

Sustainability Report

2023–2024



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

Electric bus – Channel Islands

This page

Red Cat Adventures – Whitsunday Islands

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MESSAGE FROM THE CHAIR OF THE BOARD AUDIT, RISK AND SUSTAINABILITY COMMITTEE

I am pleased to present this year's Sustainability Report, which reflects our ongoing commitment to integrating environmental, social and governance ('ESG') principles into our operations.

This year, we have continued to improve our sustainability focus at the core of our operations, reflecting our purpose to be a world leader in delivering essential journeys through safe, intelligent, and sustainable transport solutions, while creating brilliant customer experiences.

A highlight of the year has been the further enhancement of our bus transport solutions to help reduce emissions and support global decarbonisation efforts.

As a leading Zero Emissions Bus (ZEB) transport provider, with operations in four countries, we recognise the impact our operations have on local environments and the communities we serve. We strive to make positive contributions and leave a lasting positive legacy.

In FY23, we established sustainability focus areas and supporting goals that are aligned with the priorities of our organisation and key stakeholders. These are:

- Collaborating for impact;
- Being a responsible employer and operator; and
- Building trusted and enduring external relationships.

We believe these focus areas are crucial for effective governance and long-term success, reflecting our commitment to sustainable and ethical outcomes, financial resilience, environmental stewardship, and community support.

This report shares stories of our work, the progress we have made on our goals and the recognition our people have received in delivering our commitments. We recognise that sustainability is a journey of continuous improvement, and we remain committed to exploring sustainable technologies, and working collaboratively with stakeholders to create a positive lasting impact on the communities in which we operate and serve.

It has been a pleasure chairing the Board Audit, Risk, and Sustainability Committee over the past year. From 1 July 2024, Jackie McArthur is our incoming Chair of the Safety, Risk and Sustainability Committee as I have stepped into the role of Chair of the Kelsian Board. I look forward to collaborating closely with Jackie as we continue our sustainability journey.



A handwritten signature in dark ink, reading 'Fiona Hele', written in a cursive style.

FIONA HELE

Chair – FY24 Board Audit, Risk and Sustainability Committee
27 September 2024

FY24 HIGHLIGHTS

Achievements



Board Renewal increasing independence and diversity of the Board and enhancing Committee structures



50:50 Male:Female Board gender diversity from 1 July 2024



Commencing operation of two Hydrogen Fuel Cell Buses (trial) in South Australia and two in Victoria



149 Battery Electric Buses in the global bus fleet as at 30 June 2024



Over \$6 million spent with Aboriginal and Torres Strait Islander organisations



Increased participation in our Employee Engagement survey by 12% compared to FY23

Awards & Recognition



Finalist for the Australian Financial Review 'Sustainability Leaders' List Award for the second year in a row



Tower Transit Singapore won U Safe (Safety) Award from the National Trades Union Congress



US business (AAAHI) won 'Innovative Operator of the Year' award for safety, technology and EV



Whitehaven Beach Big Island Day Tour and Red Cat Adventures received Advanced Ecotourism certification



Received a 'low risk' ESG rating score of 12.4 from Morningstar Sustainalytics, a significant improvement from 29.8 in FY23



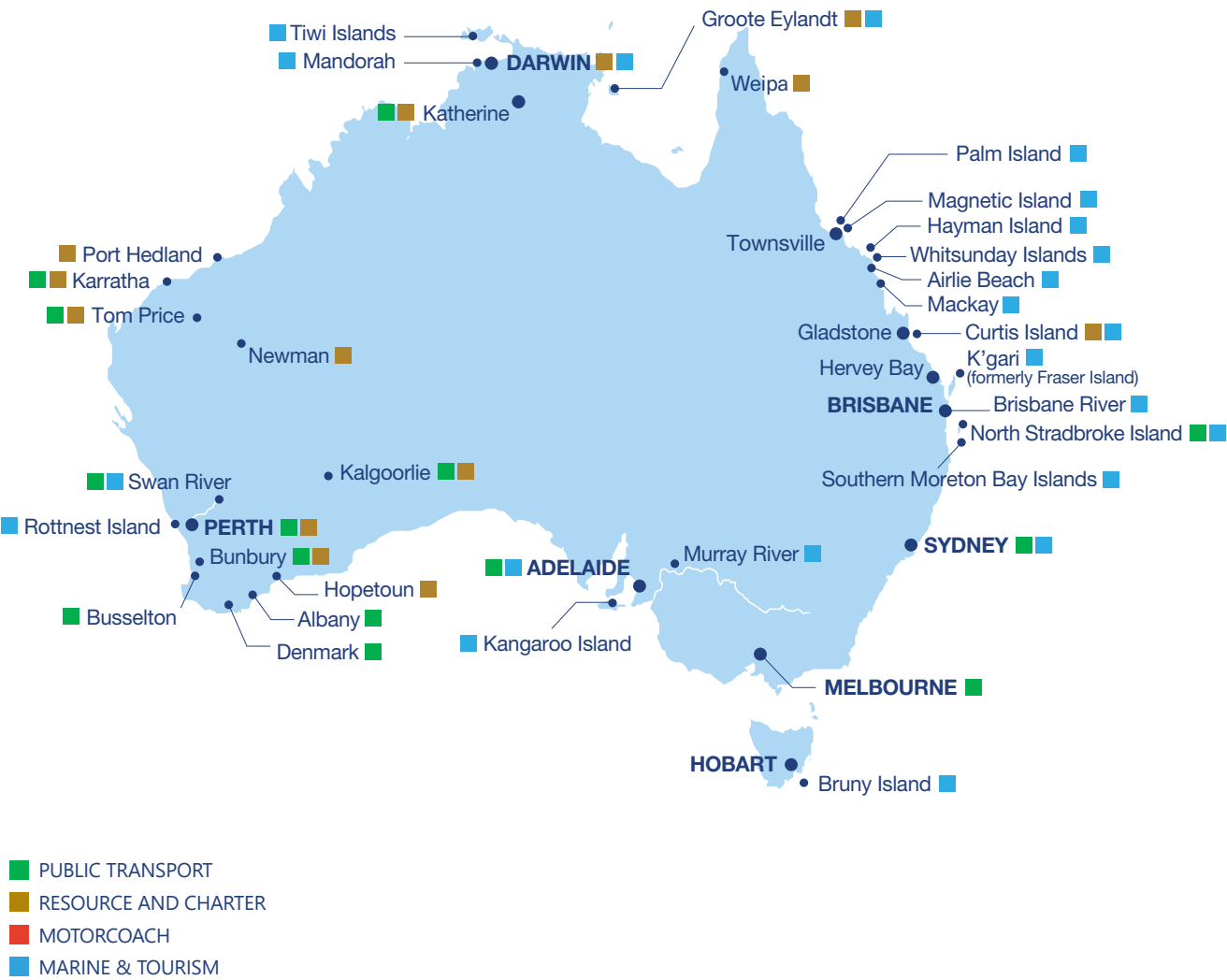
Climate Action Certification for Whitsunday Jetski Tours

OUR GLOBAL OPERATIONS

Through 2023-24, Kelsian's operations continued to grow and diversify. Here is a snapshot of the numbers at 30 June 2024.

More than
367 million
passenger
journeys

Australia



OVER
12,500
EMPLOYEES



115
VESSELS

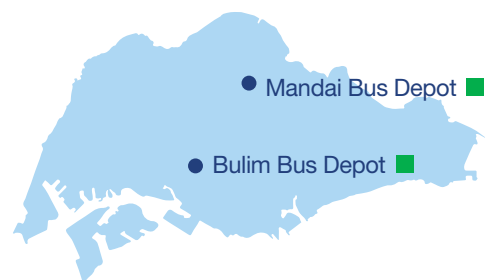


121
DEPOTS / PORTS

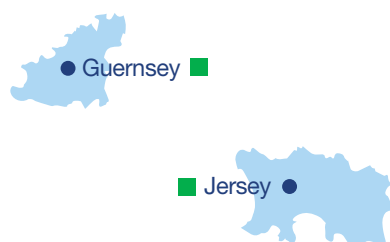
USA



Singapore



Channel Islands



United Kingdom



24
TRAMS



OVER
5,500
BUSES

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 2023 to 30 June 2024 ('FY24').

- 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 Group: Operating domestic public transport contracts across six Australian states and territories.

All Aboard America! Holdings ('AAAH!') Providing motorcoach services in seven states in the southwestern United States.

Sealink Marine & Tourism: Connecting travellers with some of Australia's most iconic holiday destinations and experiences.

Tower Transit: Operating international public transport contracts in Singapore and the Channel Islands (Jersey, Guernsey).

Kelsian moved over 367 million customers during FY24 and as at 30 June 2024, directly employs over 12,500 people, and operates more than 5,500 buses, 115 vessels, and 24 light rail vehicles.

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

Reporting Guidelines

This report has been prepared with reference to the Global Reporting Initiative (GRI) Standards. Refer to the GRI content index on [page 31](#) of this report.



Swan Transit – WA

MANAGING SUSTAINABILITY

Our Approach to Sustainability

We are committed to maintaining a sustainable business and further embedding ESG principles into our operations. Our approach to sustainability is built around three focus areas:

Collaborating for Impact

We continuously explore ways to provide 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 drive positive change in the communities where we operate. This includes sourcing products and services locally whenever possible and ensuring our business practices support environmental and social objectives.

Being a Responsible Employer and Operator

We are committed to promoting a diverse and inclusive culture while fostering a culture of safety, environmental sustainability, and social responsibility within our workforce. Our governance system provides oversight and accountability for our sustainability strategies, helping us manage ESG risks and integrate these considerations into our business planning.

Building Trusted and Enduring External Relationships

We believe in conducting our business activities ethically and transparently, and we are committed to avoiding modern slavery or any human rights violations within our supply chains. By setting clear sustainability targets and continuously monitoring our performance, we can meet our commitments and contribute to a more inclusive environment both within our workforce and in the services we deliver.

We also acknowledge the importance our stakeholders place on transparency reporting of performance, both financial and non-financial. For details of our financial performance, refer to our Annual Report at kelsian.com/investor.

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 shareholder 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'). It enables risks, and their treatment, to be considered where such risks manifest themselves. The consideration of risks forms part of key areas such as strategic planning, decision-making, financial/market risk, contract tender risk, transition risk, operational risks such as safety and environmental impacts, and cyber risk. Further information on how we manage our risks is available in our Annual Report and Corporate Governance Statement which are available on our website.

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 Audit, Risk and Sustainability Committee which oversees the implementation of our sustainability and governance policies, practices and the effective management of our risks.

Throughout FY24, safety oversight was the responsibility of the Board People, Culture and Remuneration Committee with sustainability and risk management overseen by the Board Audit, Risk and Sustainability Committee. Each Committee was provided with periodic updates by the key executives responsible for the relevant area including reporting by the Group Sustainability Manager to the Board Audit, Risk and

Sustainability Committee on the Group's progress against established goals and targets, as well as emerging developments.

With the changes to Board membership occurring throughout FY24, Kelsian has restructured the responsibilities and membership of its committees to form a dedicated Committee focused on oversight of safety, risk and sustainability reflecting the company's commitment to these critical areas.

Another notable achievement from the year has been the achievement of a 50:50 board gender diversity ratio from 1 July 2024, surpassing our target and exceeding the ASX Principles target of achieving a minimum of 30% female representation on the boards of companies in the ASX 200. This milestone demonstrates Kelsian's commitment to promoting inclusion and equal gender representation at the highest level of decision-making.

Material Topics and Our Focus

Through our sustainability materiality assessment process, we identified the issues and opportunities that matter most to both us and our stakeholders. We reviewed these topics during the period to ensure they remain appropriate. This materiality process involved:

- 1. Identification and exploration of sustainability topics;
- 2. Interviews with relevant stakeholders; and
- 3. Material issues identification.

Outcomes from the materiality assessment were utilised to establish three focus areas and supporting goals we believe will have the greatest benefit and impact to our organisation and stakeholders.



Our Sustainability Focus Areas



MANAGING SUSTAINABILITY CONTINUED

Our Stakeholders

Our stakeholders can impact and be impacted by our operations. As a result, maintaining regular communication with them is essential. Understanding the diverse nature of our stakeholders, we tailor our engagement strategies to suit their unique needs.

How We Engage With Our Stakeholders

Investors

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



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.



Clients/Governments

Operational reports, client meetings, tenders and proposal submissions.



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, emails.



Local and Indigenous Communities

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



Regulators

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



Suppliers

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



Joint Venture Partners

Regular meetings, communication, and information sharing.



Media

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



Collaborating for Impact

Transit Systems,
Stradbroke Island – QLD



PROVIDING LOW/ZERO EMISSIONS AND SMART TRANSPORT SOLUTIONS

The communities we serve and partners we work with are all striving to reduce their emissions and transition to net zero. We are committed to working with them to achieve this goal by delivering sustainable transport solutions.

Globally, the transport sector accounts for 23% of global energy-related carbon emissions, with road vehicles contributing 70% of direct transport emissions¹. Despite its challenges, transport has the potential to drive change with the help of new technologies and shifts in government policies. Recognising this future, Kelsian is committed to working with our government partners to help support society's transition to sustainable transport and net zero emissions. A 2020 study² by the Electric Vehicle Council revealed that each electric bus replacement yields an average net benefit of \$40,000 to society, primarily through reduced emissions and noise. Our zero emissions buses benefit our communities by reducing operational emissions, and alleviating air and noise pollution.

As of 30 June 2024, our fleet comprised 149 Battery Electric Buses (BEB) and four newly introduced Hydrogen Fuel Cell Buses (HFCB). Over the next two years, our ambitions are to see our fleet expand to approximately 375 BEBs and four HFCBs as well as work with our clients to deliver depot improvements, including grid upgrades and enhancements to charging infrastructure developments.

Australia

This year Transit Systems, through Go West Tours, launched two BEBs in regional Western Australia, including the state's first private electric commercial coach. This vehicle services the mining sector, providing zero emissions transport for mining employees, with an estimated reduction of 467.35 kg carbon emissions per week.

Pioneering the adoption of hydrogen fuel cell technology for transport in South Australia, we have launched the State's two inaugural HFCBs operating from the Torrens Transit Morphettville depot. This trial sets the benchmark for exploring hydrogen bus transportation solutions in Australia. These hydrogen buses utilise cutting-edge fuel cells that combine hydrogen with oxygen to produce electricity. This electricity powers an electric motor and is stored in onboard batteries.

¹ <https://www.ipcc.ch/report/ar6/wg3/chapter/chapter-10>

² <https://electricvehiclecouncil.com.au/wp-content/uploads/2020/09/EV-True-Value.pdf>

Hydrogen Fuel Cell Deployment

Emitting only water vapor, HFCBs represent a stride toward a cleaner, more sustainable future for Australian public transport. Hydrogen buses use fuel cells that work to combine hydrogen with oxygen. The resulting electricity is then used to power an electric motor and is also stored in batteries onboard. Estimating over 80,000 customer journeys within the first 12 months for Adelaide alone, these buses signify a significant leap toward sustainable and eco-friendly public transport.

We estimate an impressive reduction of approximately 90,000 kg of carbon emissions annually from the Adelaide buses. This initiative underscores our commitment to a greener future, emphasising our dedication to environmental responsibility and climate action, which are crucial elements of our ESG strategy.



Hydrogen bus, Torrens Transit – Adelaide

USA

Through its partnership with the National Renewable Energy Laboratory (NREL), AAAHI's ACE Express Coaches is advancing sustainable transportation with its innovative shuttle service program. ACE Express Coaches has added two electric vehicles and two Plug-In Hybrid vehicles to its fleet. These vehicles serve the NREL campus, transporting employees to various locations on campus and connecting them to public transportation options in Golden, Colorado.

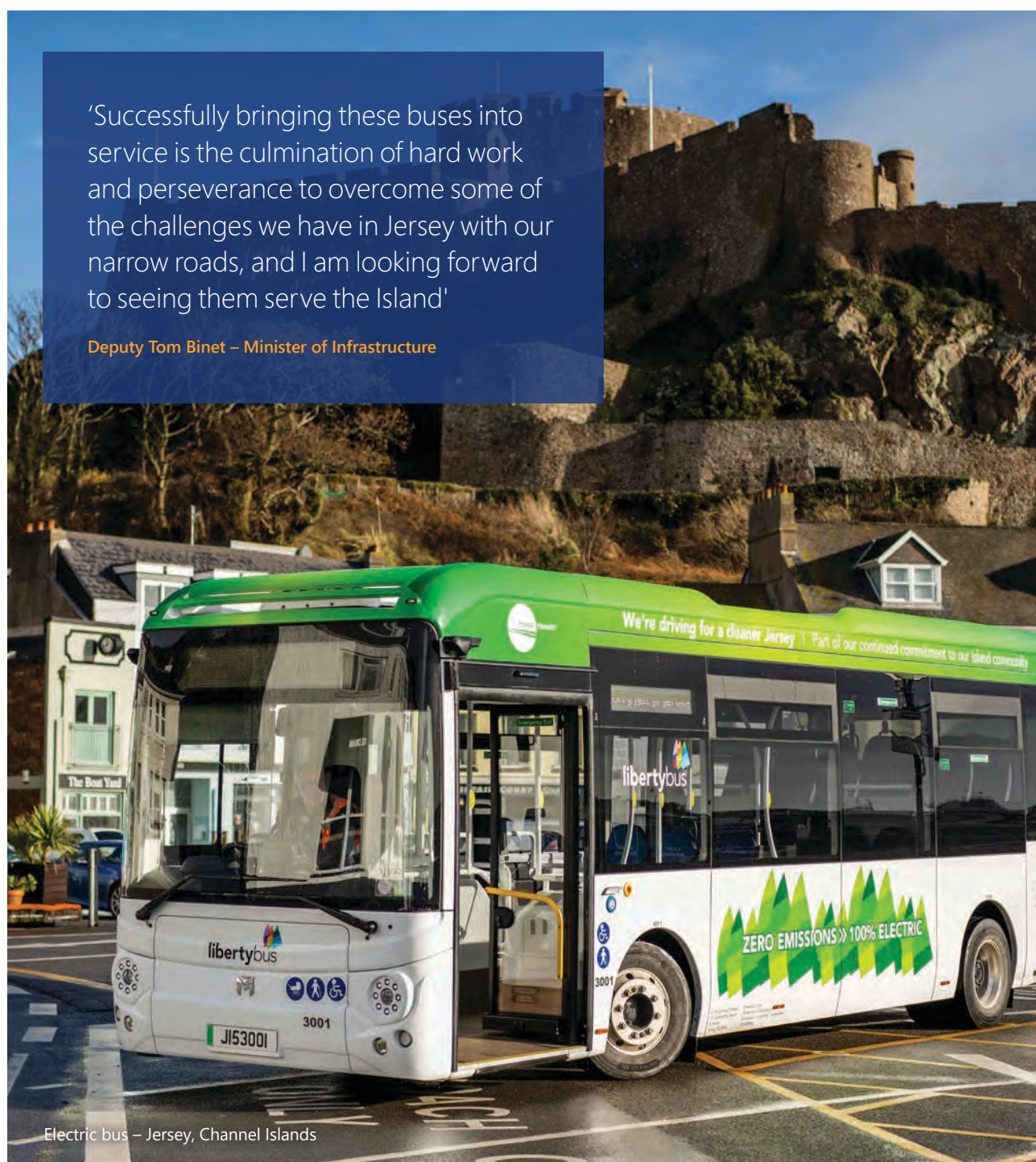
From October 2023 to June 2024, the two electric vehicles have achieved a significant milestone by displacing 12,526 litres of fuel, resulting in an estimated reduction of 26,136 kg of carbon emissions.

Channel Islands

In LibertyBus we introduced Jersey's first BEBs, marking a significant step towards a more sustainable and environmentally friendly public transportation system on the island. The introduction of BEBs aligns with the Government of Jersey's commitment to reducing emissions and creating a cleaner, greener island.

'Successfully bringing these buses into service is the culmination of hard work and perseverance to overcome some of the challenges we have in Jersey with our narrow roads, and I am looking forward to seeing them serve the Island'

Deputy Tom Binet – Minister of Infrastructure



Electric bus – Jersey, Channel Islands

PROVIDING LOW/ZERO EMISSIONS AND SMART TRANSPORT SOLUTIONS CONTINUED

Knowledge sharing

As a leader in zero emissions transport in Australia, we have a responsibility to pioneer new technologies and share our knowledge to drive industry-wide transformation. Our senior leaders frequently share successes, challenges, and insights at conferences, symposiums, and industry events to foster collaboration for a more sustainable transportation ecosystem and encourage a shift away from conventional cars.

We also host various educational sessions at our depots to inspire future transport professionals. For example, in October 2023, Transit Systems, through Torrens Transit, welcomed a group of year six students to its Morphettville bus depot. The aim was to enlighten the next generation about innovative energy solutions by showcasing cutting-edge hydrogen-powered buses and refuelling stations. This event provided the students with first-hand insights into the world of hydrogen-powered public transportation.

'We are thrilled to have had this opportunity to expose our students to the future of sustainable transportation. It's essential for our students to understand the importance of eco-friendly alternatives like hydrogen fuel cells. Torrens Transit has done a fantastic job in engaging our young learners.'

Ryan Van Den Brink, JS Classroom Teacher, Pembroke School



Hydrogen bus, Torrens Transit – Adelaide

CLIMATE CHANGE



Through our Climate Change Statement of Intent, we highlight our commitment to working with our customers to help them achieve their decarbonisation goals, identifying opportunities to reduce our emissions, and drive actions that ensure our business remains resilient to the impacts of climate change.

As one of Australia's largest public transport operators, we seek to deliver sustainable public transport services by utilising zero and low emission bus fleets, adopting fossil-fuel alternatives in our bus and marine operations, and enhancing operational efficiencies.

We recognise the global objective of reaching net zero by 2050 and in FY22, began enhancing our disclosures to align with the Task Force on Climate-related Financial Disclosures (TCFD) by assessing gaps in our existing reporting. In FY23, we undertook a review of both transitional and physical climate-related risks and opportunities relevant to our Group. Additionally, we carried out a qualitative analysis of these climate risks and opportunities using both a high and a low-carbon scenario, to forecast their potential impact on our business.

Our actions and objectives in this area reflect the diverse nature of our businesses. For our bus operations, we are focused on providing leadership and collaborating with our clients to plan and implement the transition of bus and motorcoach fleets to lower or zero emission vehicles along with transitioning depot infrastructure and operations to accommodate the evolving fleet profile. We also explore and implement innovative solutions where feasible to lower emissions and improve the efficiency of bus services, thereby reducing fossil fuel consumption.

In relation to our marine activities, we actively monitor and assess new developments in marine technology and trial new approaches that could help reduce emissions in the future. When designing new vessels,

we review and update the equipment configuration to optimise fuel consumption and efficient onboard electrical use, while also planning below-deck areas to be more flexible where practical to allow for newer technology solutions that may be available in the longer term.

We continue to assess and evaluate the most relevant and practical areas for our business to look to reduce emissions as we develop our planned decarbonisation path, ensuring that our goals and actions reflect the local communities we serve and the nature of the services we provide to our customers and clients.

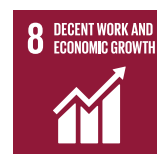
Compared to last year, our Australian Bus division (Transit Systems) carbon intensity relative to revenue has reduced, reflecting changes in the revenue and emissions from our activities in Australian Bus division including significantly expanding our Sydney bus operations during the year, as well as other factors such as other changes in services (refer performance table on [page 29](#)). On a year-on-year comparative intensity measure, our carbon emissions per kilometre travelled for the Australian Bus division have remained steady. Moving forward we continue to explore other ways in which to reduce emissions intensity including potential for further operational efficiencies as well as continuing to work with our government clients to increase flower emissions vehicles in our operated fleets.

Recognising the recent developments in sustainability reporting frameworks including the International Financial Reporting Standard (IFRS), as well as the Australian Sustainability Reporting Standards (ASRS), this year Kelsian has embarked on a journey to understand the reporting requirements and align its reporting in line with the proposed new standards. Throughout FY25, Kelsian will continue to work towards meeting the new regulatory reporting requirements by the required timelines.

Being a Responsible Employer and Operator



Tower Transit –
Singapore



PROMOTING A DIVERSE AND INCLUSIVE CULTURE

Our workforce is essential for maintaining strong business performance, and we take pride in having a diverse team of employees from various backgrounds, ethnicities, and religions, which is reflective of the communities we serve. It is our responsibility to cultivate an inclusive and discrimination-free environment where individuals from all backgrounds and genders feel included, respected and valued, ensuring that Kelsian remains a great place to work.

Diversity & Inclusion

We continued to deliver on our Diversity and Inclusion Strategy³ and embed our Diversity and Inclusion priorities across our businesses. Through this strategy we aim to create an inclusive, and accessible workplace for all, that is free from barriers, supports and celebrates the diverse talents of our team members, improves awareness of the value of diversity and inclusion across our organisation, and enables our leaders to champion diversity and inclusion.

In the third year of this strategy, the aim was to eliminate existing barriers that may exist for diverse groups with a particular focus on gender pay gap equity. To achieve this objective, we:

- Conducted ongoing review of existing recruitment practices to avoid potential barriers for diverse groups in securing employment.
- Reviewed National Policies to assess against best practice approaches and gender inclusivity.
- Conducted remuneration and rewards analysis to reduce the gender pay gap.



Sealink – North Queensland

Initiatives promoting Diversity and Inclusion

- Partnered with Yalari to sponsor a First Nations Student through the Rosemary Bishop Indigenous Education Scholarship through their secondary schooling at one of Australia's leading boarding schools over the next six years.
- Held several key diversity and inclusion activities for workplace teams to participate in including NAIDOC week, Harmony Day, National Reconciliation Week and awareness campaign, and International Women's Day educational talks.
- Attended Indigenous and Torres Strait Island fundraising events.
- Engaged Indigenous businesses for products and services.
- Finalised Kelsian's 'Innovate' Reconciliation Action Plan (RAP) which received final endorsement from Reconciliation Australia in June 2024.
- Diversity, Equity & Inclusion as well as Neurodivergence webinars hosted by our EAP Provider, Working-Life available to all staff.
- Launched the Hidden Disabilities Sunflower Program.
- Diversity & Equity Policy (Group) reviewed & updated to include AAAHL.
- Respect@Work training session delivered to businesses across the Group, to support our employer obligations for proactively preventing sexual harassment in the workplace and creating a safe working environment.
- Undertook several communication campaigns to increase awareness around diversity and inclusion initiatives.
- Hosted a Diwali celebration at the Kelsian Australian Head Office.

³ Focused on Australian operations only. Equivalent strategies are in place at the local business level for each international operating business, reflecting the culture and regulatory requirements for each jurisdiction whilst aligning with the Kelsian strategy.

PROMOTING A DIVERSE AND INCLUSIVE CULTURE CONTINUED

Women in our Workforce

Following a significant period of Board renewal and refreshment during FY24, from 1 July 2024 the Kelsian Board has exceeded its gender target and now has equal representation of each gender on its Board. Fiona Hele also leads the Board as its Chair from 1 July 2024.

As of 30 June 2024:

KLS Diversity and Inclusivity Targets	Outcome as of 30 June 2024
Achieve Board diversity of not less than 30% of Kelsian directors being of each gender	56% Male: 44% Female Kelsian Board Directors
At least 30% of senior management employees to be female by 2030	65.11% Male: 34.89% Female Kelsian Senior Management

We achieved a female senior management diversity rate of 35% at the Group level, up from 24% last year. This increase in female representation is a result of, actively attracting and promoting women to senior management positions and improving the accuracy of our diversity data. We aim to monitor this rate to ensure it is maintained and continue efforts to elevate female leadership within the organisation, whilst attracting top talent to join Kelsian.

To achieve this, our operating businesses are implementing specific actions, including succession planning to identify female talent, reviewing wage gaps between male and female employees to reduce disparities over time, ensuring at least one female candidate is interviewed for all corporate-level roles, offering flexibility in work schedules for women in management positions, and actively promoting internal roles through succession planning.

Accessible Employment

Kelsian seeks to foster an inclusive culture by ensuring access to meaningful employment. We offer appropriate roles and responsibilities, a supportive work environment for everyone, continuous development and training opportunities, and a work culture that embraces diversity, including individuals with disabilities. This is evident through the latest employee survey that showed 79% of employees recognised Kelsian as a workplace that values diversity, an improvement from 70% reported in FY23.

Empowering workers with Disabilities

Cheryl Tan, originally a pastry chef, was diagnosed with multiple sclerosis, which affected her legs and hands, making it impossible for her to continue in her profession. Her job coach referred her to a position at Tower Transit Singapore, where she applied and successfully secured her current role as a customer and inclusivity officer.

Ms. Tan starts her day with administrative tasks at the Mandai Bus Depot. She then assists with crowd management at Yishun Integrated Transport Hub, handles customer enquiries, manages internal communications for staff, and educates them about inclusivity. Additionally, she hosts courses on public inclusivity, teaching the public how to assist persons with disabilities on public transport and empowering disabled individuals to confidently use public transport.

Through her resilience and the support of Tower Transit Singapore, Ms. Tan found a new purpose in her career and built a fulfilling life for herself.

Women in Maritime

On International Day for Women in Maritime, celebrated annually on 18 May, SeaLink Marine & Tourism, a Kelsian subsidiary, celebrated the contributions of women in the maritime industry. SeaLink connected with several of its inspiring female marine crew to share their stories and offer advice to women considering a career in an industry where women represent less than two percent of the global seafarer workforce. SeaLink takes pride in having a female workforce that surpasses the global marine industry average.



RiverCity Ferries – Brisbane



Tower Transit – Singapore

Employee Engagement

Kelsian values employee feedback and undertakes employee engagement surveys to better understand their needs, issues and motivation levels. In FY24, efforts were made to make the survey more accessible to frontline staff who have previously found it challenging to participate online due to computer access challenges. Offering paper-based surveys not only increased participation rates but also made it easier for frontline workers to voice their concerns and share their thoughts. As a result, our participation rate increased by 12% from last year and saw improvements in the areas which drive our employee engagement.

Employees are enthusiastic and positively connected with the organisation	↑ 4% from last year
Employees shared they are proud to be part of the company they work for	↑ 5% from last year
Employees shared they would recommend their workplace as a great place to work	↑ 6% from last year
Employees recognised that their workplace values diversity	↑ 9% from last year
Employees know what they need to do to be successful in their role	↑ 5% from last year

Based on the survey results, action plans are developed within each business to address employee feedback. These plans ensure that their voices are heard, and feedback addressed effectively.

Aboriginal Employment

Kelsian strives to maximise employment and procurement opportunities with Aboriginal and Torres Strait Islander businesses and organisations. This involves actively encouraging Aboriginal and Torres Strait Islander people to apply for job opportunities, offering contracts and development opportunities to Aboriginal and Torres Strait Islander employees and businesses, and supporting organisations and initiatives that promote their growth and wellbeing. As of 30 June 2024, Kelsian had 45 known Aboriginal and Torres Strait Islander employees in the workforce.

In FY25, Kelsian will launch the Innovate Reconciliation Action Plan to strengthen relationships with Aboriginal and Torres Strait Islander peoples and pilot strategies for further reconciliation.

Celebrating LGBTQIA+

It is important that our people feel they can bring their true selves to work, and we strive to create a working environment that supports and celebrates diversity. To showcase this commitment, Transit Systems participated in the annual Sydney Mardi Gras march and wrapped buses in pink which serviced routes across Sydney between February and March 2024.

The pink bus wraps aligned with the Mardi Gras Festival 2024 theme, "Our Future," as Transit Systems and Transport for NSW focus on attracting the next generation of workers and fostering an environment where all employees thrive. Our Rainbow families proudly took a seat on the decorated Transit Systems buses and joined the 200-float street parade as part of Transport for NSW's Mardi Gras Parade float.



Mardi Gras bus, Transit Systems – Sydney

REDUCING OUR ENVIRONMENTAL IMPACT

Kelsian is committed to operating our businesses in a manner that minimises harm to our natural environments and ecosystems, as well as achieves compliance with environmental obligations. This commitment is governed by our Health, Safety, Environment and Quality Policy and Climate Change Statement of Intent. We provide our clients and wider stakeholders assurance by delivering services to international, national, local, and client-based requirements through accreditations in various jurisdictions and environments that we operate in. This includes having an integrated management system underpinning our operations that is built to internationally recognised standards including ISO 14001:20015 Environmental Management Systems, ISO 9001:2015 Quality Assurance Systems, ISO 45001:2018 Occupational Health & Safety Management System and ISO 55001:2014 Asset Management.

We work with our customers and clients to help them achieve their decarbonisation goals – refer [page 10](#) above.

Managing Our Impact on the Environment

Our Environmental Management Plans are tailored for each operation, incorporating strategies, actions, and KPIs to minimise our environmental impact. Since our transport fleet accounts for most of our group emissions, we actively monitor driver behaviour, track fuel consumption, and identify opportunities for operational efficiency improvements. As the transportation industry moves towards electrification, we anticipate further reductions in our corporate emissions.

Some of the measures taken to improve the efficiency of our diesel-powered vehicles and vessels include:

Technology

- Use of telematics technology and staff training to encourage efficient and safe driving.



Operations

- Efficient planning and schedule to reduce “dead runs”.
- Development of plans for operations to optimise fuel usage.
- Preventative maintenance and servicing of vehicles and vessels to retain levels of running efficiency.
- Regular monitoring of fuel usage.
- Use of additives such as AdBlue to reduce emissions of nitrogen oxide.



In line with our aspiration of achieving net-zero operations by 2050, the Sealink Marine & Tourism Division has initiated a number of specific actions to reduce the carbon intensity of our operations, including:

Operations

- Installation of voyage data recording systems that monitor fuel consumption and engine performance.



Maintenance

- Assessing existing vessels for antifoul hull paint coatings and aligning with appropriate low-friction products.
- Adoption of preventative maintenance programs to ensure the hull and machinery will be operating at its optimal level for longer.



Design

- Installation of high standard engines and propellers on all new vessels.
- Installation of propellers on new vessels to optimise efficiency.
- Feasibility studies for new vessels that utilise alternative low-emissions fuels.



Use of biodegradable plastic bottles in the Whitsundays

The SeaLink Marine & Tourism business has implemented several initiatives to reduce the environmental impact of our operations. For example, our Whitsundays operations have introduced new 500 ml biodegradable plastic water bottles when supplying customer drinking water on tours. These bottles are made with an enzyme that emits a chemical signal, attracting soil microbes that recognise the bottle as a food source. Consequently, if the bottle ends up in a landfill or waterway, these microbes will break it down into organic matter within one to five years. This microbial degradation process prevents the plastic from fragmenting into microplastics, ensuring no harmful microplastics leach into the environment or drinking water. The bottles are made from 100% recycled plastics, are fully recyclable, contain zero microplastics and are 100% degradable within five years, compared to normal bottles, which can take up to 750 years to fully degrade.

Tourism Reef Protection Initiative

Tourism can significantly impact the health and preservation of coastal ecosystems. While it brings economic benefits and helps raise awareness of these natural environments, reckless tourism can also present challenges such as physical damage to coral, pollution, and marine life. Therefore, tour operators have an important responsibility to ensure their activities do not harm the environment and actively contribute to the conservation and preservation of these areas.

Through Great Barrier Reef Marine Park Authority's Tourism Reef Protection Initiative, Red Cat Adventures contributes and supports vital reef protection and conservation efforts. We do this by conducting high-frequency reef health surveys, removing predators, training our crew in site-stewardship, and strengthening connections with the Traditional Owners. Our contributions include:

1,075 surveys conducted: These surveys provide a detailed picture of current reef health.

9,458 images captured: We contribute to the ReefCloud AI database, enhancing reef monitoring.

6,098 predators removed: We manage coral-eating predators like Crown-of-thorns starfish and Drupella snails.

64 onsite visits by Traditional Owners: These visits help maintain and develop connections to sea country.



Red Cat Adventures – Whitsunday Islands

Spill Incident Prevention and Response

The operation of buses and vessels involves the storage and regular use of liquid materials such as hydrocarbon oils, fuels, and radiator coolants. Accidental spills at depots, workshops, roads and in waterways can lead to contamination of the surrounding environment. We continuously work hard to minimise the negative impact of our operations by following regulatory guidelines and our standard work procedures. If a spill does occur, established practices and resources are employed to assist with spill remediation and response.

Kelsian has a Group-wide target of zero significant spills and striving to achieve a year-on-year reduction in minor spills. This year, we are proud to report that there were no significant spills and only five minor spills across our global operations.

ENSURING THE HEALTH, SAFETY AND WELLBEING OF OUR EMPLOYEES

We operate on private and public roads, waterways and interact with members of the public in the delivery of our services. The nature of our services and operations presents an inherent risk where a fatality or serious injury or illness can occur (e.g. vehicle or pedestrian collision, vessel/vehicle collisions and drowning). The delivery of our services and contracts is underpinned by our commitment to keeping our people and customers safe and free from harm. We believe that our goals cannot be achieved without an unwavering focus on health, safety and wellbeing.

Kelsian's workplace health and safety management systems comply with local regulatory requirements and are based on international safety standards such as ISO 9001:2015, ISO 45001:2018 and ISO 55001:2014. These standards provide a framework for us to establish processes that identify, assess and manage workplace health and safety risks.

Our work is guided by the overarching Kelsian Health, Safety, Environment and Quality ("HSEQ") Policy, ensuring the same commitment and values are delivered consistently across all the businesses under our portfolio. This allows our operating businesses to modify their policies, procedures, and systems to minimise our risk profile and achieve industry best practices while being flexible to cater to local individual business requirements in managing HSEQ. Kelsian's HSEQ policy is accessible via the corporate website.

During FY24, the Board People, Culture and Remuneration Committee, along with the Group Executive Team and senior business leaders, oversaw our safety performance and execution of our strategies and plans to achieve our Health and Safety targets. From 1 July 2024, safety oversight will form part of the responsibilities of the Board Safety, Risk and Sustainability Committee.

Safety Performance

During the FY24 reporting period, our goal was to reduce our Injury Frequency Rates (LTIFR and TRIFR) by 10% year-on-year. Although our Group target was not met, we achieved a year-on-year improvement of 6.87% for LTIFR and 3.58% for TRIFR⁴ and our Singapore and Channel Islands businesses met their safety targets. There were zero fatalities and no health and safety related fines received from the regulator during the reporting period.

In FY24, the following initiatives were delivered globally across the Group:

- Kelsian developed and released a comprehensive suite of HSEQ Group Standards to drive consistency of safety management practices across its global operations. These standards align with international standards and guidelines, and specific requirements set by the Group Executive Team. Work is underway by our operating businesses to address any identified gaps.
- There continues to be a significant emphasis on critical safety risk and injury management within the organisation. This is an essential component of the broader risk management process and aids in identifying potential risks that could lead to serious injuries before they occur. Our efforts in this area support a risk-based approach to overseeing and managing safety throughout the organisation.
- To create and maintain a safety-oriented work environment, we conduct safety campaigns and provide trainings across all our operating businesses.

Safety Initiatives

In addition to efforts at Group level, our operating businesses continued to improve and invest in their HSEQ management systems, processes and capabilities including embracing new technology and innovation.



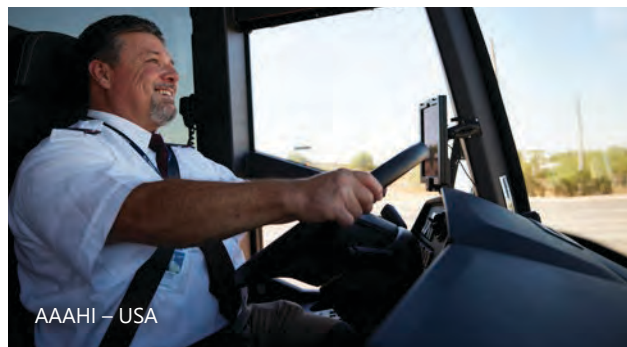
Transit Systems

- Introduction trial of accident-avoidance technologies such as Mobileye. This collision avoidance system continuously monitors the road ahead and warns the driver a few seconds before a potential collision. This trial technology aims to reduce accidents, incidents, and injuries on the road by using AI technology to monitor pedestrian and cyclist collision warnings, forward collision warnings, lane departure warnings, and provide headway monitoring.
- Torrens Transit renewed a partnership with Crime Stoppers in South Australia. Over the last three years, the Crime Stoppers SA logo and contact details have appeared on more than 800 buses operating in the Adelaide public transport network, helping create a safer environment for our passengers and bus drivers.



Sealink Marine & Tourism

- Introduced a new safety promise, "The Safe Way is the Only Way," across all operations to foster a safety-focused mindset. This promise is prominently displayed in workplaces, included in inductions, training materials, documentation, and meeting agendas, and is now integral to daily actions and conversations.
- Introduced a National Marine Training and Assessment Program to advance best practices for vessel Masters, Engineers, and Deckhands, aiming to prevent marine incidents. The program exceeds legislative requirements, targets operational and safety excellence, uses QR codes for continuous improvement, and includes training on leadership, communication, and de-escalation to ensure a safe environment.
- Enhanced health and safety reporting, accountability and governance in FY24. Injuries and incidents are now being shared in greater detail nationally to prevent recurrence of Lost Time Injuries and Notifiable Incidents.



⁴ These figures exclude AAAHI for FY24 as they were still being integrated into consistent reporting across the Group. Kelsian seeks to harmonise reporting and processes across the Group to establish a shared language and understanding to underpin leadership and fostering better safety outcomes for our employees, customers and the communities.



AAAHI

- Market leading on vehicle technology systems providing telematics and driver performance monitoring installed.
- Implemented a Physical Abilities Test to enhance safety standards for motorcoach operators. The test ensures proper access to steering wheel and pedals, appropriate seat belt fit, and correct seating posture. Integrated with Federal Department of Transportation medical certification, it ensures AAAHI drivers meet the highest industry standards.



Tower Transit Singapore (TTS)

- Received the National Trades Union Congress (NTUC) U Safe Award at the NTUC U Safe Forum and Awards 2024, themed "Building a Safer Workplace Culture Together," recognising Tower Transit Singapore's commitment to a healthier and safer workplace.
- Expanded the Safety Champion Programme by adding six new members, totalling 14 Safety Champions. Held a recognition day where Safety Champion vests and awards were presented.
- Introduced new safety posters at interchanges and depots to enhance staff safety awareness.
- Conducted Safety Time Outs where staff were engaged to understand the staff safety concerns.
- Ran a 360-degree camera usage campaign to encourage technology use in preventing reversing incidents, resulting in fewer such incidents at TTS.



Tower Transit UK and Channel Islands

- LibertyBus is using the well-established Smith System (Smith5Keys) to maintain high driving standards. The five keys are: Aim high in steering, Get the big picture, Keep your eyes moving, Leave yourself an out, and Make sure they see you. These principles help drivers create space, visibility, and time to react to hazards. All staff complete the full course with annual refreshers, and an in-house trainer assesses drivers across the network to ensure standards are met.
- The Channel Island businesses continued to deliver safety campaigns through BLINK, toolbox talks and monthly engagement sessions which covers topics such as hazard perception (new hazards on the road, obstacles and diversions) to ensure drivers are aware of any potential dangers whilst out on the road.

AAAHI receives innovative operator of the year award

In February 2024, All Aboard America! Holdings, Inc. was recognised by Metro Magazine as the Innovative Operator of the Year for investing in safety, technology and EV. As an early adopter of Samsara's telematics and video monitoring system, AAAHI has built a culture where the mantra of "safety drives all decisions" is more than just a tagline. The system is used to detect events such as speeding, harsh braking, aggressive acceleration, hard cornering, and excessive idling, and features management alerts live view cameras, which records incidents for coaching and feedback sessions, as well as evidence for law enforcement and insurance companies.



Employee wellbeing

Kelsian is committed to enabling and supporting the wellbeing of our people so they can thrive both professionally and personally. In FY24, we delivered the following:

- Our Employee Assistance Program (EAP)⁵ continued to be made available to all employees, across all operating businesses and often promoted internally to enable greater awareness and support for employees' wellbeing. This offering goes beyond employee mental wellbeing, and provides information and education on topics such as fitness, nutrition, bullying and harassment, workplace posture, family and parenting etc.
- We delivered online training to our employees covering important topics such as psychosocial hazards, resilience, managing change, managing health, therapy myths and facts, and physical exercise.
- Employees in Australia were also offered free flu vaccination shots to ensure they remain healthy during flu season, reducing absenteeism and promoting a robust immune system.
- Recognising the importance of mental health, we continued to offer mental health webinars and observe R U OK day to raise awareness around mental health issues and reminding people to check in with their friends, family and peers and help them through difficult times in their lives.

⁵ Focused on Australian operations only. Equivalent strategies are in place at the local business level for each international operating business, reflecting the culture and regulatory requirements for each jurisdiction whilst aligning with the Kelsian strategy.

Building Trusted and Enduring Community Relationships

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GIVE TIME FOR ME

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Tower Transit – Singapore



DRIVING POSITIVE CHANGE IN THE COMMUNITIES WHERE WE OPERATE

Kelsian is dedicated to supporting the communities it serves by offering safe and efficient services, connecting people to their livelihoods, supporting and empowering local businesses and by supporting organisations through various sponsorships and donations. Kelsian also supports various local events helping bring people together and create positive change.

Enabling Communities

This year, LibertyBus proudly hosted an event to launch and share the results of their [Social Impact Report](#) with the public and other key stakeholders. This report, based on insights from a customer satisfaction survey in 2023, offers a thorough understanding of how LibertyBus' initiatives have benefited various community sectors, including the youth, elderly, customers with disabilities, and broader community.

Elderly and young people – LibertyBus' customer satisfaction survey highlights our positive impact on Jersey's senior community where 84% of those over 65 said our bus service enables them access to shops, 63% can access hospitals, and 90% reported cost savings. Additionally, the survey shows benefits for young adults, with nearly 20% of 16-24 year olds noting improved social interaction, 49% gaining confidence to travel independently, and 68% reported saving money.

People with disabilities – Accessible transport is crucial for enabling communities and ensuring that people with disabilities can participate fully in society. Our services help remove transport barriers for disabled people by enhancing their confidence, independence, and resilience. For example, Tower Transit Singapore offers **Public Bus Inclusivity Courses (PBIC)** for schools and **Public Bus Confidence Courses (PBCC)** for wheelchair users and caregivers, ensuring passengers learn to commute safely on public transport. This year, Tower Transit Singapore in partnership with the Public Transport Council, under the Caring SG Commuters Movement, unveiled two buses displaying artworks by students from special education schools. The artworks depict people with intellectual and developmental disabilities in public transport settings and feature tips on how other commuters can help by adopting the four caring norms – Give Time, Give Care, Give a Hand, and Give Thanks. This initiative aims to raise awareness of the needs and challenges faced by peoples with disabilities during their public transport commute.

Helping disadvantaged people

LibertyBus has supported Ukrainian migrants living in Jersey displaced from their homes as a result of the war by issuing Ukrainian refugees an annual bus pass free of charge.

In the Channel Islands, LibertyBus has also introduced additional initiatives such as **Disability Outreach Projects** (which ensures staff receive disability awareness training), **1-2-1 programme** (which offers individual support focusing on new wheelchair users), and **Wheelchair Passports** (ensures certainty in accommodating powered scooters), and the **Accessibility card** (for those with hidden disabilities) to help those who need it.

In Australia, Kelsian announced its corporate partnership with the Hidden Disabilities Sunflower program to make our workplace more inclusive and empower our employees to better support our customers and each other. The Hidden Disabilities Sunflower program supports people living with non-visible disabilities and encourages inclusivity, acceptance and understanding in society. Wearing the sunflower (for example, as a lanyard, pin, or wristband) is a simple tool for individuals to voluntarily share that they have a disability or condition that may not be immediately apparent.

'We want to continue to foster this 'kampung' (village) spirit, this 'kampung' on wheels, where the bus captain and commuters come together to help those who are unable to help themselves.'

Winston Toh - Managing Director,
Tower Transit Singapore



Tower Transit – Singapore

DRIVING POSITIVE CHANGE IN THE COMMUNITIES WHERE WE OPERATE CONTINUED

'We believe that everyone should have the opportunity to experience the wonders of the Great Barrier Reef. Our commitment to accessibility is reflected in the enhancements we've made to our vessel and the information we provide our guests.'

Julie Telford - Business Development Manager, Red Cat Adventures

SeaLink Marine & Tourism's Red Cat Adventures and Whitsunday Jetski Tours are making significant strides in enhancing accessibility for all guests, especially those with accessibility needs. This initiative underscores SeaLink's commitment to inclusivity, ensuring every traveller can enjoy the breathtaking beauty of the Great Barrier Reef. Red Cat Adventures and Whitsunday Jetski Tours hosted five carers and fourteen clients from the Endeavour Foundation for a sightseeing trip around Airlie Beach.

Key enhancements to Red Cat's services include:

- Wheelchair-friendly vessel: specifically designed to accommodate guests with mobility challenge;
- Dedicated accessibility page: serves as a comprehensive resource for all accessibility-related information;
- Marked accessible tours: to facilitate better planning for guests; and
- Staff training: to ensure staff can assist guests with varying needs.

Community Investment

During the year, Kelsian rolled out its Community Investment Framework to align our community investments across the Group focusing on three key areas (Education, Environment, and Health and Wellbeing) for greater impact of our community investments and donations. As at 30 June 2024, Kelsian had collectively invested around \$1.6 million in local communities through direct cash contributions, in-kind support, services, and volunteer efforts. Half of this total expenditure was allocated specifically to our focus areas of health and wellbeing, education, and the environment, with the remainder being directed to a broad range of other community areas or requests most relevant to the local business.

While Kelsian's five operating businesses support various initiatives, here are a few examples of how Kelsian has been able to support our communities over the reporting period.

Supporting Health and Wellbeing

In support of the McGrath Foundation during Breast Cancer Month in October 2023, SeaLink embraced the pink theme across its Australian operations. Crew members wore pink caps, vessels were decorated in pink, and websites featured a pink hue to raise awareness and funds (\$11,000) for the McGrath Foundation's work supporting individuals and families affected by breast cancer. SeaLink contributed through activities held during the month and displayed posters and QR codes in terminals, vessels, and on the website to facilitate customer donations.



Supporting Education

Believing that education is crucial for generational change and a brighter future for Indigenous Australians, Kelsian has partnered with Yalari in a six-year commitment to fund a student's entire secondary education. Since 2005, Yalari has been offering full boarding scholarships to Indigenous children from regional and remote communities.

In the coming year, we will seek further opportunities for Kelsian to provide additional support through work experience programs and to enhance educational outcomes in the communities where we operate.



Cleaning up the Environment

Through Captain Cook Cruises (Sydney), SeaLink Marine and Tourism is actively working to reduce plastic waste in Sydney Harbour by participating in the Sydney Seabin™ project. The innovative Seabin™ technology uses a water pump to draw in contaminated water, capturing debris before releasing clean water back into the ocean.

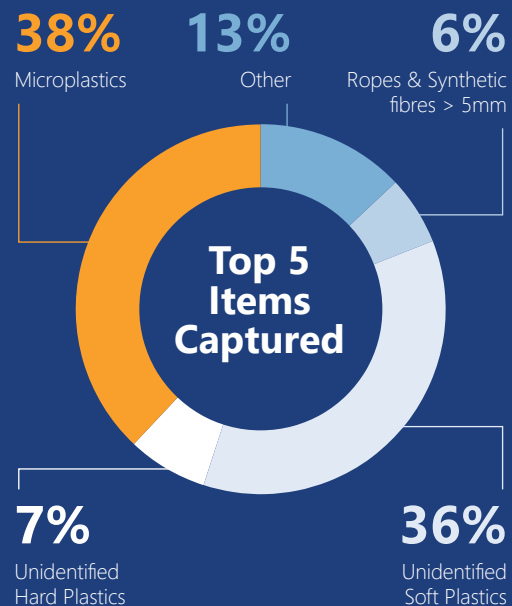
In the 12 months following the installation of the Seabin™ in April 2023 at our King Street Wharf location, it has accomplished the following:

Filtered 240.44 million litres of water:
(equivalent of 96 Olympic swimming pools).

Captured 324.84 kgs of marine litter.

Captured 53,261 plastic items:
(equivalent to 910 plastic items per day).

Captured 20,242 microplastics.



Supporting Local Suppliers and Organisations

Kelsian aims to incorporate as much local content as practical into our operations with the aim of supporting local small-to-medium enterprises and Aboriginal-owned businesses. This is evidenced in our Australian operations where our supply chain is predominately local to our operations.

Kelsian set a target to improve Aboriginal and Torres Strait Islander participation through employment, business partnerships and capability development. To quantify and understand Kelsian's impact, we track our engagement with and support for these organisations and initiatives, including land councils, suppliers, contractors, and sponsorships. Kelsian has spent over \$6 million in FY24 with the Aboriginal and Torres Strait Islander partnerships.



Corporate Governance



SeaLink NT – Tiwi Islands

CORPORATE GOVERNANCE

The Kelsian Board is committed to maintaining good corporate governance and reports on its corporate governance practices annually in its Corporate Governance Statement. Information is also provided on [page 6](#) of this report more specifically on our governance and risk management of sustainability.

Business ethics and transparency

Kelsian is dedicated to operating its business with the highest standards of ethics and transparency, which are critical factors in our continued success and growth. To drive this outcome across our global operations we have implemented the following policies (the latest copies of which are available on our website):

Code of Conduct

Our Code of Conduct aligns with our values and sets clear expectations for all employees to comply with legal obligations but also to act ethically and responsibly. The Code of Conduct is supported by other Company policies⁶ that set out guidelines to ensure all activities are conducted ethically and transparently and in compliance with the laws and regulations of each jurisdiction in which we operate.

Anti-Bribery and Corruption Policy

Bribery, corruption and breach of sanctions are unacceptable in any form and Kelsian requires all employees to ensure any business dealings in which they are involved remain free from real or perceived bribery or corruption. This policy covers all dealings with politicians and government officials or any candidates for public office which must be done with caution and always at arm's length to avoid any perception of attempting to gain advantage. From September 2024, a revised policy expanding on the sanctions aspect of this policy has been adopted and the policy name changed to the Anti-Bribery, Corruptions and Sanctions Policy.

Whistleblower Protection Policy

Our Whistleblower Protection Policy provides a mechanism that supports people reporting eligible disclosures involving reasonably held concerns of suspected or actual misconduct or an improper state of affairs or circumstances concerning Kelsian. Reports can be made anonymously via an independent third-party hotline service or to the Chair or Secretary of the Kelsian Board. Employees may also raise any concerns with their manager, local People & Culture team member, or a legal team member.

In FY24, five people made contact through the dedicated whistleblower channels. All requests were reviewed, reported internally, and investigated as appropriate for the nature of the concern raised. No protected disclosures were substantiated nor were there any substantiated incidents of policy violations related to bribery and corruption, or anti-competitive behaviour reported under the whistleblowing program. Personal workplace grievances were managed through the applicable local employee workplace processes.

Political Donations

In FY24, Kelsian made and reported payments totalling \$30,890 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 29](#).

Modern Slavery

Since December 2021, Kelsian has annually produced a Modern Slavery Statement designed to meet the disclosure requirements of the Australian Commonwealth Modern Slavery Act 2018. Kelsian subsidiary, Tower Transit UK, publishes its Modern Slavery policy on its UK website as required since the first introduction of the UK Modern Slavery Act 2015. Kelsian's third Modern Slavery Statement (December 2023) sets out our approach to modern slavery risk management and highlights the actions taken to mitigate and prevent potential violations of forms of modern slavery occurring within our supply chains and operations.

During the reporting period, Kelsian:

- Developed and rolled out Group-wide modern slavery training to help raise awareness and educate employees on how to identify and report modern slavery in and around the workplace;
- Developed a supplier goods and services terms and conditions template that incorporates modern slavery provisions as standard; and
- Improved the existing grievance mechanism to enable the identification and reporting of grievances. Kelsian is not aware of any modern slavery violations that occurred in relation to its employees or suppliers during the reporting period.

More information on our actions will be published in the FY24 Modern Slavery Statement which will be made available on the Kelsian website in December 2024.



⁶ Including, but not limited to, the Anti-Bribery and Corruption Policy, Continuous Disclosure Policy, Grievance Policy, Whistleblower Protection Policy, Supplier Expectations, Human Rights Statement of Intent.

BUSINESS ETHICS AND TRANSPARENCY

Cyber Security

Kelsian like any business faces an ever-changing cyber security threat and needs to have adequate arrangements in place to prevent, detect, and respond to such threats to ensure no loss of or disruption to our systems and data. Kelsian is also committed to managing and complying with its legal obligations in relation to the collection, use and disclosure of personal information. We seek to continuously improve our internal capability and have been working on further developing a strong internal capability to protect our data, assets and information.

Kelsian conducts different types of resilience and penetration testing exercises and utilises a globally leading Manage, Detect, Respond service provider that offers advanced capabilities for managing, detecting, and responding to potential threats. Kelsian's dedicated internal cybersecurity function oversees all aspects of cybersecurity. During the year, a new role, Group Chief Information Officer (GCIO), was established to further advance Kelsian's Technology and IT strategy, including Cyber Security. The Board Audit, Risk and Sustainability Committee (from 1 July, the Safety, Risk and Sustainability Committee) provides oversight of risk management of cybersecurity matters, and the Board and Committee are regularly updated on cybersecurity issues.

During the reporting period, a series of reviews were completed to establish a new current state baseline for the organisation which included:

- A review of our security tools and application of these tools that protect our data;
- A review of all critical policies required to protect the organisation and inform users of best practice expectations against the ISO27001:2022 standard; and
- A review of our processes and governance in place to ensure all staff, systems and policies are in place, reviewed and updated on a regular basis to ensure the safety of our critical data assets, our systems and our ability to recover from a cyber incident.

Over the next 12 months, the Kelsian IT team have prioritised new initiatives from the results of the recent reviews, working to achieve ISO27001 certification across the entire organisation. Increasing our Cyber Security awareness within the organisation is also a high priority with a program that releases monthly educational news stories and site-based posters being launched to educate employees about data protection and other security best practices.

Despite facing several cyberattacks each year across its global operations, Kelsian experienced only one notifiable data breach during the reporting period which it duly reported to the regulator and the impacted 28 individuals in compliance with its obligations and regulatory expectations. Like many organisations, maintaining cybersecurity is an ongoing challenge, as those seeking to carry out attacks continually develop new methods and techniques. In response, we, along with our IT suppliers, are constantly enhancing our systems, protections, and staff training to prevent these threats.

Tax and Transparency

We comply with all tax laws in all jurisdictions where we operate. Our approach to tax compliance is an integral 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 (formerly the Audit, Risk and Sustainability Committee). The Group Chief Financial Officer has overall management responsibility for Kelsian's tax affairs and tax risk issues if identified are escalated first to the Group Chief Financial Officer.

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.



SeaLink Whitsunday Islands – QLD

PERFORMANCE TABLE

As at 30 June, 2024

	2024	2023	2022
People			
HEALTH AND SAFETY			
Fatalities	0	0	0
Number of safety fines/prosecutions	0	0	0
EMPLOYEE DATA⁷			
Total number of employees (Global)	12,361 ⁸	9,412	8,745
Australia	8,845	7,506	7,147
UK	11	11	11
Channel Islands	257	248	0
Singapore	1,755	1,647	1,586
USA	1,493	-	-
Other	0	0	1
% Gender split (M:F)	81: 19	84: 16	-
% Board (M:F)	56:44	75: 25	71: 29
% CEO (M:F)	100: 0	100: 0	100: 0
% KMP ⁹ (M:F)	78: 22	83: 17	88: 13
% Employees aged under 30 (M:F)	64: 36	67: 33	-
% Employees aged between 30-50 (M:F)	83: 17	85: 15	-
% Employees aged above 50 (M:F)	83: 17	87: 13	-
% Employees by tenure length of < 5 years (M:F)	77: 23	82: 18	-
% Employees by tenure length of 5-9 years (M:F)	85: 15	88: 12	-
% Employees by tenure length of 10-19 years (M:F)	88: 12	87: 13	-
% Employees by tenure length of 20+ years (M:F)	77: 23	89: 11	-
Our Communities			
SPONSORSHIPS			
Total expenditure (\$AUD)	1,596,814	1,526,035	372,218
Expenditure in the Community Investment focus areas	876,759	-	-
POLITICAL DONATIONS			
Total expenditure (\$AUD)	\$30,890	\$27,727	23,636
Our Environment			
SPILLS			
Number of significant spills	0	1	0
Volume of significant spills (litres)	0	9,000	0
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	9,000	0
Volume of significant spills to water	0	0	0
Number of minor spills	5	5	0
Number of minor spills to soil	1	-	-
Number of minor spills to water	4	-	-
Volume of minor spills (litres) to soil	20	-	-
Volume of minor spills (litres) to water	126	-	-

⁷ Includes data from AAAHI.

⁸ 12,520 employees including the employees with Torrens Connect Joint Venture.

⁹ KMP: Key Management Personnel or Executives.

PERFORMANCE TABLE CONTINUED

As at 30 June, 2024

	2024	2023	2022
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)	249,233	223,285	203,813
Scope 2 emissions (tCO ₂ ^e)	10,989	8,607	9,301
Total GHG emissions (tCO ₂ ^e)	260,222 ¹⁰	213,892	213,114
Singapore			
Scope 1 emissions (tCO ₂ ^e)	95,934	90,067	-
Scope 2 emissions (tCO ₂ ^e)	3,607	2,089	-
Total GHG emissions (tCO ₂ ^e)	99,541	92,156	-
Total Group level emissions			
Scope 1 emissions (tCO ₂ ^e)	345,167	313,352	214,525
Scope 2 emissions (tCO ₂ ^e)	14,596	10,696	9,584
Total GHG emissions (tCO ₂ ^e)	359,763	324,048	224,109
Emissions by Division			
Australian Bus	214,098	178,249	163,158
Australian Marine and Tourism	35,135	45,036	40,655
Scope 1 emissions intensity Australian Bus (tCO ₂ ^e /AUD\$m)	206.5 ¹¹	211	203
Scope 1 emissions intensity Australian Bus (tCO ₂ ^e /km travelled)	0.0012 ¹²	0.0012	0.0011
WATER CONSUMPTION (CUBIC METERS)			
Australia	76,737	64,075	138,120
Channel Islands	5,676	4,884	-
Singapore	71.82	72.60	72.14
Total water consumption	82,485	69,032	210,255

¹⁰ Total Emissions have increased in absolute number due to (a) the addition of a larger number of services and the addition of five contracted depots operated by Transit Systems NSW and (b) a full year of data for Australian operations of Horizons West, North Stradbroke Island buses, Darwin Grand Touring, and expanded operations at Denmark WA, compared to the partial data in the previous year.

¹¹ Australian Bus revenue in FY24: 1.037 billion.

¹² Kilometres travelled in FY24: 177,967,488.

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 Board Audit, Risk and Sustainability Committee	Message from the Chair of the Board Audit, Risk and Sustainability Committee, p.2
ORGANISATIONAL PROFILE		
GRI 102-1	Name of Organisation	About this report, p.6
GRI 102-2	Activities, brands, products and services	About this report, p.6
GRI 102-3	Headquarters location	About this report, p.6
GRI 102-4	Location of operations	About this report, p.6
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.29
GRI 102-9	Supply Chain	Modern Slavery Statement , p.27
GRI 102-10	Organisational changes during the reporting period	Full year operations of AAAHI, Grand Touring, Horizons West, North Stradbroke Island Buses. New contracts for services in Regions 2 (Aug 2023) and 3 (Oct 2023), Sydney bus operations. Acquisition of Red Cat Adventures (Feb 2024).
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	FY24 Annual Report
GRI 102-46	Defining report content and topic boundaries	Managing Sustainability - Material topics and our focus, p.7
GRI 102-47	List of material topics	Managing Sustainability - Material topics and our focus, p.7
GRI 102-48	Restatements	-
GRI 102-49	Changes in reporting	None
GRI 102-50	Reporting period	1 July 2023- 30 June 2024
GRI 102-51	Date of most recent previous report	30 June 2023
GRI 102-52	Reporting cycle	Annual
GRI 102-53	Contact point	Rashveen Maini – Group Sustainability Manager: rashveen.maini@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, p.6
STAKEHOLDER ENGAGEMENT		
GRI 102-40	List of stakeholder groups	Managing Sustainability, p.6
GRI 102-42	Identifying and selecting stakeholders	Managing Sustainability, p.6
GRI 102-43	Approach to stakeholder engagement	Managing Sustainability, p.6
GRI 102-44	Key topics and concerns raised	Managing Sustainability, p.6
ETHICS AND INTEGRITY		
GRI 102-16	Values, principles, standards and norms of behaviour	Corporate Governance - Business Ethics and Transparency, p.27

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	Corporate Governance - Business Ethics and Transparency, p.27
GRI 415-1	Political contributions	Corporate Governance - Business Ethics and Transparency, p.27
CATEGORY : PEOPLE		
GRI 103-1 GRI 103-2 GRI 103-3	Generic Disclosure on Management Approach	Ensuring the Health, Safety and Wellbeing of our Employees, p.20
GRI 403-2	Injury rates	Health and Safety, p.20 , Performance Table, p.29
GRI 103-1 GRI 103-2 GRI 103-3	Generic Disclosure on Management Approach	Promoting a Diverse and Inclusive Culture, p.15
GRI 405-1	Composition of governance bodies and employees	Performance Table, p.29
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.23
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 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	Corporate Governance - Business Ethics and Transparency, p.28
CATEGORY : ENVIRONMENT		
GRI 103-1 GRI 103-2 GRI 103-3	Generic Disclosure on Management Approach	Reducing our Environmental Impact, p.18
GRI 306-3	Number and volume of spills	Performance Table, p.29
GRI 305-1	Direct greenhouse gas emissions (Scope 1)	Performance Table, p.30
GRI 305-2	Indirect greenhouse gas emissions (Scope 2)	Performance Table, p.30

GLOSSARY

ASRS	Australian Sustainability Reporting Standards
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	Lost Time Injury Frequency rate calculated as (Number of Lost 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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