


Sustainability Report

2024–2025



An aerial photograph of a coastal road in Western Australia. The road is a two-lane asphalt road that curves along the coastline. To the left of the road is a dense forest of green trees and shrubs. To the right of the road is a sandy beach with white sand, and further right is the ocean with turquoise water and white waves. A white bus is driving on the road, and a black car is parked on the shoulder. In the background, there are hills and a small town with houses.

We acknowledge the Traditional Owners and Custodians of Country throughout Australia and their continuing connection to the land, waterways and community. We pay our respects to Aboriginal and Torres Strait Island cultures, people and Elders past, present and emerging.

✓ **Cover photo**
Go West electric bus, Bunbury, Western Australia

✓ **This page**
Meelup Beach, Dunsborough, Western Australia

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MESSAGE FROM THE CHAIR OF THE SAFETY, RISK AND SUSTAINABILITY COMMITTEE

It is my pleasure to present Kelsian's FY25 Sustainability Report, an important reflection of the progress we continue to make across our environmental, social, and governance priorities, and a reaffirmation of the responsibility we hold as a leading multi-modal transport provider.

This year, we refined our approach to sustainability. Central to this is a continued focus on the safety of our people, passengers and the communities we serve. We took deliberate steps to restructure our sustainability pillars and elevate safety as our top priority. In doing so, we reaffirmed our commitment to creating a safe, healthy, and inclusive workplace for our people, recognising that operational excellence starts with our workforce.

In FY25 our Total Recordable Injury Frequency Rate (TRIFR) improved by 12% compared to FY24, a significant achievement, while our Lost Time Injury Frequency Rate (LTIFR) increased 6% compared to FY24. We acknowledge that we did not meet our target of a 10% year-on-year safety improvement across both metrics. Our performance continues to reflect the typical profile of a service-based organisation, operating across a large and dispersed network of public roads and waterways. Accordingly, we are reinforcing our injury prevention culture from the top of the organisation downwards. We continue to implement Donesafe across the Group, a safety system designed to improve tracking and reporting across the workforce and ultimately deliver improved safety performance through maturity of processes and consistency in work practices.

Kelsian is one of Australia's largest operators of public transport. We remain steadfast in our role as an enabler of lower emission transport solutions. As at June 2024, the transport sector comprises 21% of Australia's greenhouse gas emissions and is projected to become the largest source of emissions by 2030¹. Kelsian continues to collaborate with governments and other external stakeholders to support mode shift from higher emissions sources to lower emissions sources through public transport. This is one of the most effective ways to reduce transport sector emissions.

In addition to supporting mode shift and increased use of public transport, Kelsian is at the forefront of using zero emission vehicle technology. We own and operate one of the largest electric bus fleets in Australia, and we remain a trusted partner to governments in their decarbonisation journeys.

Our partnerships with community organisations in the areas where we operate demonstrate our commitment to driving positive change. We've provided two case studies outlining our partnerships with the Clontarf Foundation and Royal Flying Doctor Service as examples of how we're collaborating to create a significant and lasting impact.

We extend our sincere thanks to our employees, customers and partners for their ongoing support. Sustainability is a shared endeavour, and it is only through collaboration and collective effort that we will continue to deliver safe, sustainable, and inclusive transport services into the future.

Being a Responsible Employer and Operator



Enabling Smarter and Cleaner Transport



Supporting our Communities and Partners



DIANE GRADY AO

Chair - Safety, Risk and Sustainability Committee
29 September 2025

¹ Climateworks Centre, June 2024.

FY25 HIGHLIGHTS²



Group TRIFR –
12% improvement



383m
passengers carried



12,800+
Employees



124
Vessels



204
Zero Emissions Buses



Zero
significant spills



123
Depots / Ports



57%
female Board
representation



Nationwide 3-year
partnership with
Clontarf Foundation



5,870+
Buses



24
Trams

² At 30 June 2025.

ABOUT THIS REPORT

Scope of this Report

This report outlines Kelsian Group Limited's ('Kelsian' or 'Group') sustainability performance and covers assets owned and operated by Kelsian for the period from 1 July 2024 to 30 June 2025.

- People-related data included in this report refers to all direct employees working within Kelsian's operations.
- Health, Safety, Environment and Quality ('HSEQ') information is reported for operations within its control.
- All monetary amounts reported are in Australian dollars, unless otherwise stated.
- Non-operated activities are excluded from the scope of this report unless specifically stated.

Our Operations

Kelsian is Australia's largest integrated multi-modal transport provider and tourism operator, dedicated to delivering essential journeys through safe and intelligent transport solutions that enhance the sustainability and liveability of the communities we serve.

Headquartered in Adelaide since 1989, Kelsian has consistently demonstrated agility in uncertain times and is uniquely positioned for future growth. Our Group is comprised of:

Transit Systems: Operating domestic public transport contracts and charter services across six Australian states and territories.

All Aboard America! Holdings ('AAAH!'): The second largest motocoach operator in the USA, providing services in seven states in southwestern United States.

SeaLink Marine & Tourism: Operating ferry services and connecting travellers with some of Australia's most iconic holiday destinations and experiences.

Tower Transit: Operating international public transport contracts in Singapore, the Channel Islands, and the United Kingdom.

Kelsian Group moved over 383 million customers during FY25 and as at 30 June 2025, directly employed over 12,800 people, and operated more than 5,870 buses, 124 vessels, and 24 light rail vehicles.

We take pride in our exceptional team, who are dedicated to delivering safe and reliable experiences to our customers every time.



Liberty Bus, UK

Reporting Guidelines

This report has been prepared with reference to the Global Reporting Initiative (GRI) Standards. Refer to the GRI content index on [page 19](#) of this report.

MANAGING SUSTAINABILITY

Our Approach to Sustainability

We are committed to maintaining a sustainable and resilient business by embedding environment, social and governance (ESG) principles into our operations. Doing so helps us manage risks, create long-term value, and respond to the evolving expectations of our stakeholders. Integrating ESG into day-to-day decision-making supports better outcomes for our people, customers, communities and shareholders. Our approach is structured around three core focus areas that guide how we deliver impact and measure success.

Being a Responsible Employer and Operator

The health and safety of our people, passengers and the communities we serve remain our highest priority. In FY25, we strengthened our commitment to safety by elevating this pillar within our sustainability framework, recognising that the health and safety of our workforce underpins every aspect of our operations. We are working to embed a proactive, prevention-focused safety culture that is driven from the top and shared across all levels of the organisation. Alongside this, we continue to uphold strong environmental and social responsibility practices, and foster a diverse and inclusive workforce. Our governance structure ensures clear oversight and accountability for our sustainability strategy, helping us manage ESG risks and embed these considerations into core business decision-making.

Enabling Smarter and Cleaner Transport

We deliver low and zero-emission smart transport solutions that align with the decarbonisation goals of our customers, including state governments and transport authorities. By working closely with our stakeholders, we aim to make public transport more accessible, reliable, and appealing, encouraging a mode shift away from private vehicle use. Through these partnerships, we strive to create lasting positive impacts in the communities where we operate, supporting cleaner, more connected, and liveable cities.

Supporting our Communities and Partners

We partner with organisations that are aligned with our values to make a lasting impact in the communities where we operate. Kelsian also contributes to a range of local events in the communities where we operate, helping to bring people together and create positive change. We believe this investment helps to ensure the long-term success of our business.

Sustainability Governance

Our corporate governance framework is a foundational element that contributes to the preservation and creation of shareholder value, and sustainable longer term company success. The Kelsian Board maintains and enhances its corporate governance framework and reviews its framework and practices regularly, to ensure it consistently reflects market practices and stakeholder expectations.

Risk management is a core component of our corporate governance framework, and we have implemented structures, frameworks and processes that align to requirements of the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations—Principle 7 ('ASX Corporate Governance Principles'). Further information on how we manage our risks is available in our Annual Report and Corporate Governance Statement which are available on our website.

Kelsian is progressively aligning its climate-related disclosures with the IFRS S2 standard, reflecting our commitment to transparent reporting for investors and stakeholders. During FY25, we continued to build internal capability to ensure we are well positioned to meet future regulatory reporting in relation to climate disclosure requirements.

To oversee the delivery of our sustainability goals and aspirations, accountability has been collectively assigned to the Group Executive Team with oversight provided by the Kelsian Board and the Board Safety, Risk and Sustainability Committee which oversees the implementation of our sustainability and governance policies, practices and the effective management of our risks.



Materiality and Stakeholders

Kelsian's sustainability priorities are shaped by a materiality assessment process that identifies the issues most important to our business and stakeholders. While the material topics remained unchanged in FY25, the outcomes of the assessment continue to guide our sustainability strategy and inform the three core focus areas and supporting goals that deliver the greatest benefit and impact.

Our Sustainability Focus Areas

Being a Responsible Employer and Operator

- Ensuring the health and safety of our employees, passengers and communities
- Managing our environmental impact
- Promoting a diverse and inclusive culture

Enabling Smarter and Cleaner Transport

- Providing low/zero emissions and smart transport solutions

Supporting our Communities and Partners

- Driving positive change in the communities where we operate

How We Engage With Our Stakeholders

We recognise that our stakeholders both influence and are affected by our operations. Maintaining regular, meaningful engagement is essential, and we tailor our communication approaches to reflect the diverse needs and expectations of each stakeholder group.



Investors

Company website, ASX announcements, Half Year & Full Year financial accounts, investor presentations, AGM, roadshows, regular meetings, email alert service and periodic reporting.



Clients/Governments

Operational reports, client meetings, tenders and proposal submissions.



Local and Indigenous Communities

Regular meetings, participation in community programs, sponsorships, and supporting Aboriginal community products.



Suppliers

Regular meetings, supplier forums, tender contract documents, emails, conferences and industry forums.



Media

Announcements, media releases, corporate website, social media channels, media monitoring software, key industry journalists, industry events, industry partnerships and sponsorships.



Employees

Surveys, performance reviews, emails, training, intranet, regular meetings, frontline employee communication applications, virtual townhalls and newsletters (M&T only), engagement with unions, social functions, and leadership site visits.



Customers

Community events, on-mode signage, timetables, disruption notices, website/s, social media, electronic direct mail (EDM), customer apps, community newspapers, community group meetings, surveys, telephone, and emails.



Regulators

Meetings, feedback and information sharing through enquiries and other reporting obligations.



Joint Venture Partners

Regular meetings, communication, and information sharing.



SeaLink, Magnetic Island

Being a Responsible Employer and Operator



Torrens Transit
Adelaide

BEING A RESPONSIBLE EMPLOYER AND OPERATOR

Ensuring the Health and Safety of our Employees, Passengers and Communities

At Kelsian, the health and safety of our people, passengers and the communities we serve remain our highest priority. The nature of our operations across public roads and waterways presents inherent risks, and we are committed to ensuring everyone returns home safely each day. We recognise that delivering safe and reliable services depends on embedding a strong safety culture at every level of our organisation.

Safety performance remained a core focus for the Board Safety, Risk and Sustainability Committee and senior leadership throughout the year. Our ongoing efforts reflect a clear and consistent commitment to health and safety across the group.

Safety Performance

During the FY25 reporting period, our goal remained a 10% year-on-year improvement to injury frequency rates (LTIFR and TRIFR). While the Group target was not fully achieved, we continued to make progress, recording a year-on-year improvement of 12% in TRIFR. LTIFR was 6% higher than FY24 performance, and Lost Time Injuries (LTIs) remain a key focus across Kelsian's operations.

Analysis of LTI data highlights common causes such as musculoskeletal injuries, slips, trips and falls, and external factors including physical or verbal assault, and not-at-fault vehicle collisions. A number of LTIs related to physical or verbal assault and not-at-fault vehicle collisions in Transit Systems also resulted in secondary psychosocial impacts, underscoring the importance of integrated health and wellbeing responses.

To address these trends, targeted safety interventions are being implemented, including early intervention management, ergonomic reviews, and staff training in conflict de-escalation and injury recovery.

Improving Safety Performance by Embedding Programs Across Global Operations

In FY25, we continued to strengthen our group-wide safety culture through visible leadership commitment, increased frontline engagement and a focus on proactive risk management. Progress was made on several fronts, including the global rollout of our upgraded HSEQ system, Donesafe, which supports real-time safety reporting and increased visibility of lead indicators. Donesafe also allows for greater emphasis on incident tracking and learning, facilitating consistent action and communication across Group operations.

In late FY24, SeaLink Marine & Tourism launched its Safety Promise – The Safe Way is the Only Way – now embedded in inductions, training, and site communications. This initiative has driven a strong cultural shift and delivered encouraging results, including significant improvements in safety performance.

In the United States, AAAHI invested in the development and rollout of an advanced Multi-Cam Driver Safety System. Now fitted to around 30% of AAAHI's fleet, the system uses technology and real-time alerts to improve driver awareness and reduce risk during often highly repetitive tasks. This type of investment reflects our ongoing commitment to using technology to enhance safety across all parts of our business.

CASE STUDY



Leading the Way in Smart Transport Safety

AAAHI's Industry-First Multi-Cam Driver Safety System

Kelsian Group's US-based motorcoach business has developed and deployed an industry-first driver assistance system that integrates radar, high-definition cameras, and real-time alerts to enhance driver awareness and reduce incidents.

Developed over seven years, the system now features on approximately one third of AAAHI's fleet, with implementation works continuing in FY26. The system provides drivers with dynamic visual and audible feedback during high-risk manoeuvres like reversing or lane changes, helping to eliminate blind spots and improve overall situational awareness.

This custom-built system includes wide-angle side and rear cameras, LiDAR sensors, intuitive LED alerts, and dash-mounted monitors that adjust based on driving conditions. The integrated platform supports real-time coaching, compliance, and incident review.

The results have been compelling:

85% reduction
in fixed object incidents at Hotard Coaches, the first of our US businesses to complete the rollout

Improved driver confidence
and faster incident resolution

AAAHI's innovation sets a new benchmark for commuter safety and demonstrates how advanced technology can create meaningful outcomes for drivers, passengers, and the broader community.



✓ Dash-mounted monitor, AAAHI, USA

BEING A RESPONSIBLE EMPLOYER AND OPERATOR

CASE STUDY



A Safety Promise That's Making a Difference

SeaLink Marine & Tourism: The Safe Way is the Only Way

In May 2024, SeaLink Marine & Tourism launched a new Safety Promise – The Safe Way is the Only Way – reaffirming that safety is not just a policy, but a shared mindset and daily practice. Co-developed by team members across Australia, the Safety Promise was created in response to preventable workplace injuries and is now embedded in training, inductions, and operational routines.

The Safety Promise is more than words; it's a cultural shift. It reinforces our commitment to care for one another, speak up, take responsibility, and continually improve. Whether on board a vessel, on the road, or in the office, safety is everyone's business.

Since the Safety Promise was implemented, SeaLink Marine & Tourism safety performance has shown significant improvement.

AWARD



Excellence in Safety Recognised in Singapore

Tower Transit Singapore was honoured with the Excellence Award for Operational & Workplace Safety (Bus Operator) at the 2024 Public Transport Safety and Security Awards. The Sembawang-Yishun bus contract recorded the lowest rate of Category 1 accidents per 100,000 km across all 14 bus contracts, setting a benchmark for safety performance.

The award was accepted by Priscilla Wong, Operations Senior Manager for Sembawang-Yishun, who also presented the team's '3Rs' safety strategy—Risk Profiling, Risk Mitigation, and Recovery—to Mr Murali Pillai, Minister of State for Transport, Singapore.

In addition to this major recognition, Tower Transit Singapore received nine other safety and security awards, including for its fleet-wide installation of start inhibitors and the establishment of the sector's first Integrated Security Command Centre. These accolades reflect our unwavering focus on safety innovation and operational excellence across the region.



Priscilla Wong

Managing our Environmental Impact

Kelsian continues to operate in line with our HSEQ Policy and Climate Change Statement of Intent, maintaining ISO-certified systems to manage environmental impacts and ensure compliance. Our Environmental Management Plans are tailored to each site, focusing on emissions reduction, operational efficiency, and ecosystem protection.

CASE STUDY



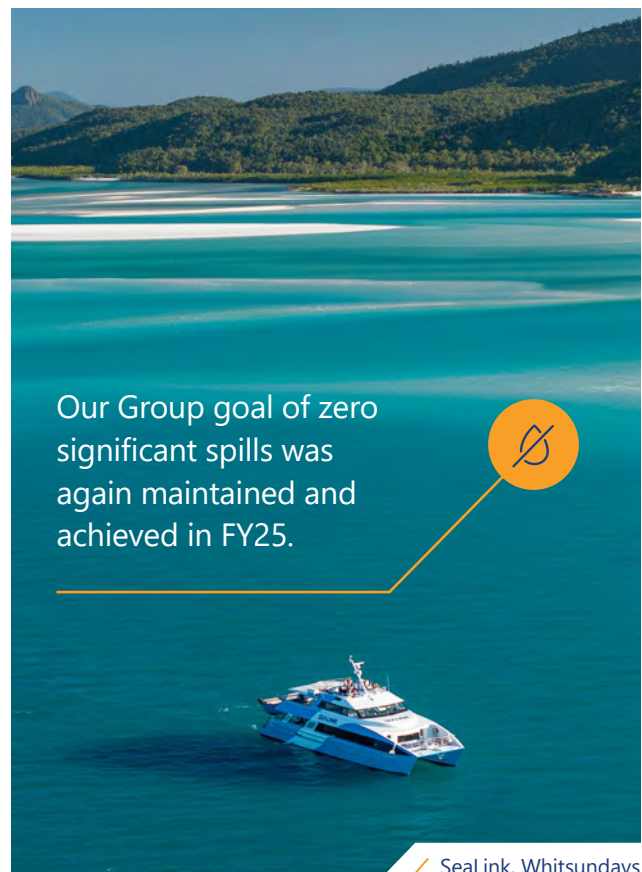
Driving Environmental Excellence Across Diverse Operations

SeaLink Marine & Tourism: National Environmental Inspection Program

With operations spanning coastlines, rivers, islands, and sensitive marine and land environments, SeaLink Marine & Tourism is committed to protecting the natural ecosystems in which it operates. In FY25, SeaLink launched a National Environmental Inspection Program to strengthen environmental performance across all sites.

As part of a broader environmental management framework, the program introduces structured, routine inspections focused on key impact areas, including oil and chemical handling, waste and water management, air and noise control, emergency preparedness, and resource conservation.

Supported by clear reporting mechanisms, the program is already delivering results by helping to embed consistent environmental practices, identify improvement opportunities, and reinforce SeaLink's role as a responsible environmental steward across its national footprint.



SeaLink, Whitsundays

Promoting a Diverse and Inclusive Culture

At Kelsian, our people are at the heart of both our current performance and our long-term success. We are proud to employ a diverse workforce that reflects the many communities we serve across our operations, bringing together individuals from a wide range of backgrounds, cultures, and perspectives.

In FY25, we focused on building on the fundamentals and executing the foundations of our Diversity and Inclusion Strategy, aligning our

approach across the Group. This included strengthening awareness, embedding inclusive leadership behaviours, and reviewing the systems that shape day-to-day employee experience.

Our commitment remains clear: to continue building a culture where every individual feels respected, supported, and able to contribute at their best, and to continually improve as we grow.

CASE STUDY

Empowering Women Through Inclusive Employment Pathways

Tower Transit Singapore Partners with Rise Above

To mark International Women's Day, Tower Transit Singapore (TTS) partnered with Rise Above, Singapore's first secular halfway house for women, to support women re-entering the workforce and explore careers in public transport.

As part of the initiative, TTS female employees hosted a behind-the-scenes tour of the Bulim Bus Depot for Rise Above residents. The tour provided a valuable opportunity for mentorship and inspiration, as TTS team members shared their personal stories of overcoming adversity and building fulfilling careers, in a traditionally male-dominated industry.

TTS is committed to supporting Rise Above beneficiaries with job matching, paid trials, and flexible employment options. The company is also exploring longer-term partnerships with other local organisations to extend its impact and create sustainable employment pathways.

This initiative reflects Tower Transit Singapore's ongoing dedication to diversity, equity and inclusion, creating opportunities for meaningful participation in the public transport workforce and helping women thrive in their professional journeys.

✓ Bulim Bus Depot Tour, Tower Transit Singapore



AWARD

Celebrating Local Recognition

Transit Systems NSW was proudly recognised at the Canterbury Bankstown Chamber of Commerce (CBCC) Gala Dinner, receiving a commemorative trophy presented by the Hon. Chris Minns MP, Premier of New South Wales. The award highlights our vital contribution to building a more connected, efficient, and inclusive transport network for Sydney.

Accepted by Steve Merrill, Head of Operations for Southwest Link, and Mark Peters, Executive General Manager Business Operations, the honour reflects the strength of our partnership with CBCC and the shared commitment to supporting local communities.

This recognition is a proud moment for everyone at Transit Systems and reinforces our ongoing dedication to delivering safe, reliable, and innovative transport solutions that keep Sydney moving.

✓ (L to R) Steve Merrill, The Hon. Chris Minns MP, Premier of NSW, Mark Peters



Enabling Smarter and Cleaner Transport



Transit Systems,
New South Wales

Providing Low and Zero Emission Transport Solutions

Kelsian is committed to supporting our customers and partners to achieve their emissions reduction targets by delivering smart, low and zero emission transport solutions that reduce operational emissions and enhance liveability in the communities we serve. As governments, customers and investors increasingly focus on decarbonisation, we are helping to accelerate this shift through practical investments, service innovation and strategic collaboration.

Globally, the transport sector accounts for around 27% of all energy use, and 64% of total oil consumption.³ On the emissions front, the transport sector accounts for 23% of global carbon emissions.⁴ Despite the challenge, decarbonising the transport sector presents one of the greatest opportunities for climate action. Through targeted investment in technology and partnerships with transport authorities, Kelsian continues to enable the shift from high-emission transport modes to more sustainable alternatives.

Mode shift plays a central role in reducing emissions and pollution, while also delivering broader social and economic benefits including reduced road congestion and increased connectivity. Kelsian supports this shift by encouraging people to move from private cars to shared transport options such as buses and ferries. Our contribution is made possible through:

- Investment in Zero Emissions Buses (ZEBs) and Infrastructure: As of 30 June 2025, our fleet included 204 ZEBs and one of the largest electrified bus depots in Australia at Leichhardt, Sydney.

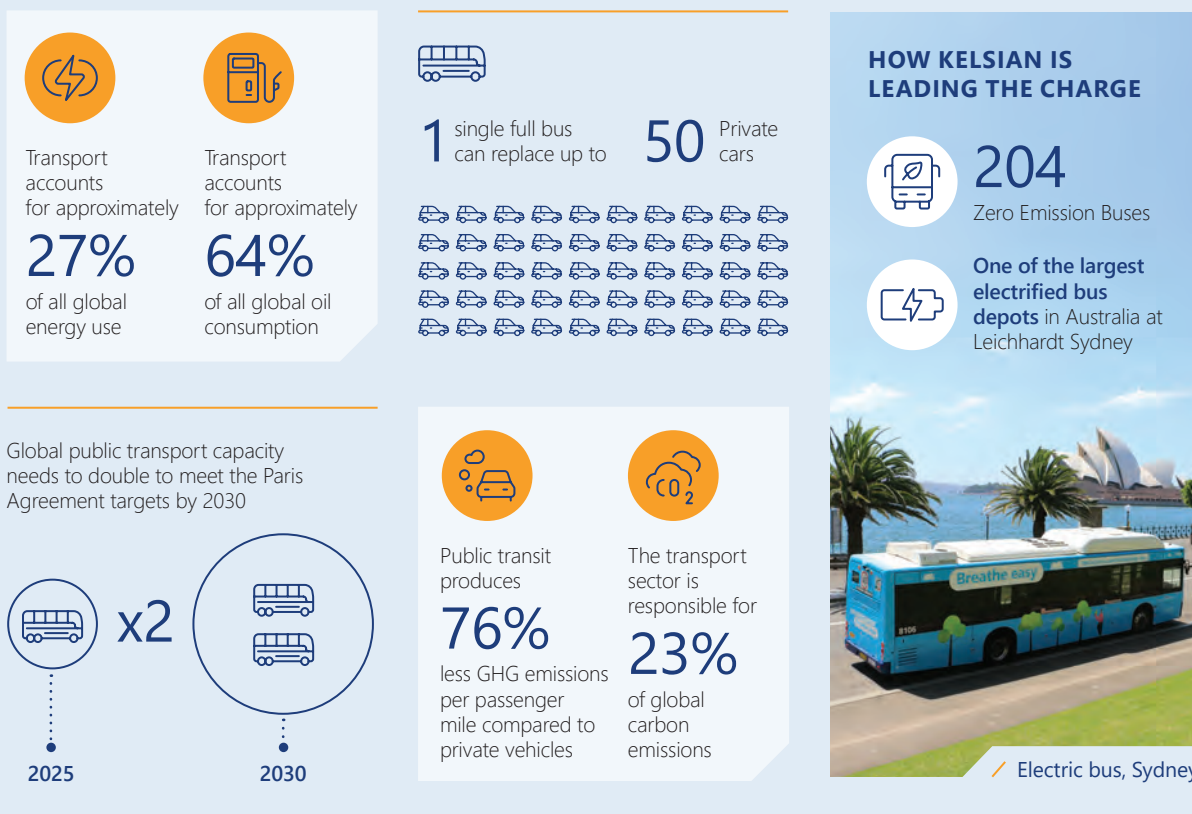
- Improving the Passenger Experience: Our zero emission buses offer a smoother, quieter ride, with upgraded interiors including improved seating and onboard USB charging.
- Policy Collaboration: We work closely with government partners to align services with climate targets, secure funding for infrastructure upgrades, and shape forward-looking transport strategies.
- Public Awareness Campaigns: Initiatives have helped promote the environmental benefits of public transport and influence commuter behaviour.
- Service Frequency and Reliability: While operations vary across regions, high-frequency, on-time services are key to making public transport a convenient alternative to car travel.
- Digital Innovation: Real-time tracking apps and tap-and-go payment options improve convenience and build trust in service reliability.

Kelsian has set a target to reduce the Scope 1 carbon intensity of our Australian public bus fleet by at least 50% by 2035, with a pathway to net zero by 2050. While we have not set a Group-wide Scope 1 reduction target, we continue to seek opportunities that balance emissions reduction with operational and commercial value.

Through continued investment, innovation and collaboration, Kelsian is proud to work with our government clients and customers to support the broader decarbonisation of transport systems and create more sustainable, connected communities.

Public Transport Sector⁵

Electric vehicles, and policy to support their uptake, needs to sit within a broader emissions reduction strategy for the transport sector. This includes shifting people onto more efficient and lower emission modes of transport such as shared mobility services in lower emissions vehicles, walking and cycling.



³ International Institute for Sustainable Development (IISD).

⁴ IPCC Sixth Assessment Report.

⁵ State of Climate Action 2021, Climateworks Centre.

ENABLING SMARTER AND CLEANER TRANSPORT

Transit Systems Recognised as a Sustainability Leader for Second Year Running

Expanding Our Green Fleet and Pioneering Hydrogen Bus Innovation

Transit Systems has once again been named in the Australian Financial Review's 2024 Sustainability Leaders list, recognising a second consecutive year of innovation in zero emission transport. This national recognition follows the successful deployment of hydrogen fuel cell buses in both South Australia and Victoria, marking a major step forward in the company's green energy strategy.

Transit Systems operates one of Australia's largest electrified bus depots and continues to lead in trialling and scaling next-generation transport technologies. Building on the momentum of FY24, where four hydrogen buses were introduced, the focus in FY25 shifted to monitoring performance and gathering operational insights to inform future deployment. Hydrogen buses offer a clean alternative to battery electric vehicles, with faster refuelling times and greater range, supporting long-term decarbonisation efforts across the network.

"We're proud to build local eco-supply chain networks and test market capabilities to drive better outcomes. These initiatives not only reduce emissions but also strengthen local manufacturing and logistics."

Michael McGee, CEO of Transit Systems

Hydrogen buses generate electricity through a fuel cell that combines hydrogen and oxygen, producing only water vapour as a by-product. Transit Systems estimates that the two Adelaide-based hydrogen buses added in FY24 help avoid around 90 tonnes of CO₂ emissions annually, while servicing more than 80,000 customer journeys in their first year.



Transit Systems, South Australia

By piloting new low and zero-emission technologies, Transit Systems continues to provide valuable data and insights to support evidence-based decisions for broader deployment, demonstrating its commitment to building sustainable, high-performance public transport solutions for Australia's future.

CASE STUDY



Upskilling for a Zero Emissions Future

Transit Systems and TAFE NSW Partner on EV Safety Training

As part of our commitment to innovation and safety, Transit Systems has partnered with TAFE NSW to deliver a pilot Electric Vehicle (EV) training program for maintenance staff. The course focuses on the essential skills required to safely service and maintain battery electric buses, ensuring that workshop teams are equipped to manage the unique challenges of high-voltage systems.

Delivered at the Leichhardt depot, the program is designed for tradespeople and workshop supervisors who are directly responsible for maintaining Transit Systems' growing electric bus fleet, which now includes 140 zero emission vehicles.

The course covers key topics such as high-voltage safety, EV servicing standards, and manufacturer-specific procedures.

The training ensures frontline teams are equipped with the skills and confidence to safely manage an evolving electric fleet. As we continue to invest in zero emission vehicles and supporting infrastructure, the program is expected to expand to more team members across the network.

This partnership with TAFE NSW reflects Transit Systems' proactive approach to workforce development and our commitment to supporting the safe transition to cleaner, smarter transport solutions.

Supporting our Communities and Partners



SeaLink, Kangaroo Island

SUPPORTING OUR COMMUNITIES AND PARTNERS

Driving Positive Change in the Communities Where we Operate

Kelsian is dedicated to supporting the communities we serve by offering safe, efficient and accessible services, and supporting organisations through various partnerships and sponsorships. Kelsian also contributes to a range of local events in the communities where we operate, helping to bring people together and create positive change. By continuing to support organisations in the communities we operate, we build trust and confidence.

CASE STUDY



Kelsian Joins Forces with Royal Flying Doctor Service

Kelsian has proudly partnered with the RFDS for the Oceans to Outback Challenge, a month-long national fitness and fundraising initiative supporting healthcare delivery in remote Australia.

The three-year partnership reflects Kelsian's commitment to giving back to the communities it serves. This partnership showcases our shared values—supporting regional and remote Australians while promoting wellbeing and connection.

The Oceans to Outback Challenge invited Australians to walk, run, or cycle throughout October 2024 to raise funds for RFDS. With over 9,000 employees across SeaLink Marine & Tourism and Transit Systems, Kelsian rallied its national workforce to take part and help RFDS surpass their goal of raising \$5 million.

RFDS Federation Executive Director Frank Quinlan highlighted the impact: "Funds help us deliver emergency services, mental health care, dental support, and GP clinics across rural and remote areas."

CASE STUDY



Transit Systems and SeaLink's Three-Year Partnership with the Clontarf Foundation

Transit Systems and SeaLink Marine & Tourism are proud to partner with the Clontarf Foundation to support the education and employment prospects of young Aboriginal and Torres Strait Islander men. Through a series of meaningful engagements, the partnership continues to foster cultural exchange, career insight, and community connection.

As part of National Reconciliation Week, Transit Systems NSW hosted Clontarf students at the Bradbury Depot for a day of cultural activities, including a Smoking Ceremony, storytelling, and team building with staff. "It's about connection, respect, and building a better future together," said Executive General Manager Business Operations Mark Peters.

The partnership supports Clontarf's **11,500 students across 150+ academies**, creating pathways into meaningful careers.

"We love that this partnership resonates with our national presence and our dedication to Aboriginal and Torres Strait Islander communities. The Clontarf Foundation provides an outstanding opportunity for us to engage purposefully, creating pathways for young men in these communities to thrive." Donna Gauci, CEO, SeaLink Marine & Tourism

Kelsian Group Launches Two-Year Reconciliation Action Plan (Feb 2024 – Feb 2026)

Kelsian is proud to have launched its first [Reconciliation Action Plan \(RAP\)](#) at the 'Innovate' level, as endorsed by Reconciliation Australia. This milestone reinforces our commitment to building respectful relationships and creating meaningful opportunities with Aboriginal and Torres Strait Islander peoples.

The RAP is designed to embed reconciliation into the way we do business, through cultural learning, economic participation, and deeper community engagement. It provides a framework for testing and refining initiatives that promote inclusion, awareness, and respect across our operations.

Key focus areas of the RAP include:



Cultural Awareness Training:

Equipping our people with the knowledge and understanding to engage respectfully.



Employment Opportunities:

Creating pathways for Indigenous Australians across our business.



Supplier Diversity:

Increasing our engagement with Indigenous-owned businesses.



Community Partnerships:

Supporting local initiatives through strong relationships with Traditional Owners and communities.

Governance



Swan Transit,
Western Australia

GOVERNANCE

Policies and further information regarding corporate governance are available via the Kelsian website: <https://www.kelsian.com/our-governance>

Information regarding Modern Slavery will be published in the FY25 Modern Slavery Statement which will be made available on the Kelsian website in December 2025.

Political Donations

In FY25, Kelsian made and reported payments totalling \$19,364 in political donations in Australia. These amounts all related to participation in forums and memberships for purposes of understanding policy positions and changes that may impact the business. Donated amounts are not inclusive of GST and are also reported in the performance table on [page 17](#).

Cyber Security

In FY25, Kelsian made several foundational improvements designed to reduce risk, enhance governance, and better understand our current state. These efforts support our longer-term objective of achieving ISO27001 certification and improving resilience across our global operations.

Key activities included updated assessments of our security tools, policies, and governance frameworks against the ISO27001:2022 standard. We also continued to build capacity through our dedicated cybersecurity function led by a highly experienced Group Chief Information Officer, and supported by a globally recognised Manage, Detect, Respond service provider.

Cybersecurity awareness remains a priority, with ongoing employee education campaigns delivered across our sites. Although there were no specific threats or material events throughout FY25, we recognise cybersecurity is an evolving challenge, and we remain focused on continuous improvement to protect our people, systems, and data.

Tax and Transparency

We comply with all tax laws in all jurisdictions where we operate. Our approach to tax compliance is a part of the broader Group Risk Management Framework. This risk framework, as detailed in the Kelsian Annual Report, ensures that all financial and operational risks, including tax risks, are effectively identified, assessed, and managed. It also reinforces our commitment to ethical financial practices and adherence to regulatory requirements.

We conduct our tax affairs within a financial management framework overseen by the Finance and Audit Committee. The Group Chief Financial Officer has overall management responsibility for Kelsian's tax affairs.

Our [Tax Transparency Report](#), which is published annually and made available on the Kelsian website, outlines our commitment to the Australian Voluntary Tax Transparency Code and provides detailed information about how we approach tax-related matters, our taxation strategy and the payments we make as an Australian listed public company.



Tower Transit, Singapore

PERFORMANCE TABLE

As at 30 June 2025

	FY25	FY24	FY23
People			
HEALTH AND SAFETY			
Fatalities	0	0	0
Number of safety fines/prosecutions	0	0	0
EMPLOYEE DATA			
Total number of employees (Global)	12,815 ⁶	12,361	9,412
Australia	9,016	8,845	7,506
UK	124	11	11
Channel Islands	188	257	248
Singapore	1,862	1,755	1,647
USA	1,625	1,493	-
Other	0	0	0
% Gender split (M:F)	82: 18	81: 19	84: 16
% Board (M:F)	43: 57	56:44	75: 25
% CEO (M:F)	100: 0	100: 0	100: 0
% KMP ⁷ (M:F)	67: 33	78: 22	83: 17
% Employees aged under 30 (M:F)	65: 35	64: 36	67: 33
% Employees aged between 30-50 (M:F)	82: 18	83: 17	85: 15
% Employees aged above 50 (M:F)	85: 15	83: 17	87: 13
% Employees by tenure length of < 5 years (M:F)	78: 22	77: 23	82: 18
% Employees by tenure length of 5-9 years (M:F)	85: 15	85: 15	88: 12
% Employees by tenure length of 10-19 years (M:F)	88: 12	88: 12	87: 13
% Employees by tenure length of 20+ years (M:F)	78: 22	77: 23	89: 11
Our Communities			
SPONSORSHIPS			
Total expenditure (\$AUD)	1,315,157	1,596,814	1,526,035
Expenditure in the Community Investment focus areas	996,581	876,759	-
POLITICAL DONATIONS			
Total expenditure (\$AUD)	19,364	30,890	27,727
Our Environment			
SPILLS			
Number of significant spills	0	0	1
Volume of significant spills (litres)	0	0	9,000
Number of significant spills to soil	0	0	0
Number of significant spills to water	0	0	0
Volume of significant spills to soil	0	0	9,000
Volume of significant spills to water	0	0	0
Total number of minor spills	3	5	5
Number of minor spills to soil	1	1	-
Number of minor spills to water	2	4	-
Volume of minor spills (litres) to soil	10	20	-
Volume of minor spills (litres) to water	105	126	-

⁶ Includes employees with Torrens Connect Joint Venture and Australian bus apprentices.

⁷ KMP: Key Management Personnel or Executives.

PERFORMANCE TABLE CONTINUED

As at 30 June 2025

	FY25	FY24	FY23
Our Environment continued			
FINES			
Number of fines for non-compliance with environmental regulations	0	0	0
GREENHOUSE GAS EMISSIONS BY COUNTRY			
Australia			
Scope 1 emissions (tCO ₂ ^e)	258,374	249,233	223,285
Scope 2 emissions (tCO ₂ ^e)	11,947	10,989	8,607
Total GHG emissions (tCO ₂ ^e)	270,321	260,222	213,892
Singapore			
Scope 1 emissions (tCO ₂ ^e)	100,375	95,934	90,067
Scope 2 emissions (tCO ₂ ^e)	3,818	3,607	2,089
Total GHG emissions (tCO ₂ ^e)	104,193	99,541	92,156
Total Group Level Emissions⁸			
Scope 1 emissions (tCO ₂ ^e)	358,749	345,167	313,352
Scope 2 emissions (tCO ₂ ^e)	15,765	14,596	10,696
Total GHG emissions (tCO ₂ ^e)	374,514	359,763	324,048
Emissions by Division			
Australian Bus - Scope 1 & 2 (tCO ₂ ^e)	221,191	214,098	178,249
Australian Marine and Tourism - Scope 1 & 2 (tCO ₂ ^e)	49,110	35,135	45,036
Scope 1 emissions intensity Australian Bus (tCO ₂ ^e /AUD\$m)	192.1	206.5	211
Scope 1 emissions intensity Australian Bus (tCO ₂ ^e /km travelled)	0.0011	0.0012	0.0012

⁸ Emissions from our operations in the US, UK and Channel Islands are yet to be calculated and will be disclosed in next year's report.

GRI CONTENT INDEX - GENERAL STANDARD DISCLOSURES

GENERAL STANDARD DISCLOSURES	DISCLOSURE TITLE	PAGE NUMBER (OR LINK)
STRATEGY AND ANALYSIS		
GRI 102-14	Letter from Chair of the Board Safety, Risk and Sustainability Committee	Message from the Chair of the Board Safety, Risk and Sustainability Committee, p. 2
ORGANISATIONAL PROFILE		
GRI 102-1	Name of Organisation	About this report, p. 4
GRI 102-2	Activities, brands, products and services	About this report, p. 4
GRI 102-3	Headquarters location	About this report, p. 4
GRI 102-4	Location of operations	About this report, p. 4
GRI 102-5	Ownership and legal form	Kelsian is publicly listed on the Australian Securities Exchange
GRI 102-6	Markets served	Company Website
GRI 102-7	Scale of organisation	Company Website
GRI 102-8	Information on employees and other workers	Performance Table, p. 17
GRI 102-9	Supply Chain	Modern Slavery Statement , p. 16
GRI 102-10	Organisational changes during the reporting period	Acquisition of Huyton Travel in the United Kingdom.
GRI 102-11	Precautionary principle	Issues relating to the precautionary approach or principle are considered through our Risk Management Framework which guides managers and decision makers within the business to assess current and future risks and opportunities
GRI 102-12	External initiatives	Kelsian is not currently endorsing any externally developed economic, social, and environmental charters or principles
GRI 102-13	Memberships of associations	PTAANZ and Bus Industry Confederation (BIC)
REPORTING PRACTICE		
GRI 102-45	Entities included in consolidated financial statements	FY25 Annual Report
GRI 102-46	Defining report content and topic boundaries	Managing Sustainability - Materiality and Stakeholders, p. 5
GRI 102-47	List of material topics	Managing Sustainability - Materiality and Stakeholders, p. 5
GRI 102-48	Restatements	-
GRI 102-49	Changes in reporting	None
GRI 102-50	Reporting period	1 July 2024 - 30 June 2025
GRI 102-51	Date of most recent previous report	30 June 2024
GRI 102-52	Reporting cycle	Annual
GRI 102-53	Contact point	Paul Azarraga, Head of Risk, Assurance and ESG. paul.azarraga@kelsian.com
GRI 102-54	In accordance option	This report has been prepared with reference to the GRI Standards
GRI 102-55	GRI Content Index	GRI Content Index - General Standard Disclosures
GRI 102-56	External assurance	Non-financial disclosures currently do not undergo external verification
GOVERNANCE		
GRI 102-18	Governance structure	Managing Sustainability - Sustainability Governance, p. 5
STAKEHOLDER ENGAGEMENT		
GRI 102-40	List of stakeholder groups	Managing Sustainability - Materiality and Stakeholders, p. 5
GRI 102-42	Identifying and selecting stakeholders	Managing Sustainability - Materiality and Stakeholders, p. 5
GRI 102-43	Approach to stakeholder engagement	Managing Sustainability - Materiality and Stakeholders, p. 5
GRI 102-44	Key topics and concerns raised	Managing Sustainability - Materiality and Stakeholders, p. 5
ETHICS AND INTEGRITY		
GRI 102-16	Values, principles, standards and norms of behaviour	Governance, p. 16

GRI CONTENT INDEX - SPECIFIC STANDARD DISCLOSURES

SPECIFIC STANDARD DISCLOSURES	DISCLOSURE TITLE	PAGE NUMBER (OR LINK)
CATEGORY : ETHICAL CONDUCT & TRANSPARENCY		
GRI 103-1 GRI 103-2 GRI 103-3	Generic Disclosure on Management Approach	Governance, p. 16
GRI 415-1	Political contributions	Governance, p. 16
CATEGORY : PEOPLE		
GRI 103-1 GRI 103-2 GRI 103-3	Generic Disclosure on Management Approach	Ensuring the Health and Safety of our Employees, Passengers and Communities, p. 7
GRI 403-2	Injury rates	Safety Performance, p. 7 , Performance Table, p. 17
GRI 103-1 GRI 103-2 GRI 103-3	Generic Disclosure on Management Approach	Promoting a Diverse and Inclusive Culture, p. 9
GRI 405-1	Composition of governance bodies and employees	Performance Table, p. 17
CATEGORY : SOCIAL/COMMUNITIES		
GRI 103-1 GRI 103-2 GRI 103-3	Generic Disclosure on Management Approach	Driving positive change in the communities where we operate, p. 14
GRI 403-1	Operations with implemented local community engagement, impact assessments and development programs	Specific information requested is currently not reported by the company
GRI 411-1	Incidents of violations involving rights of indigenous peoples	There were no known violations involving rights of indigenous peoples in the reporting period
GRI 205-2	Communicating and training on anti-corruption policies and procedures	Specific information requested is currently not reported by the company
GRI 205-3	Confirmed incidents of corruption and actions taken	Governance, p. 16
CATEGORY : ENVIRONMENT		
GRI 103-1 GRI 103-2 GRI 103-3	Generic Disclosure on Management Approach	Reducing our Environmental Impact, p. 8
GRI 306-3	Number and volume of spills	Performance Table, p. 17
GRI 305-1	Direct greenhouse gas emissions (Scope 1)	Performance Table, p. 18
GRI 305-2	Indirect greenhouse gas emissions (Scope 2)	Performance Table, p. 18

GLOSSARY

Board	Board of Directors of Kelsian Group Limited
Fatalities	Death resulting from work related injuries or occupational illness
GRI	The Global Reporting Initiative is a network-based organisation that sets out guidelines and indicators that organisations can use to measure and report their economic, social, and environmental performance
IFRS	International Financial Reporting Standard
Scope 1	Greenhouse gas emissions that are released to the atmosphere as a direct result of an activity such as diesel combustion in buses and marine vessels
Scope 2	Greenhouse gas emissions that are released to the atmosphere from the indirect consumption of an energy commodity such as from electricity purchased from the grid
tCO₂^e	tonnes of carbon dioxide equivalent is a term for describing different greenhouse gases in a common unit
TCFD	Task Force on Climate Related Financial Disclosures
LTIFR	Loss Time Injury Frequency rate calculated as (Number of Loss Time Injury / Number of hours worked) *1,000,000
TRIFR	Total Recordable injury Frequency rate calculated as (Number of Total Recordable Injury / Number of hours worked) *1,000,000
Significant spill	Incident that results in a remedial notice from the regulator



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