



Sustainability Update FY24 & FY25



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 in Australia. We pay our respects to Elders, past and present, and acknowledge that the sovereignty of the land we know as Australia has never been ceded.



In Aotearoa (New Zealand), Kinetic acknowledges ngā iwi ō Māori as the tangata whenua and their rich contribution to society.

GUIDANCE NOTE

This update reports on Kinetic's sustainability efforts during the 2024 and 2025 financial years—and supports the new program of work to develop a renewed three-year Sustainability Strategy for launch in the 2026 financial year.

About Kinetic

Introduction to Kinetic's approach to sustainability

Kinetic's first Sustainability Strategy, launched in 2020, outlined our commitments to environmental, social and governance best practices and having a positive impact on the communities in which we operate.

Although we have experienced significant growth since then, we remain true to our commitments to sustainability.

Moving Lightly



EMISSIONS REDUCTION

Driving reductions in Scope 1 and Scope 2 emissions towards net zero across our operations



TRANSITION TO ZEB

Supporting the transition to net zero emissions by fast tracking the electrification of our entire fleet



RESOURCE EFFICIENCY

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

Moving People



SAFETY & WELLBEING

Keeping our people safe, healthy and thriving at work and safely transporting our customers



INCLUSION & ACCESSIBILITY

Driving diversity, equality and inclusion across our business and the communities we serve



SUPPORT AT WORK

Supporting our people through learning and development, freedom of association and leading work conditions

Moving Forward



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



EMPOWERING SOCIAL ENTERPRISE

Using our purchasing power to support local and socially-driven businesses



GOVERNANCE, CONDUCT & TRANSPARENCY

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



Choosing our priority areas

Our approach to sustainability has been developed through ongoing consultation and engagement with our key stakeholders – our clients (governments, public transport authorities and charter businesses), our community (passengers, community partners, advocacy groups) and our people.

Through this engagement, it is clear:

- / Our capital cities continue to grow in population and congestion – resulting in greater levels of emissions and pollution
- / More people are aware of and now make conscious choices, including in the way they travel, based on the impact to the environment and personal health
- / Technology is making transport cleaner, safer and more convenient
- / Governments and public transport authorities continue to prioritise public transport and are combining their transport agenda with their environmental policies – setting higher standards and expectations on operators like Kinetic
- / There is a growing expectation of and responsibility from governments, clients and communities for companies such as Kinetic to play a stronger role in driving social and economic community outcomes (e.g. First Nations participation, diversity and inclusion, gender balance).

OUR SUSTAINABILITY PRINCIPLES

- / 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

Feedback from our stakeholders has shaped and continues to drive our sustainability efforts, including our sustainability principles and highlighted Sustainability Heroes. We will continue to engage our stakeholders at least every two years to inform any updates to our corporate strategy and to ensure we continue driving forward our mission to improve the livelihoods of the communities we live and operate in.



Our Sustainability Heroes

Aiming for 100% zero emissions across our urban fleet by 2035

Leading the charge to net zero

In line with our target to achieve net zero across our urban network and to reduce our emissions, we are fast-tracking the electrification of our fleet and depots—transitioning from polluting diesel to cleaner and quieter electric buses.

Gender balance 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. We recognise that women are underrepresented in our industry and across our business, and so we are breaking down barriers of entry to support and empower women to participate, lead and thrive in transport.

Gold AWEI accreditation for LGBTQ+ inclusion and allyship by 2030

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

We are proud to be an inclusive employer, demonstrated by our Bronze-tier AWEI accreditation, and aim to be well-known and trusted ally for LGBTQ+ people. We're aiming high across our industry and community by seeking Gold accreditation in the Australian Workplace Equality Index.

RECONCILIATION AND INDIGENOUS PARTICIPATION

While Australia and New Zealand have different histories in relation to Indigenous peoples, what we share is an obligation to acknowledge Indigenous peoples and their history, and to celebrate and empower the rich culture these groups bring to our communities and workplaces.

By establishing and maintaining relationships with Aboriginal and Torres Strait Islander, Māori and Pasifika communities, we can listen and identify meaningful ways to work together to improve outcomes for employees, passengers and communities in which we operate.

In June 2025, Kinetic proudly launched its new Innovate-level Reconciliation Action Plan in Australia, uplifting our original Reflect-level Plan and enhancing meaningful actions in our ongoing commitment to Reconciliation.





Moving Lightly

The transport sector remains a major contributor to greenhouse gas emissions and pollution, which negatively affects our climate and natural resources. We acknowledge our growing responsibility to transport more people while minimising our environmental impact.

For us, “Moving Lightly” means leadership across our industry, being conscientious consumers of resources, actively addressing our climate impact, and collaborating with our clients and customers to create more sustainable cities and communities. We will achieve this by accelerating the adoption of clean energy and transportation technologies, actively advocating and demonstrating the benefits of net zero and enhancing the resource efficiency of our operations.

Targeting 100% zero emission vehicles across our urban network by 2035

Managing our environmental impact

At Kinetic, we are committed to leading the way in sustainable transportation. Our environmental management policy is designed to minimise our ecological footprint while enhancing the quality of life for the communities we serve. We strive to implement practices that reduce greenhouse gas emissions, conserve energy, and promote the use of clean technologies.

Our approach to environmental management sees us:

- / Invest and lead the way in electrification: Transition to a fleet of low and zero-emission buses to reduce air pollution and dependence on fossil fuels
- / Optimise our network operations: Implement route optimisation and energy-efficient driving practices to enhance fuel efficiency and reduce consumption
- / Increase investment in solar energy: To drive our use of clean and green energy as we seek to electrify our fleets and operate our depots and offices
- / Promote sustainable practices: Engage our employees and passengers in sustainability initiatives, including recycling programs, environmental awareness campaigns and community engagement activities
- / Monitor and improve: Regularly assess our environmental impact through comprehensive audits and adjust our policies and practices accordingly to continuously improve
- / Collaborate with stakeholders: Work closely with local communities, governments, and environmental organisations to support sustainable urban mobility and contribute to broader environmental goals.



Targeting year on year reductions in Scope 1 and Scope 2 in line with our expanding operations

KEY STATISTICS ACROSS ANZ

	FY22	FY23	FY24	FY25
Millions km travelled	123.62	191.24	213.90	216.98

Direct GHG (Scope 1)

	FY22	FY23	FY24	FY25
Metric ton CO ₂ equivalents (t-CO ₂ e)	119,472	191,525	201,833	196,723
Per m/kms travelled	966.45	1,001.49	943.59	906.64
Coverage %	100	100	100	100

Indirect GHG (Scope 2)

	FY22	FY23	FY24	FY25
Metric ton CO ₂ equivalents (t-CO ₂ e)	2,363	5,390	18,963	23,129
Per m/kms travelled	19.12	28.18	88.65	106.60
Coverage %	100	100	100	100
Total Scope 1 + 2	121,835	196,915	220,796	219,852
Total Scope 1 + 2 per m/kms (t-CO ₂ e)	985.56	1,029.67	1,032.24	1,013.24

Energy consumption

	FY22	FY23	FY24	FY25
Consumption (MWh)	5,060	17,210	24,696	30,741
Per m/kms travelled	40.93	90	115.46	141.68
Coverage %	100	100	100	100

Through our investment in solar power, Kinetic generated:

- / 120.642 MWh in electricity in FY24
- / 101.07 MWh in electricity in FY25

Our energy generation seeks to complement our ambition to fully power our operations through renewable energy sources.

PROGRESSING OUR WATER AND WASTE RESOURCE REDUCTION APPROACH

This financial year kicked off a group-wide program of work to identify water and waste saving opportunities and initiatives. While this has posed a challenge over the last few years with significant growth and acquisition of businesses at varying stages of maturity and efficiency, this work will support the identification of best practice and investment required to roll out across all of our depots and locations. This work will complement our existing initiatives to reduce, reuse and recycle materials such as paper, cardboard, co-mingled recycling, clothing and uniforms, tyres and metal, and the treatment of water to neutralise chemicals before disposal.



Moving People

For us, “Moving People” involves creating exceptional experiences for our passengers, prioritising the safety of both them and our people, and ensuring equal access to our services and job opportunities throughout our organisation. We are dedicated to achieving this by supporting a healthy, diverse and empowered workforce that is committed to supporting and safeguarding every passenger on every journey.

Driving gender balance and equality across our workforce

Globally, women remain underrepresented in key decision-making roles across almost all industries. The gap between male and female participation is even greater in the transport industry. We are determined to shift gender inequality and increase female participation in our workforce and industry. Similar to other countries, there is a significant

Gender balance across our workforce by 2030

shortage across transport sectors that limits the capability for people and products to be moved or transported. As a traditionally male dominated industry, failing to attract and retain women in this sector is a missed opportunity. In addition to attracting women, it is important to provide meaningful career opportunities and proper facilities to support women to stay in the sector. By supporting the attraction and retention of women and having women in all and key leadership roles provides the opportunity of increasing our workforce, as well as gender balance and women’s voices at decision making points.

WOMEN UP FRONT

To tap into the other ‘50%’ of the population and to encourage women into the sector, Kinetic has introduced the Women Up Front program that provides a fast-tracked and supported training program that enables women with a basic car licence to obtain their heavy vehicle and commercial bus licence in a paid 4-week period. In FY24, the program was launched in our New Zealand business and across our majority-owned subsidiary, Go-Ahead UK.



Reconciliation

As Australasia’s largest bus company, we have an important role in keeping people moving and connected. This spirit runs particularly strong in our reconciliation efforts through our work and commitment to connect and empower Aboriginal and Torres Strait Islander peoples, businesses and communities. That’s why we’re proud to have established this year our Moving the Mob program, a dedicated First Nations trainee bus driver program introduced to promote greater Aboriginal and Torres Strait Islander participation within Kinetic’s workforce and across the transport industry. The program encourages First Nations people with a car driver’s licence to become bus drivers and provides flexible paid training in a supportive, culturally safe environment.

Building on the foundations established through our previous Reflect-level Reconciliation Action Plan (RAP) that was launched in 2021, Kinetic proudly launched its Innovate-level RAP outlines specific actions and deliverables that we will implement over the next two years to deepen our engagement with First Nations communities and contribute to reconciliation in structured, relevant, and respectful ways. This includes expanding our flagship ‘Moving the Mob’ employment program and supporting community groups and causes that drive economic empowerment, education and positive health outcomes across First Nations communities.

Workforce gender diversity

	FY22	FY23	FY24	FY25
Share of women in total workforce	17.6	18.2	18.0	19.6
Share of women in all management positions	27.1	25.6	25.1	29.39
Share of women in junior management positions	30.5	23.5	25.0	27.66
Share of women in top management positions	19.14	26.8	24.7	30.4
Share of women in management positions in revenue-generating functions	33.3	19.6	33.3	20.0
Share of women in STEM-related positions	66.7	30.7	23.57	20.0



Pride

Kinetic welcomes all sexualities, genders, identities and cultures and we stand up for, support and encourage the people around us. We are committed to creating a culture that genuinely values all people and their differences, and to providing a diverse and inclusive workplace that provides everyone with what they need to succeed and be free from discrimination, harassment, victimisation, bullying and exclusion.

KEEPING OUR PEOPLE SAFE AND HEALTHY

While physical safety of our passengers, community and people is our upmost priority, supporting our people with mental health and emotional wellbeing is a vital means to supporting a healthier, more engaged workforce that creates a positive and productive environment for all. Across our workforce, we provide flexible working hours and part time working options – particularly for those with caring responsibilities. Kinetic also provides work-from-home flexibility for those in corporate and office-based positions.

Gold AWEI accreditation in Australia and Advanced Toitu Takatapui (Rainbow Tick) for LGBTQ+ inclusion and allyship by 2030

- / Employee Assistance Program: All Kinetic team members and eligible family members have free access to an independent, 24/7 holistic and comprehensive health and wellbeing platform to support with any work, health or life concerns.
- / Steering Healthy Minds: Steering Healthy Minds is a transport industry-specific program in collaboration with the Transport Industry Mental Health Initiative, which focuses on keeping workers safe and supported through peer-to-peer mental health support. We are committed to this program that facilitates early support in the workplace, both for work and non-work-related issues. As part of the program, team members can nominate to be Mental Health First Aiders. Suitable nominees then take part in an accredited Mental Health First Aid training course. Once complete, Mental Health First Aiders provide initial support and care to colleagues until appropriate professional help is received, or difficulties are resolved



Health and safety

	FY22	FY23	FY24	FY25
Lost-time injury frequency rates (n/million hours worked)	10.15	12.04	14.6	17.59

Employee turnover

	FY22	FY23	FY24	FY25
Total employee turnover rate	30.6	29.2	21.1	22.2
Voluntary employee turnover rate	16.6	19.7	11.97	11.96

Customer satisfaction

	FY22	FY23	FY24	FY25
Target – 90%	88.7	88.6	88.8	90.1

Training and development

	FY24	FY25
Number of employees with training or development during the year	6,943	6,667
Average hours of training or development per employee	23.06	26.06
Average spent on training and development per employee	\$1287.50	\$1,529

Freedom of association

	FY24	FY25
% of employees represented by an independent trade union or covered by collective bargaining	85	88



Moving Forward

For us, “Moving Forward” signifies developing economically sustainable transportation solutions that bolster local economic activity, all while building trust in our relationships with customers, suppliers, our people and the community. We aim to achieve this through both transparent governance and innovative initiatives that promote sustainable and vibrant local economies.

Empowering communities through giving and investment

At Kinetic, we understand the power of community giving and investment in stimulating both local economies (creating jobs and financial stability) and the social fabric of communities through connection and participation. It is therefore vital that Kinetic supports our local communities, as community is personal to us – we not only operate in communities, but we also live in them too.

Year on year increase
in community giving

Our ongoing commitment to governance

Kinetic’s mission and objectives—including the ambitious targets and principles outlined in our Strategic Plan and Sustainability Strategy—are built on a foundation of an authentic work culture, meaningful values, and effective corporate governance. We understand that sound governance is essential for fostering trusted, sustainable partnerships with all our stakeholders.

ESG GOVERNANCE OVERSIGHT

At Kinetic, our sustainability priorities and ESG performance is tracked and reported on a quarterly basis to the Group Board by the Head of Sustainability & Community Engagement. This role is separate to the operations, ensuring independence and governance of evidence, information and performance provided by senior responsible owners for the various sustainability workstreams.

The Head of Sustainability & Community Engagement convenes a working group of senior responsible owners (at the Managing Director, Chief Commercial and Executive General Manager officer levels) to inform yearly sustainability updates to the board and to escalate any issues to the CEO and/or Board for attention or remediation.



BOARD OF DIRECTORS

Kinetic is led by a board of directors with diverse backgrounds and expertise, including a number who are independent non-executive directors. This diversity is instrumental in shaping and guiding our strategic global growth ambitions and robust sustainability initiatives.

Kinetic’s independent board directors do not hold management positions or have material business, commercial or family ties to the company. Our non-executive directors are not part of the executive management team overseeing, or engaged as part of, any day-to-day operations.

POLICIES AND PROCEDURES

At Kinetic, we are committed to promoting and protecting human rights for everyone, ensuring that all individuals are treated with dignity and respect. We adhere to international human rights standards, foster an inclusive environment that values diversity, and guarantee fair labour practices.

By regularly evaluating our policies and practices, we hold ourselves accountable to these commitments, aiming to create a positive impact and contribute to a world where human rights are universally upheld. Kinetic has in place various policies and due diligence procedures – including code of conduct (including suppliers), ethical sourcing, antidiscrimination, child protection, anti-bribery and corruption, whistleblowing, and health and safety – that demonstrate and facilitate our commitment in this space.



CODE OF CONDUCT

Kinetic is committed to providing a safe, respectful, ethical and values aligned environment for our employees, contractors, customers and visitors. Our Code of Conduct outlines expectations and requirements in relation to:

- / Corruption and bribery
- / Discrimination of gender, age, race, sexual preferences or other
- / Confidentiality of personal and commercially sensitive information
- / Environmental and OHS management
- / Whistleblowing procedures

Kinetic reports no Code of Conduct-related breaches occurred in FY24 or FY25

SUPPLIER CODE OF CONDUCT

As a condition of doing business with Kinetic, we require all suppliers to operate in a manner that meets or exceeds our Code of Conduct requirements in addition to ensuring people and communities along our supply chain are not adversely impacted by our suppliers’ actions and decisions. Our procurement teams and purchasers undertake initial and ongoing assessment, evaluation and monitoring of compliance with the Supplier Code of Conduct, which is available on our website.

No supplier code of conduct issues were identified in FY24 or FY25

MODERN SLAVERY

Kinetic takes a zero-tolerance approach to any form of modern slavery including servitude, human trafficking and forced labour. We actively assess and mitigate risks related to modern slavery by implementing robust policies and procedures. This includes conducting due diligence on our suppliers, providing training to our employees, and ensuring compliance with relevant laws and standards.

Read our latest Modern Slavery statement on our website.

RISK MANAGEMENT

Identifying, assessing and managing risks and opportunities are essential actions that support our strategy and goals. We take a structured approach to managing both financial and non-financial risks – including environmental and social risks. Our approach to risk management and business model emphasises administering responsible operations and only taking well-understood and managed risks – including climate risk – within the risk appetite as defined by the board.

Kinetic’s risk management framework is applied and monitored by the Executive Leadership Team and is reviewed periodically by the board – including at half and full year reporting. Our risk management approach will continue to adapt to evolving economic, environmental, and social trends in the industry.

QUALITY MANAGEMENT

Kinetic is committed to complying with all relevant statutory obligations, contractual requirements, and industry codes related to quality management. We aim to establish measurable quality objectives and targets to drive continuous improvement across our business.

Driving our quality management is the ‘Kinetic Way’ which comprises of policies, procedures and other documents that define the organisational processes that ensure our operations are carried out effectively, safely, efficiently and within legislative requirements.

We ensure that our employees understand their roles within the Kinetic Way management system and their responsibilities for identifying opportunities for improvement. We also prioritise education for our employees, contractors, and stakeholders to enhance skills and knowledge related to our processes and quality issues.

Our Kinetic Way management system is reviewed annually to ensure compliance with ISO 9001 standards and to meet the needs of the organization and its stakeholders. We are dedicated to continuous improvement, aiming to meet or exceed customer service expectations and enhance the overall customer experience.

ENVIRONMENTAL MANAGEMENT

As demonstrated through our Moving Lightly commitments and initiatives, Kinetic is committed to sustainable environmental practices that minimise adverse impact. Our approach to environmental management includes setting clear objectives, monitoring our performance, and continuously improving our practices and those of our suppliers, service providers and contractors. We actively work to reduce waste, conserve energy, and promote the use of sustainable materials. Kinetic’s Australian environmental management system has been accredited as ISO 14001:2015 certified by SAI Global with active program to also extend to our New Zealand operations.

During FY24 to FY25, there were no environmental-related violations to report.

HEALTH AND SAFETY

Kinetic is dedicated to adhering to all relevant health and safety laws and regulations, and we ensure that our policies and procedures are communicated effectively so that everyone understands their legal responsibilities.

Our strategy includes implementing appropriate health and safety risk management processes, setting measurable targets, and continuously enhancing our performance in relation to:

- / Conducting risk and hazard assessments to identify what could cause harm
- / Prioritising action plans to address those risk and hazards
- / Internal and external inspections and assessments to test and provide assurance
- / Emergency and crisis management situations
- / Investigating work-related injuries, illnesses, diseases and other incidents
- / Training to employees and others to raise awareness and reduce incidents
- / Incorporating health and safety into our contracts with suppliers and contractors.

We regularly monitor and report on health and safety metrics while fostering a culture that encourages open reporting of observations and incidents.

Fatalities

	FY22	FY23	FY24	FY25
Employees	0	1	0	0
Contractors	0	0	0	0





