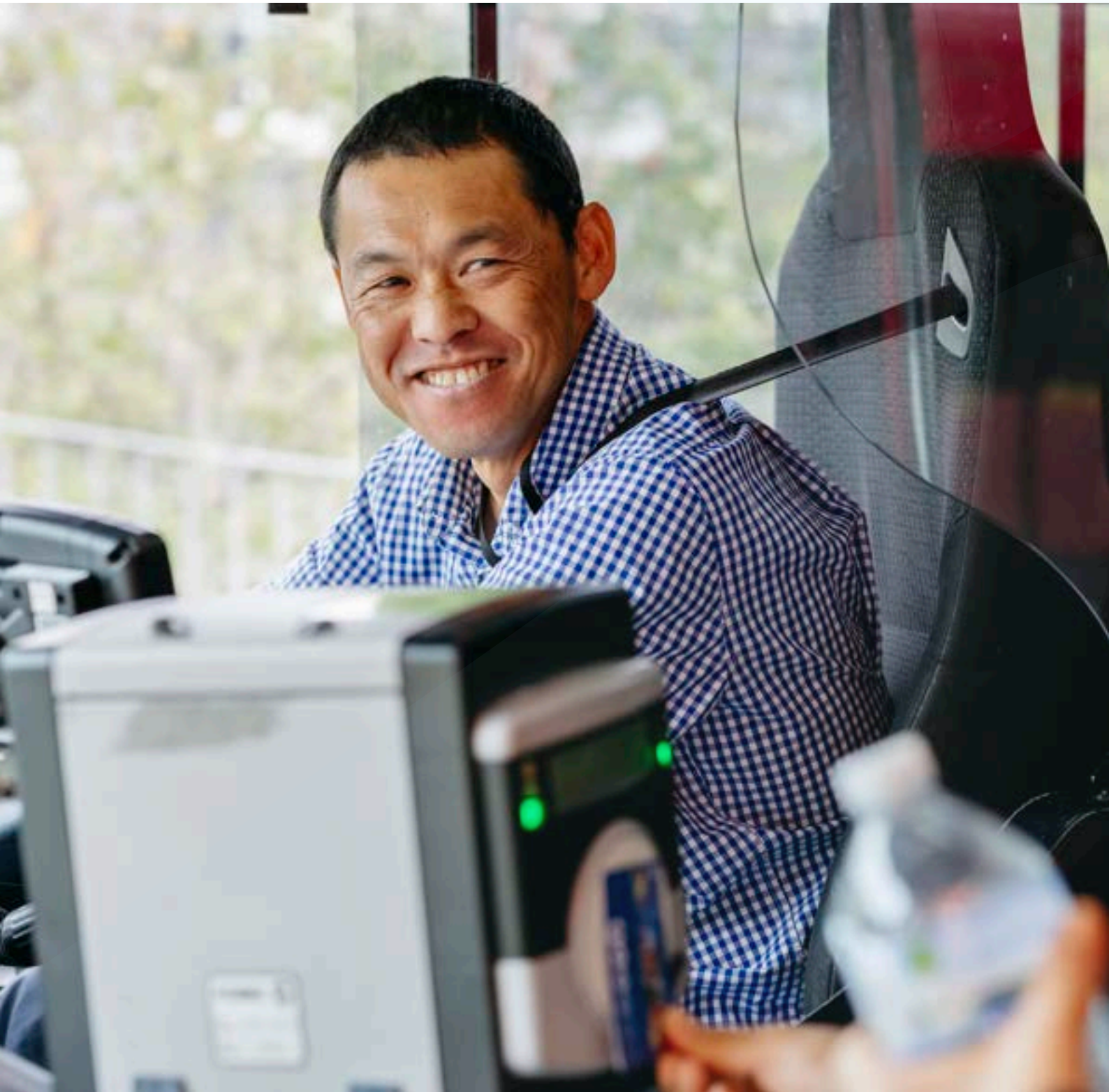




Sustainability Report 2022/23

K/NET/C
moving people



ACKNOWLEDGEMENT OF COUNTRY

Kinetic acknowledges Aboriginal and Torres Strait Islander Peoples as the Traditional Owners of the lands on which we work, live and move people every day. We pay our respects to Elders past, present and emerging and acknowledge that sovereignty of the land we know as Australia has never been ceded.



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Kinetic overview

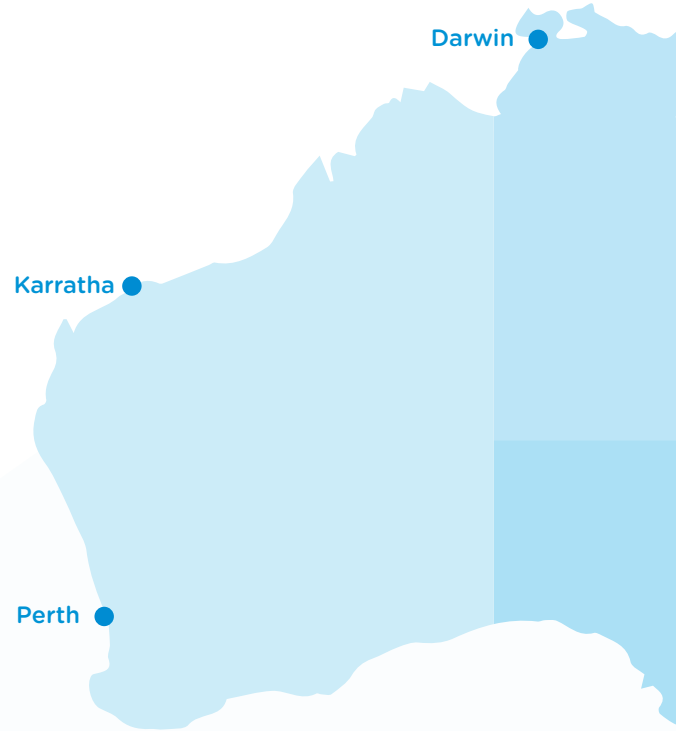
Welcome to Kinetic, where we proudly operate Australasia's largest bus network, made possible by a dedicated team of 7,400 people and a fleet of 5,000 buses. Year after year, over 100 million people entrust us with their travels - a responsibility we don't take lightly.

Our purpose? We're here to weave communities together. We're not just about transportation; we're the threads that connect people to work, education, essential services, and industries that keep life moving. Our aim is to entice more individuals out of cars and onto public transport, thereby lessening the ecological footprint of travel choices.

But there's more driving us than buses and schedules. We're fueled by a deep-seated mission to improve the livelihoods of the communities in which we live and operate. Our approach? We'll do this by moving people, enhancing communities and embodying the workplace people aspire to be part of.

We embrace our role sustaining social infrastructure, mindful of the lives we touch. Responsibility courses through our veins. We're committed to cultivating not just efficient transit, but also supporting communities, championing equality, and paving the way for a future grounded in sustainability.

Kinetic is more than a transportation company; we're a bridge to a brighter future. Join us as we journey towards a world where aspirations are nurtured, connections are strengthened, and the wheels of change are set in motion.



MISSION

Improving the livelihoods of the communities in which we live and operate



VALUES

Passion, Respect, Integrity, Humility, Authenticity

Kinetic : Our global network

We are also majority shareholder of the UK-based bus and rail operator Go-Ahead, with a team of 25,000 people, 11,000 buses and rail infrastructure across the UK, Europe & Singapore.

Australasia's largest bus operator, growing the region's biggest zero emission bus fleet.

 Includes zero emission busing



7,400
passionate
people

17%
women



5,000
buses
replacing cars

4%
zero emission



100 million
trips annually

270,000
daily trips

HOW WE MOVE PEOPLE



Public bus



School bus



Charter bus



Airport bus



Specialist bus

CEOs' introduction

At Kinetic, we stand at a crossroads, acknowledging the stark reality of our times. The world faces a climate emergency that demands our immediate attention. If we keep going in the same direction, we are headed for a future marked by environmental breakdown and widening inequality. It's a reality we refuse to accept.

What sets us apart is our unwavering commitment to chart a different course – a sustainable one. This commitment finds its roots in our core values of passion, respect, integrity, humility, and authenticity. These values aren't just words; they're the bedrock of our Sustainability Strategy.

We're under no illusion – sustainability can't be an afterthought. It must be the very essence of everything we do. Our promise is to embed sustainability in the fabric of Kinetic by moving people, enhancing communities and being an employer of choice.

Our journey began in 2020 when we developed our first Sustainability Strategy. It wasn't born in isolation; it was nurtured by understanding our challenges, consulting our stakeholders, an industry review and learning from our peers.

Our fleet of diesel buses, though currently essential, emits millions of tons of greenhouse gases annually. We aren't content with superficial change; – we're determined to go beyond, to reshape norms, and to exceed expectations.

By 2035, we commit to a bold target: a fleet of 100% Zero Emission Vehicles. In a traditionally male-dominated industry, we pledge to achieve 50% representation of women across Kinetic by 2030. And our dedication to LGBTQI+ inclusion will define us, signifying the importance of embracing diversity and allyship. .

100% Zero Emission Vehicles by 2035

50% women throughout Kinetic by 2030

LGBTQI+ inclusion and allyship

It's not just about keeping tabs on progress; it's about understanding the heartbeat of these targets – the essence that makes them resonate with us.

Transforming our fleet won't be easy; achieving gender equity won't be a walk in the park. Some might question why a bus company champions LGBTQI+ inclusion. Our response is clear: our mission transcends vehicles and routes.

Our obligation is to the communities where we live and operate. We're driven to create a thriving legacy for current and future generations. This responsibility rests on our shoulders, and it's one we carry with both humility and resolve.

In 2022, building on our framework of Moving People, Moving Forward, and Moving Lightly, we took stock of our journey. This introspection led us to refocus our efforts, crystallising them into three hero targets that define us – that embody our biggest aspirations and challenges alike.

These aren't isolated endeavors; they're facets of our commitment to thriving communities, for today and for the generations that follow.



Michael & Adam
Co-CEOs
Kinetic



Sustainability Strategy

Moving Lightly, Moving People, Moving Forward

Our Sustainability Strategy sets out our framework for contributing to sustainable development, and accelerating action to address some of the biggest social, environmental, and economic challenges of our time.



Moving Lightly

We recognise our responsibility in moving people in a way that treads lightly on our planet. Moving Lightly means being good stewards of the resources we use and the land on which we operate.



EMISSIONS REDUCTION

Reaching Net Zero emissions across our business by 2035 and driving emissions reduction for our customers*



ZERO EMISSION VEHICLES

Leading the transition away from fossil fuels with 100% zero emission vehicles by 2035



RESOURCE EFFICIENCY

Cutting out waste, supporting a circular economy, and using energy and water responsibly and efficiently



Moving People

We are committed to creating awesome experiences for our customers, communities, and colleagues. We will keep our people and passengers safe and well, and ensure that everyone is welcome at Kinetic.



SAFETY & WELLBEING

Keeping our people safe, healthy and thriving at work, and ensuring customers are protected



INCLUSION & ACCESSIBILITY

Driving diversity, equality, and inclusion in our businesses and the communities we serve



SUPPORT AT WORK

Supporting our people through learning and development, and freedom of association

*Target relates to Scope 1 and Scope 2 emissions only; Scope 3 emissions reduction target will be set separately.



Moving Forward

What we say is only as strong as what we do, and the quality that underpins our actions. Colleagues, customers, suppliers, investors and governments will all benefit from a transport system underpinned by strong ethical governance, investment and accountability.



QUALITY & RISK MANAGEMENT

Ensuring quality and consistency across our business and managing risk responsibly



COMMUNITY INVESTMENT

Investing in the communities where we live, work and operate



RESPONSIBLE SOURCING

Using our purchasing power to support local and social businesses



GOVERNANCE, CONDUCT & TRANSPARENCY

Aligning our actions with our words through robust, ethical governance, standards of conduct and transparent reporting



Our Sustainability Heroes

Our hero targets stand resolute in facing the twin challenges of our time: grappling with climate change and bridging inequality. They embody audacity and ambition, and they are game-changing – reshaping the landscape for us and our industry, and inspiring transformative change.

100% Zero Emissions Vehicles by 2035

Leading the charge to zero emissions vehicles by 2035

As part of our mission to achieve Net Zero emissions by 2035 and stop fueling the climate crisis, we plan to electrify our fleet. Experts have given us 10 years to do everything we can to make sure that the earth doesn't even come close to the 1.5 degree warming scenario, which means shifting away from polluting diesel, towards quieter, cleaner, and climate-safe buses.

50% women throughout Kinetic by 2030

Driving gender equality from bus to boardroom

When women's voices are included, businesses benefit from broader perspectives, new ideas and reduced bias, with benefits that ripple outwards into the community we serve. We recognise that women are underrepresented in our industry and in our business. Every level of Kinetic will have strategies to support women with opportunities to lead.

You are loved – LGBTQI+ inclusion and allyship

Being a trusted ally and an employer of choice for the LGBTQI+ community

We are an inclusive employer and want to be a well-known, trusted ally for LGBTQI+ people. Businesses like ours have an important role to play in supporting people to bring their whole selves to work, and to ensure that everyone is safe and respected. To guide and reflect our commitment, we are aiming high and going for gold in the Australian Workplace Equality Index.

CHOOSING OUR HERO TARGETS

We chose our hero targets using a set of criteria:

- ✔ Supports financial sustainability
- ✔ Simple and memorable
- ✔ Fosters belonging
- ✔ Challenges norms and disrupts status quo
- ✔ Creates more good (not just less bad)
- ✔ Builds trust
- ✔ Can be measured





Hobart, Australia – A new ‘pride bus’ hits the streets as a beacon of light for LGBTQI+ community



[▶ SCAN QR CODE TO WATCH VIDEO](#)

We are dedicated to conducting regular materiality assessments to identify the critical economic, environmental and social issues that could significantly affect Kinetic’s business performance.

Our 2022 Sustainability Strategy captures our latest assessment of materiality, a process backed by senior management and the Board of Directors. This process included involvement of external stakeholders to help identify key issues, applying the principle of double materiality and prioritisation of key issues by balanced scorecard.

These essential business considerations manifest in our three Sustainability Heroes—our priority strategic targets.

Moving Lightly

The transport sector continues to play a significant role in contributing to greenhouse gas (GHG) emissions and other forms of pollution that has harmful impacts on the climate and other natural resources. We recognise our increasing role in moving more people in a way that treads even more lightly on our planet.

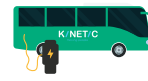
For us, Moving Lightly means being responsible consumers of resources, addressing our climate impacts and working with our customers towards more sustainable cities and communities. We do this by improving the resource efficiency of our operations and accelerating our adoption of clean energy and transport technologies.

We stand as Australasia's preeminent zero-emission bus owner and operator, with a fleet of 200 electric buses, 10 electric depots, and 2 dedicated all-electric hubs. Our reach spans key communities across Australia and New Zealand, including in Queensland, Victoria, Tasmania, and Auckland, Christchurch, and Wellington.

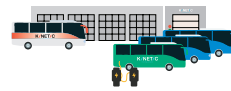
We're leading the region's largest bus network with a measured evolution, emphasising steady change. As we introduce each zero-emission vehicle, it replaces a diesel counterpart, making an immediate impact on passengers, communities, and the environment we cherish.

And we're advancing, fuelled by both collective endeavour and unyielding shareholder backing – a testament to our readiness for both steady progression and, when needed, swift acceleration.

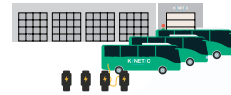
Proudly Australasia's largest owner and operator of zero emission buses.



200 zero emission vehicles



10 electric bus depots



2 dedicated all-electric bus depots

A GROWING BUS FLEET MINIMISING ENVIRONMENTAL IMPACT

In partnership with Environment Canterbury, Kinetic is driving a sustainable transformation in the streets of Christchurch, New Zealand through the adoption of electric buses

Today, electric buses constitute 20% of the urban fleet, resulting in an impressive 18% reduction in carbon dioxide equivalent emissions each year. This reduction equates to nearly 2,400 tonnes of carbon dioxide, a substantial difference when compared to an all-diesel fleet.

Passengers have eagerly shared their positive experiences of riding the new electric buses, lauding their smoother, quieter, and more comfortable journey. Even cyclists and pedestrians are relishing the cleaner air as these buses pass by.

Kinetic's commitment remains steadfast. Collaborating closely with Environment Canterbury, we are committed to replacing the entire fleet in the years to come, solidifying our dedication to achieving a fully zero-emissions fleet by 2035.



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Emissions reduction

Our Sustainability Strategy has set bold targets for GHG emissions reduction including that by 2035, GHG Scope 1 and Scope 2 combined emissions will have reduced by 63% of baseline emissions (2022). This profound transformation is guided by our strategy for electrifying our fleet and our separate commitment to achieving Net Zero by 2035.

As we embark on this journey, 2023 will mark the completion of our detailed Roadmap to Net Zero. This comprehensive plan will pave the way for our decarbonisation journey, furnishing us with crucial milestones and a robust framework to support these strategic objectives. Moreover, we also plan to seek validation of our emissions reduction targets through the SBTi (Science Based Targets initiative).

By the close of 2023, our zero emission bus fleet will have grown to 300 throughout communities in Australia and New Zealand. This presence isn't symbolic; it's a big step towards a future with cleaner air, quieter roads, and a lighter environmental footprint. As these electric buses glide through communities, they pave the way for a greener tomorrow—one ride at a time.

SHAPING AUCKLAND'S URBAN ENVIRONMENT: A BIG LEAP TOWARDS SUSTAINABILITY

Through a ground-breaking partnership with Auckland Transport (AT), Kinetic is transforming urban mobility within Auckland, New Zealand—deploying 152 zero-emission buses over four years. Currently, we stand beyond the midpoint of this remarkable battery-electric bus rollout, which is the most expansive in the region.

By seamlessly integrating these zero-emission vehicles, the goal of replacing roughly 12% of the city's diesel bus fleet is within reach—a vision harmonious with AT's forward-thinking Low Emission Bus Roadmap 2020 (LEBR). Anticipated outcomes are promising, as the government projects an impressive 11% reduction in greenhouse gas emissions from AT Metro buses, translating to nearly 10,000 tonnes of annual carbon dioxide displacement.

In 2023 a key milestone emerged as we unveiled New Zealand's first all-electric bus depot in East Auckland—an essential catalyst for the growing fleet rollout. A larger all-electric bus depot in the city's west will also shortly open, set to power further zero-emission buses. These achievements mirror our commitment to work with our partners to drive transport transformation on a grand scale.

We're not merely progressing; we're shaping a more sustainable urban future. This initiative resonates beyond buses, casting a light on a path that cities and industries can follow.

Melbourne, Australia - Kinetic is introducing 36 zero emission vehicles over three years as part of its partnership with the Victorian Government.





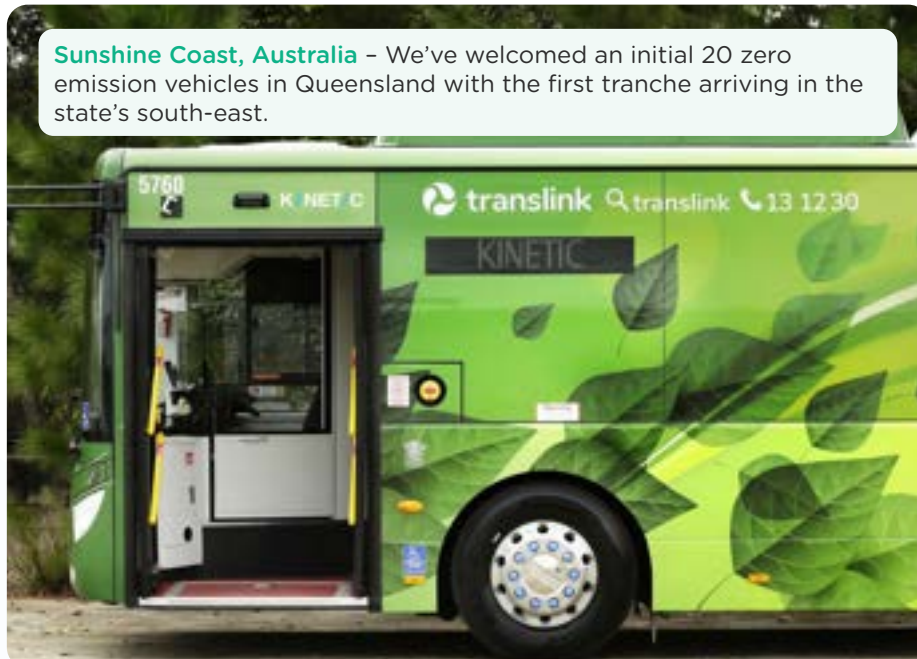
Hobart, Australia – Kinetic introduced Tasmania’s first zero emission buses, giving visitors a green and clean welcome into the state known for its natural beauty and environmental conservation.

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Sunshine Coast, Australia - We've welcomed an initial 20 zero emission vehicles in Queensland with the first tranche arriving in the state's south-east.



Category	Unit	FY19	FY20	FY21	FY22*
Direct GHG emissions (Scope 1)	tonnes CO2e	56,623	55,596	52,195	119,472
Indirect GHG emissions (Scope 2)	tonnes CO2e	1,224	1,184	1,298	2,363
Indirect GHG emissions (Scope 3)	tonnes CO2e	n.q.	n.q.	n.q.	69,738

*FY22 reflects a detailed baseline GHG emissions inventory built up for Kinetic's Australia and New Zealand operations, whereas earlier years are limited to Australia only, based on NGERs annual data disclosures

Progress on Zero Emission Vehicles

UNVEILING ELECTRIC BUS ADVANCEMENTS: AUSTRALASIA'S LARGEST DEDICATED E-BUS DEPOT

Together with Auckland Transport (AT), we redefined urban transit with the unveiling of a fully electric bus depot in Panmure, East Auckland—the first of its kind in New Zealand.

This depot is more than just a facility; it's a beacon of innovation, equipped with state-of-the-art technology that lightens the grid's load and amplifies the positive impact of Auckland's growing battery-electric bus fleet. In this initiative, we proceed mindfully, safeguarding the city's energy supply.

Night after night, each of the 35 vehicles at this facility rejuvenates its energy, connected to its dedicated direct current charger—an epitome of efficiency and sustainability.

These 35 vehicles form part of a larger narrative—a commitment to 152 electric buses, a shared vision brought to life through collaboration between AT and Kinetic. The East Auckland depot stands as a remarkable achievement, signalling Kinetic's fifth electric bus depot in New Zealand and the second fully dedicated electric bus depot across Australasia.

The initiative is a testament to the synergy between determination and innovation, an embodiment of partnerships striving for a greener future.



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TO WATCH VIDEO





Melbourne, Australia – Kinetic successfully completed electrification upgrade works at two of its Melbourne depots to pave the way for the transformation of the city's bus network



 [SCAN QR CODE TO WATCH VIDEO](#)



During the year ending on 30 June 2022, Kinetic proudly operated 70 battery electric buses as integral parts of regular public transport network operations across Australia and New Zealand. The operation of these buses was estimated to have avoided emissions of 3,764 metric tons of CO₂e, the equivalent to the positive impact of 135,000 trees.

Our progress in zero-emission buses reverberates across many communities. Kinetic's electric bus footprint now includes Queensland, where 20 vehicles operate across the Sunshine Coast, Gold Coast, and Cairns. Melbourne, Victoria experiences the unfolding impact of the ongoing roll-out of 36 zero emission vehicles, while Tasmania has seen 2 vehicles greet people arriving at Hobart Airport, connecting them with the city. The key urban centres of New Zealand—Auckland, Christchurch, and Wellington—host nearly 150 zero-emission vehicles.

As we navigate forward, this number is poised to escalate to 300 across all our regions in 2023, charting an ambitious course towards a cleaner future. Our commitment is clear, even though we acknowledge we still have a long way to go.

Kinetic's vision ripples across the globe. Thanks to our majority-owned subsidiary, Go-Ahead, our global network of zero-emission buses is set to reach a remarkable 1,000 this year. From the bustling streets of London to the historic charm of Oxford, these electric journeys signify our unwavering commitment to a sustainable tomorrow, recognising that the road ahead is both challenging and inspiring.



Christchurch, New Zealand - Electric buses now make up 20 per cent of Environment Canterbury's Metro urban fleet.



Resource efficiency

PIONEERING POWER: AUSTRALIA'S FIRST ALL-ELECTRIC BUS DEPOT CHARGED BY RENEWABLES

Kinetic took immense pride in unveiling Australia's first all-electric bus depot—a site charged by 100 per cent renewable energy. Nestled in the coastal suburb of Currumbin on the Gold Coast, Australia, this 'green depot' stands as a testament to Kinetic's commitment within its south-east Queensland operation.

Spanning 3,000 square metres, this facility, funded by Kinetic, accommodates up to 14 zero emission vehicles. It is equipped with Siemens charging infrastructure, including five Sichearge UC200 charging units, and is powered completely by renewable energy. A 56kW solar panel array, supplemented by GreenPower certified renewable energy, reinforces its green credentials.

At its heart, the depot is home to an initial 10 zero emission vehicles. These vehicles service the popular 777 route linking the Gold Coast Airport with the city's core. This eco-friendly journey extends a warm welcome to visitors with their first city experience a battery electric bus—a ride powered by renewable energy.

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Energy consumption	Unit	FY19	FY20	FY21	FY22*
Total energy consumption	MWh	1,433	1,397	1,559	2,692

*FY22 reflects the company's Australia and New Zealand operations, whereas earlier years are limited to Australia only, based on NGERs annual data disclosures

Moving People

Our customers trust us to move all passengers from A to B, securely and safely. As we continue to support connection in our communities, we recognise that inclusive mobility means striving to serve more diverse people with more diverse needs.

For us, Moving People means creating awesome experiences for our passengers, keeping them and our drivers safe, and providing equal access to our services and employment opportunities across our organisation. We do this by ensuring our workforce are well, and empowered to protect all passengers, each and every journey.

Women represented 17.6% of our workforce in 2022.

We're taking deliberate steps towards our target of 50% by 2030.



PUTTING 'WOMEN UP FRONT' IN OUR TALENT QUEST

In 2021, we took deliberate steps to foster gender diversity by developing and launching a trainee bus driver program encouraging more women to join our business.

The Women Up Front initiative targets 'people people'—those with excellent customer service skills and a desire to be involved in the community—even if they don't have a bus driver's license. By providing comprehensive training and support, we empower them to become proficient and self-assured confident behind the wheel.

An initial pilot program saw all 15 participants successfully completing the training, inspiring the initiative's expansion across our Australian operations. Now an integral part of our talent acquisition strategy, this program aligns with our commitment to achieving 50 per cent women representation throughout Kinetic by 2030.

The program bears even more significance—it has emerged as a beacon during a period of acute labour and skills shortages, encouraging fresh talent to embrace a career in transport. Notably, the impact of Women Up Front shines through as it drew 200 women into our Australian operations alone during the first half of 2023.



Safety & wellbeing

We have an unwavering commitment to nurturing a secure, thriving environment for both our team members and valued customers. Intrinsic to our identity, we are committed to moving people safely. As guardians of public transit, we recognise our role in ensuring not just movement, but movement imbued with trust, protection, and well-being.

Our dedication to this extends far beyond mere words; it manifests through our proactive efforts and initiatives. As an accredited White Ribbon Workplace, we understand the profound importance of addressing domestic and family violence prevention. This understanding drives us to provide mandatory training to all senior leaders, while also encouraging participation from all people leaders in our business. Our commitment stems from the realisation that domestic violence is a pervasive issue, one that predominantly affects women, children, and marginalised communities. We stand united in our belief that prevention begins with collective action—a conviction being shared more each day by our 7,400-strong team.

We also offer team members a corporate discount on private health, access to an Employee Assistance Program, continuous improvement forums and monthly team engagement events.

STEERING HEALTHY MINDS IN TRANSPORT

Our team members in some of the most remote parts of Australia now have access to peer-to-peer mental health support with Kinetic expanding its Steering Healthy Minds program into its resources business.

Among three transport leaders to trial the Steering Healthy Minds program in 2020, within 12 months Kinetic had 50 mental health first aiders across its business as it introduced the program more broadly. The mental health peer support network has now grown to 75 people who have the tools, knowledge, and skills to support their colleagues.



Kinetic is proudly an accredited White Ribbon Workplace



Our teams also participate in national awareness and education initiatives supporting mental and physical health, and are offered workplace-based flu vaccination programs.



There have been no employee or contractor fatalities since the company's inception in 2019 to the year ending 30 June 2022.

LTIFR	Unit	FY19	FY20	FY21	FY22
Lost-time injury frequency rate - Employees	n/M hours worked	16.71	13.95	16.15	10.16





Inclusion & accessibility

The journey towards safety and well-being encompasses a multifaceted approach, extending to our Inclusion & Accessibility programs.

As one of our sustainability heroes, Kinetic is targeting 50% women representation throughout Kinetic by 2030 to drive gender equality from the bus to the boardroom. We acknowledge that this is an ambitious target in a traditionally male-dominated industry, however we believe that when women’s voices are included, businesses benefit from broader perspectives, new ideas and reduced bias, with benefits that ripple outwards into the community we serve. Every level of Kinetic will have strategies to support women with opportunities to lead.

Through gender balance programs like the Future CEO program and Women Up Front, we are nurturing an environment where every individual has the opportunity to rise and thrive.

THE PROGRAM PILOTS NOW DRIVING THE NETWORK

Bernadette Douglas, Desiraye Hau, and Jasmine Kowal were among the first cohort of trainees who participated in a successful pilot of Women Up Front in 2021. The pioneering trio were the perfect candidates, coming from diverse professional backgrounds with a common desire to serve the community.

After completing her training, an early highlight for Des was being able to drive her own child’s school bus - a memory she says she’ll cherish forever. Des has now progressed into an operations role, working as a Network Controller in the 24/7 Operations Control Centre (OCC) in Molendinar.

Following the completion of her licence upgrade, Bernadette commenced as a school bus driver and then progressed to route services. She then took up a role as a driver trainer - helping mentor other Women Up Front candidates - before transitioning into her current role as an Operations Controller at our Coomera depot in the city’s north.

Jasmine is a driver at our Molendinar depot who was previously a manager in the construction industry. Jasmine was attracted to the program because she wanted to learn a new skill that would allow her to travel and work anywhere in Australia.



Diversity indicator	Unit	FY21	FY22
Share of women in total workforce	%	17.7	17.6
Share of women in all management	%	21.5	27.1
Share of women in junior management	%	19.5	30.5
Share of women in top management	%	20.0	19.4
Share of women in revenue-generating management functions	%	40.0	33.3
Share of women in STEM-related positions	%	11.1	66.7

KINETIC EYES GENDER BALANCE IN FIRST FUTURE CEO PROGRAM

In 2023, Kinetic welcomed two candidates into its first Future CEO program dedicated to fostering the growth and development of female leadership and transforming gender balance.

The Future CEO initiative exclusively targets women from a range of professional backgrounds, as Kinetic seeks to address the structural and cultural barriers and inequity that exist in its business, industry and broader corporate community.

The 18-month structured program offers participants hands-on learning and exposure to all areas of mass transportation operation, as well as a dedicated mentor. Program graduates will be offered senior management roles at one of Kinetic's world-class depot facilities.

As the region's largest bus operator, we are determined to use our growing influence and responsibility to meaningfully enhance the communities in which we operate.

We have set a target for gender equality by 2030 and we do not underestimate how incredibly ambitious and challenging it will be to meet this aspiration. Now is the time to shift gender inequality and increase female participation in our workforce.



LAUNCHING OUR FIRST NATIONS BUS DRIVER PROGRAM

As part of our commitment to promoting greater Aboriginal and Torres Strait Islander participation within Kinetic's workforce and across the transport industry, in 2023 Kinetic launched a new First Nations trainee bus driver program called 'Moving the Mob'.



The program encourages people with a car driver's licence to become bus drivers and provides flexible paid training in a supportive, culturally safe environment. It took six months for Kinetic to develop with support from Kinetic's Aboriginal and Torres Strait Islander Advisor, People & Culture team and consultation with community and employment organisations.

The inaugural program in Cairns, Australia was launched with a series of information days to maximise the opportunity for people to attend. The first session attracted 16 applicants resulting in 5 commencing training and three finding other roles in the business.

Our commitment to the broader community is evident through our Reconciliation Action Plan (wearekinetic.com/sustainability/reconciliation), which fosters deep understanding, cultural sensitivity, and community engagement with Aboriginal and Torres Strait Islander Peoples. By listening, learning, and better understanding our community stakeholders, we're championing inclusivity and forging meaningful connections.

This endeavour goes hand-in-hand with our continued efforts in championing LGBTQI+ inclusion and allyship, as we stand together to create a more equitable and supportive world (wearekinetic.com/sustainability/lgbtqi-inclusion). Our internal OMNI Pride Network exists to increase awareness, understanding and sensitivity to build a safe and respectful work environment that creates a culture of inclusion, equality and respect for all. Our 'pride bus' initiative has also seen 11 rainbow-coloured buses adorn communities across Australia and New Zealand, having a profound impact on people.

Empowering those with accessibility needs to confidently embrace public transport, we've also participated in initiatives such as 'Try Before You Ride,' ensuring that transportation is truly inclusive, and establishing Accessibility Reference Groups to inform how we deliver our services.



“When young girls see women successfully working in diverse industries, it inspires them to pursue their own career aspirations without limitation”

LIANA SEADON

Manager, Kinetic Tasmania and President of the Launceston and Tamar Valley Tourism Association



Melbourne, Australia - Kinetic's first 'pride bus' lands at Melbourne Airport, greeting passengers with a message of love and embracement.

[▶ SCAN QR CODE TO WATCH VIDEO](#)



Wellington, New Zealand



Hobart, Australia



Gold Coast, Australia



RAINBOW BUSES FLYING HIGH FOR LGBTQI+ INCLUSION

Kinetic made a spectacular commitment to diversity and inclusion ahead of International Day Against Homophobia, Biphobia and Transphobia in 2022, transforming an iconic red double-decker SkyBus into a vibrant ‘Pride Bus’, adorned with a rainbow-coloured design, communicating a resounding message.

Featuring the Progress Pride Flag and the reassuring words “You are Loved”, this initiative performs a dual role. It warmly welcomes visitors touching down in Victoria while etching a lasting reminder for the entire community—a reminder that safety, respect and acceptance are everyone’s right.

Since its inception on the SkyBus service in Melbourne, Kinetic’s fleet of ‘Pride Buses’ has grown to 11, spanning Australasia. This journey stands as a testament to Kinetic’s unwavering dedication to embracing and endorsing all sexualities, genders, identities and cultures. Our commitment transcends the workplace, resonating deeply within the communities we serve.

The vibrant initiative has been embraced wholeheartedly by teams across the region, led by the driving force of Kinetic’s OMNI pride network. As the wheels of these colourful buses keep turning, they steer us closer to a future where diversity thrives, where every individual is celebrated, and where unity flourishes



Bowen Basin, Australia



Sydney, Australia

Support at work

We are empowered by the ability to nurture and uplift our workforce through learning, development, and fostering an environment of freedom of association. This empowerment, in turn, translates into a ripple effect of positivity that extends well beyond our organisation and into the people who chose to travel with us, and the communities we support.

89% of our team members across Australia and New Zealand find representation through an independent trade union or are covered by an Enterprise Bargaining Agreement. This not only underscores our commitment to fair work practices but also highlights the importance of collective efforts in shaping a positive workplace culture..

As Kinetic continues on an exhilarating yet sustainable growth journey, we hold an unswerving belief in the value of bringing our people along for the journey. That’s why our dedication to continuous learning and development takes centre stage—a dedication that propels both individuals and the company forward.

Central to our approach are core programs designed to empower leaders to set new industry standards. Simultaneously, these initiatives engage and reward the brightest talents of today, nurturing them to become business leaders of tomorrow. This dual focus on leadership capacity-building and talent retention underscores our dedication to not just moving forward, but moving forward collectively and progressively.

DEVELOPING OUR LEADERS OF TOMORROW

‘Waypoint’ is a bespoke, immersive, and transformative experience designed to identify, develop, reward, and retain key talent who are Kinetic’s future executive leaders. Part capability building, part reward, part retention, this is a flagship program that becomes an attractor and a reason to stay.

The six-month leadership program sees key talent come together and share in an experience that hones their leadership thinking, form alumni bonds, and position them as future leaders within the business.

Kickstarting in early 2024, this program will visit major centres, involve key executive sponsors and each year thereafter, take 15 of our best to another level.



MANAGING PEOPLE WHO ARE MOVING PEOPLE

‘Lead the Way’ is a program that takes managers on a journey from where they are, to where they need to be, exploring the universal principles of effective management and leadership and establishing a new way to manage and lead.

Spanning approximately 10 weeks, the leaning and development program includes three face-to-face experiences, two virtual masterclasses, and the delivery of business improvement projects.

The program will evolve into a pre-requisite for Kinetic managers and look to embed our core values, operating principles and necessary skills to lead exceptional standards and a performing culture.



Kinetic is on an exciting growth journey, and we recognise the importance of bringing our people along for the ride.

Training & Development	Unit	FY21	FY22
Average hours per FTE of training and development	Hours	38.7	32.5
Average amount spent per FTE on training and development	\$	1,035	1,450



89% of our team members across Australia and New Zealand find representation through an independent trade union or are covered by an Enterprise Bargaining Agreement.



CELEBRATING INTERNATIONAL WOMEN'S DAY

Every year, Kinetic teams pause and unite to celebrate the social, economic, cultural and political achievements of women as part of International Women's Day.

As the region's largest bus operator, we are determined to use our growing influence and responsibility to drive gender equality and elevate female participation within our workforce and industry. This commitment stands at the heart of our sustainability plan.

In 2023, guests and the broader Kinetic community came together at a special exclusive International Women's Day event in Melbourne, Australia.

This gathering served as a platform to glean insights from different perspectives, shedding light on the role that bold ideas and actions hold in creating an equal playing field for women.

Guests included Kim Schriener, Acting Chief Metro Transport, Victorian Department of Transport and Planning; Sonia Mackie, Employment Coordinator, Asylum Seeker Resource Centre, Nishadee Liyanage, Inclusion and Diversity, Gender Equality, Victorian Department of Transport and Planning, and Annie Mould, our very own General Counsel at Kinetic.

Unified by a shared belief in the journey toward a more equitable world, we recognize that pivotal change commences within the confines of our workplace.



▶ SCAN QR CODE TO WATCH VIDEO



As our team thrives, so does the quality of service we provide to our passengers and the overall well-being of the communities we serve. It's this interconnectedness that defines our journey, demonstrating that a commitment to our people translates into an enhanced experience for all.

Employee turnover	Unit	FY19	FY20	FY21	FY22
Total employee turn-over rate	%	26.0	23.9	33.8	30.6
Voluntary employee turnover rate	%	15.8	15.9	16.6	16.6

Moving Forward

In the dynamic world of transport, authenticity isn't merely about the words we utter—it's about the bedrock of quality and integrity that infuses our actions.

As we contribute to thriving economies and communities where our colleagues, customers, suppliers, investors, and governments can move forward every day, the currency that binds us all is a transport system founded on ethical governance, prudent investment, and unshakable accountability.

For us, Moving Forward means creating economically sustainable movement solutions and supporting local economic activity while demonstrating trust in our dealings with customers and suppliers. We will do this through transparent governance and forward-thinking initiatives that empower sustainable and thriving local economies.



HELPING OUT IN A TIME OF NEED

With numerous natural disasters hitting various parts of New Zealand's North Island in 2023, Kinetic's team in Auckland dug deep to help out. Historic rain events, including the city's wettest day on record, resulted in significant flooding and landslides, while hindering recovery activities.

To support response efforts, Kinetic donated \$10,000 to help South Auckland families in immediate need due to the flooding, with team members also volunteering their time to help prepare and deliver care packages

Transparent governance and forward-thinking initiatives that empower sustainable and thriving local economies.

ADVERTISING FOR GOOD CAUSES

In 2022 Kinetic committed to contributing \$500,000 worth of advertising space on billboards and buses across its network in Melbourne, Australia to Travellers Aid and the Asylum Seeker Resource Centre, in support of their respective efforts driving inclusion and accessibility.

With a busy event season across Victoria, the advertising assisted Travellers Aid in recruiting volunteers to support their valuable work ensuring the accessibility of these events for those with disabilities and mobility impairments.

Aligning with their annual Festive Food Drive, the Asylum Seeker Resource Centre was able to use the advertising space to promote a fundraising campaign calling on Victorians to support the organisation's advocacy for refugees and asylum seekers





Quality & risk management

As we progress, our compass is guided by an unwavering commitment to quality and risk management. This encompasses not just maintaining consistency across our operations but also responsibly navigating potential risks. This path we tread fosters a secure journey, resonating with purpose and assurance.

THE KINETIC WAY - A SINGLE WAY OF DOING THINGS

The Kinetic Way, a comprehensive suite of policies and procedures and everything else that documents our 'single way of working' champions this commitment to consistency and industry-leading standards.

This initiative is fortified by 'Kinected,' our central Sharepoint site, acting as the gateway to the Kinetic Way. Accompanied by 'Kinected Kiosks,' present at every site, these resources empower our team members with access to the tools essential for their roles.



Preparations are also underway for the ISO55001 (Asset Management) audit, scheduled for completion in 2023. Our Environmental Management System Evidence is validated through ISO 14001 international standards, and in 2022, it achieved third-party certification by SAI Global.

Proudly, Kinetic has maintained an unblemished record in environmental compliance over the last four fiscal years. With zero breaches of environmental policy, no violations of legal obligations, and no significant fines related to environmental issues, our commitment stands as a testament to our dedication.

Our climate risk management process is integrated into a multi-disciplinary company-wide risk management framework, seamlessly integrating into Kinetic's centralised enterprise risk register. This unity cascades through business unit level plans and targets. During 2023, it is envisaged that the company will undertake a more holistic assessment of climate-related risks and opportunities, referencing global standard frameworks such as the TCFD (Task Force on Climate Related Financial Disclosures).



Community Investment

Our impact reverberates far beyond our operational boundaries, as we direct our efforts towards nurturing the communities that shape our existence. This commitment transcends mere financial contributions; it embodies our active participation in weaving threads of positive change that resonate through the places we call home.

From corporate volunteering with Foodbank Victoria to fundraising for Breast Cancer Network Australia, from fostering youth and female participation in sports to supporting asylum seeker initiatives, mental health awareness, and more, our engagement is diverse and impactful.

Our community investment is guided by principles that drive us to invest meaningfully, reinforce community bonds, identify sustainable opportunities, and achieve shared goals through genuine, mutually beneficial relationships anchored in trust, goodwill, and respect.

This commitment transcends mere financial contributions; it embodies our active participation in weaving threads of positive change that resonate through the places we call home.

“Our guests had the most incredible day, and this would not have been possible without Kinetic’s support.”

- Sally Withers, Corporate Campaigns Coordinator,
Breast Cancer Network Australia





MOBILE 'SUPERMARKETS' REACHING COMMUNITIES EXPERIENCING FOOD INSECURITY

Kinetic and Foodbank Victoria have united their efforts to extend vital support to struggling families through an innovative initiative – two transformed buses functioning as 'mobile supermarkets'. This collaboration stems from a longstanding partnership and is recognition of the incredible demand from people experiencing food insecurity.



These uniquely repurposed mobile supermarkets are a direct result of Kinetic's dedication to supporting the food relief organisation. The buses, measuring 18 meters and equipped with back-entry and front-exit, mimic a miniature supermarket experience. Stocked with an array of fresh produce, pantry essentials, and refrigerated items, the buses offer a convenient solution to families in need.

Each bus boasts substantial storage capacity: around 600 kilograms of fresh fruits and vegetables, 150 kilograms of chilled products, 100 kilograms of frozen items, and a whopping 1,000 kilograms of pantry staples such as rice, pasta, and legumes. Since their launch, these buses have made a significant impact, providing assistance to numerous families.

Beyond the initial launch, Kinetic's involvement continues through a dedicated volunteering program. Our bus drivers actively participate by volunteering their time and expertise, ensuring the initiative remains operational, while teams regularly attend visits to help deliver the program. Kinetic also provides ongoing support through the maintenance of these purpose-designed buses.

▶ SCAN QR CODE TO WATCH VIDEO



MAKING SPORT MORE ACCESSIBLE THROUGH TITANS TOGETHER

Kinetic is a proud partner of Titans Together, the community arm of the National Rugby League team the Gold Coast Titans on the Gold Coast, Australia. The partnership enables the Titans to continue to grow programming within the social inclusion, Aboriginal and Torres Strait Islander reconciliation and participation space.

Titans Together delivers programs including Leagueability, which features players with physical and intellectual disabilities, the Deadly Futures education initiative for Aboriginal and Torres Strait Islander students, and the Titans Schools Competition which in 2023 had its biggest participation to date, encouraging youth participation in sport.



CAR DONATIONS DRIVING COMMUNITY CONNECTION

Kinetic donated 19 changeover cars to community groups across Australia in 2022, as we sought to strengthen our relationships with Aboriginal and Torres Strait Islander communities, further supporting the commitments within our Reconciliation Action Plan.

Among the donation recipients was the Kirrip Aboriginal Corporation, which provides services to the local Aboriginal communities in the outer west Melbourne area. Kamilaroi Man and Kirrip CEO Peter Webster said the car has enabled the organisation to transport community members to and from events, groups, meetings and appointments.

Kirrip staff have also used the vehicle to visit schools and help students participate in cultural and social activities.



Responsible sourcing

Kinetic has reflected its approach to identifying risks and impacts relating to human rights through our policies and codes of conduct, as disclosed publicly on our website. Kinetic is committed to going further and is targeting the development of a company-wide due diligence process to proactively identify and assess potential impacts and risks relating to respecting human rights for affected groups including employees, women, children, indigenous communities and migrant workers.

Our role isn't confined to just transportation; it extends to the role of enablers and advocates for change. With every purchasing decision we make, we wield influence. This influence is channelled into supporting local and social businesses—a choice that ripples through economies, fostering empowerment and amplifying positive impact.

Furthermore, in line with our commitment, we proudly maintain a Modern Slavery Statement and have taken appointed a new Social Procurement Manager. This position underscores our deliberate focus to shaping a more just and equitable world through every facet of our operations.



Kinetic partners with the Garbutt Magpies in Townsville, and the Melbourne Rebels.



Governance, conduct & transparency

We have published our Corporate Governance Summary on our website, reinforcing our pledge to share our governance principles with all stakeholders and partners. This document sets out an overview of Kinetic's governance architecture, and includes profiles of our Board of Directors, our approach to risk management, and key policy documentation.

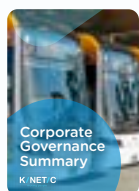
Amidst our commitment to transparency, in 2023 we also proudly introduced three new independent non-executive directors who bolster our governance expertise.

In deriving our sustainability disclosures, Kinetic has sought to develop and apply relevant reporting boundaries. For instance, the Scope 1, 2 and 3 greenhouse gas emissions inventory for 2022 has been calculated for all activities under operational control and/or majority ownership.

In our quest for transparency, we've established a dedicated Governance section on our website (wearekinetic.com/our-company/governance). Here, our Group-wide policies and codes of conduct are publicly available in a dedicated area, including coverage of the following areas:

- / Corruption and bribery
- / Modern slavery
- / Discrimination
- / Confidentiality of information
- / Conflicts of interest
- / Antitrust/anti-competitive practices
- / Environment, health and safety
- / Whistleblowing
- / Code of Conduct

We are pleased to report zero breaches against our codes of conduct in the year ending 30 June 2022, which specifically includes the areas listed above.

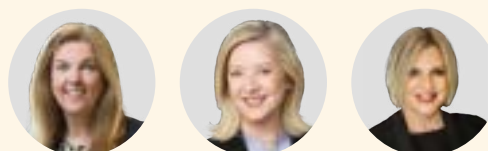


Corporate Governance Summary

SCAN QR CODE TO VIEW

In 2023 we proudly introduced three new independent non-executive directors who bolster our governance expertise.

ANNOUNCING NEW INDEPENDENT BOARD APPOINTMENTS



In 2023 we proudly welcomed three exceptional, independent non-executive directors to our board, marking an exciting milestone in our journey.

Eileen Doyle, Annette Carey and Janine Stewart bring to Kinetic a wealth of experience, expertise, and fresh perspectives, earned through distinguished careers in senior operational, management and board-level roles.

The addition of the new directors supports Kinetic's continued global growth and industry leadership ambitions as we drive our strategic goals.



K/NET/C
moving people