

# 2021

Integrated report



KEOLIS

p.  
04

## Mobility Trends

---

p.  
08

## Our vision and strategy for creating value

---

p.  
18

## Our contribution to our stakeholders

---

p.  
26

## Our worldwide networks

---

With operations in 14 countries, Keolis is a global leader in the shared mobility market, facilitating the journeys of millions of people every day. As a committed partner to public transport authorities, we work with them to co-construct tailor-made, efficient and sustainable transport solutions, helping to create more attractive places to live and work and enhancing the quality of life of passengers.



**Keolis thanks all involved in creating this Integrated report.**

**Keolis – Publication Director :**  
Frédérique Raoult

**Managing Editor :** Catherine Miret

**Creation and production :**

Angie

**Photo credits :** Keolis Downer, Benjamin Chelly, Nicolas Gornas, Jean Chiscano, Denis Felix, Keolis, Nicolas Joubard, David Lee, RTA, Keolis Boston, TCL\_SYTRAL.

**Illustrations:** Justyna Stasik

This document is printed by Imprimerie Solidaire, the first adapted industrial printer in France.

## Keolis, world leader in shared mobility

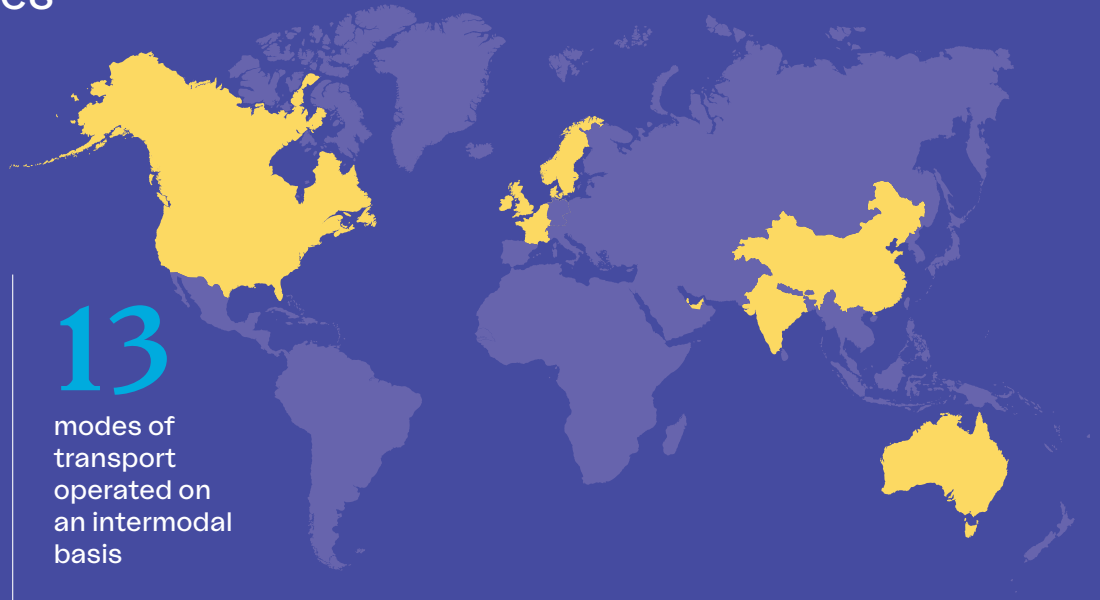
68,000

employees in  
14 countries

Australia  
Belgium  
Canada  
China  
Denmark

France  
India  
The Netherlands  
Norway  
Qatar

Sweden  
United Arab Emirates  
United Kingdom  
United States



300

we operate  
and maintain  
networks for  
more than 300  
public transport  
authorities

13

modes of  
transport  
operated on  
an intermodal  
basis

World leader  
in automated  
metros and trams



The leader in France:  
in urban  
transport

for transport  
for people  
with reduced  
mobility

for train  
station car  
parks with  
EFFIA



4,300

vehicles running on  
alternative energy

8 regional train  
networks in  
5 countries

33,000

bicycle rentals in France

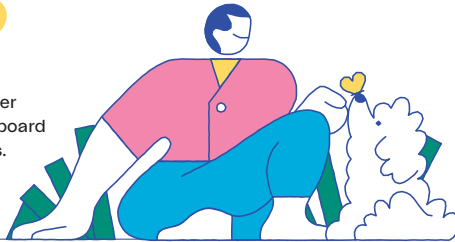
45 autonomous  
vehicle  
deployments  
since 2016

# 01 Innovation at the heart of mobility

In 2021, the mobility market has continued to reinvent itself to meet the needs and expectations of passengers and local communities. This includes the ramp-up of digital technology to meet the need for more fluid, flexible and secure journeys.

## 2/3

of French people want to know how many other passengers will be on board before their trip begins.  
(Source: Keoscope October 2021)



“Dematerialised tickets, Click & Collect, contactless customer journeys, apps that facilitate travel for the visually impaired... In 2021, Keolis reinforced its innovation efforts to meet passengers’ new expectations and to make mobility accessible to as many people as possible. The Group has also stepped up its use of data to provide passengers with better information in real time, not only to increase comfort on-board but to better analyse new travel habits and monitor the performance of transportation networks.”

**F**rom using drones to access hard-to-reach places like tunnels and artificial intelligence to predict traffic, 2021 has been a year of digital and technological innovation in response to wide-ranging issues including the health crisis. Among the most striking trends, contactless payment and paperless tickets have become commonplace, as has the use of occupancy prediction tools allowing passengers to travel when it’s less busy. The acceleration of digital technology has also helped to improve the way transport networks are managed. The study of customer data including data from ticketing and GPS tracks helps to understand patterns of use and adjust the transport offer accordingly which in turn enhances services.

## 30%

The share of single tickets bought using contactless payment across the French network, in terminals equipped with open payment.  
(Source: Keolis)



**Annelise Avril,**  
Group Marketing,  
Innovation and New  
Mobility Director,  
Keolis Group

## 02 Delivering inclusive, safe mobility

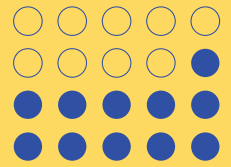
Providing everyone with safe, easy access to essential everyday goods and services is a key priority for mobility stakeholders. A challenge made even greater by the health crisis.

**T**he health crisis has profoundly changed our attitudes to mobility, raising expectations in terms of inclusiveness, health and safety. Continued use of masks and reinforced hygiene measures have become a permanent fixture on networks around the world. Transport services are also adapting to new needs: local communities are becoming more interconnected and suburban mobility is developing. Another major issue is passenger security, for which transport operators are stepping up preventive measures including reinforcing the presence of mediators, prevention campaigns and exploratory walks while strengthening their partnerships with law enforcement agencies and developing targeted services, such as drop-offs on request in the evenings. In parallel, the public transport authorities continue to innovate to provide everyone - including the most vulnerable - with greater freedom via a wider choice for their journeys. The development of on-demand transport and guidance services for visually impaired passengers are examples of promising innovations that are making mobility more inclusive.

**1 in 4**

seniors responding to a survey said they sometimes stay at home for over 24 hours at a time.

(Source: Laboratoire de la mobilité inclusive)



**56%**

of victims of aggression on public transport are women.

(According to SSMSI 2020)

“At Keolis, we are committed to safer, more inclusive mobility including taking action to prevent sexual harassment and assault on public transport. In 2021, the Keolis Group implemented three key measures, namely a targeted training course for staff in contact with the public, a national prevention campaign coinciding with the International Day for the Elimination of Violence against Women, and a sponsorship initiative with Fondation des Femmes.”

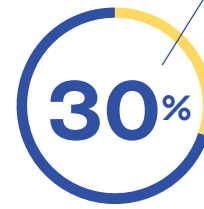


**Stéphanie Boisnard,**  
Security Director,  
Keolis Group



# 03 Full-scale mobilisation for the low-carbon transition

2021 saw a surge in alternative solutions to diesel. A trend supported by a strong political push to decarbonise transport.



The transport sector represents roughly 30% of global greenhouse gas emissions.



6

**F**aced with the climate emergency, environmental responsibility is at the heart of mobility concerns, with the large-scale development of alternatives to combustion engines and private vehicles. While this is not a new trend, it gained even greater momentum in 2021 with regulatory changes and stimulus packages in Europe and globally which have incentivised mobility stakeholders to step up their efforts in the low-carbon transition, be it via the introduction of electric vehicle fleets or the development of new forms of public transport. But as sales revenues shrink and pressure grows on public finances, authorities are increasingly seeking the expertise of operators like Keolis to obtain financing for their projects.

## Keolis' goals

**x3**

By 2030, Keolis aims to triple the number of kilometres operated by buses and coaches with alternative energies.

**-30%**

By 2030, reduce traction carbon intensity (GHG emissions in gCO<sub>2</sub>e per km travelled) by 30%.

**80%**

By 2030, cover 80% of Keolis' revenue with ISO 14001 certification.

**“As experts in low-carbon mobility, we assist public transport authorities who want to commit to the energy transition in choosing a wide range of diesel alternatives, be it electric propulsion, hydrogen, hybrid or biogas. Given the tense economic climate, we have also stepped up our support in obtaining subsidies and funding - an issue of real interest which has grown considerably in 2021.”**



**Patrizia Gatti Gregori,**  
**Director Sustainable**  
**Development & CSR,**  
**Keolis Group**

## 04 Reinventing mobility

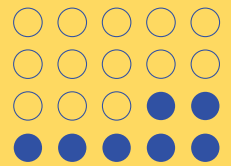
With the health crisis and the advent of teleworking, mobility stakeholders have stepped up their efforts to adapt and facilitate people's journeys and make them more fluid.

**P**assenger expectations which have become more pronounced in 2021 as a result of the health crisis include having the freedom to choose your transport mode at any time, to switch easily from one mode to another, to readjust your route as you like and to select off-peak travel options. Given the proliferation of different transport modes, what passengers need now is simplicity, fluidity and coherence. Journeys are conceived door-to-door, with the help of accessible, comprehensible mobility offers combining several transport modes. MaaS (Mobility as a Service) apps are being developed to meet this challenge by allowing every passenger to plan, book and pay for their journey, taking all possible transport modes into account. In cities, the challenge is to facilitate mobility whilst in less well-served areas, it's about offering new transport possibilities. Transport authorities and operators must take the expectations and needs of the communities they serve into account to create a modal shift away from the private car.



# 30M

The number of French people displaying vulnerabilities in terms of their mobility.



# 36%

of French people who regularly use public transport say they want to change the way they travel since Covid-19 and 27% think they will use it less in the future (UTP).

**“In Keoscopie, our laboratory for quantitative and qualitative studies, we decipher the evolution of lifestyles and their impact on mobility. These unique insights allow us to avoid the bias of preconceived ideas and self-interest, and to work with local authorities to develop global mobility offers that meet the real needs of people.”**



**Éric Chareyron,**  
**Director of the Keoscopie**  
**Observatory of Mobility**  
**Trends, Keolis Group**

Find “Nos vies mobiles,” a podcast that offers a new perspective on the challenges of mobility, on all streaming platforms.



# “There’s a growing sense of the societal value of public transport...”

8

© Greg Gonzalez



**Marie-Ange Debon,**  
Chairwoman and Group  
Chief Executive Officer

A strategic turning point for Keolis, 2021 was characterised by success in weathering the pandemic, winning new business with the addition of iconic networks, creating our corporate purpose and launching an ambitious transformation programme. Marie-Ange Debon, Chairwoman and Group Chief Executive Officer, reviews the milestones of the past year and those that lie ahead.

**The health crisis continued into 2021, changing the face of the mobility sector. How has Keolis adapted to this?**

**M.-A. D. :** The health crisis has created new expectations, particularly in terms of protecting public health. We have always placed the safety of our employees and our passengers at the heart of our priorities, and during the pandemic even more so. The crisis has also accelerated a number of trends that were already well established, like digitalisation, with major progress made in contactless payment and paperless ticketing, for example. The ecological transition is another example with a greater focus on preserving resources, improving air quality and reducing CO<sub>2</sub> emissions.



# ... and it's an opportunity that Keolis is taking full advantage of."

## What is Keolis doing to ensure these new expectations are met?

**M.-A. D. :** Public transport authorities are faced with a complex challenge. On the one hand, they are facing increasing financial constraints because of the economic crisis created by the health crisis, and on the other, they have to invest massively to achieve carbon neutrality, starting with public transport. Our role is to offer them tailor-made solutions to decarbonise their transport networks and allow them to benefit from our expertise in alternative energies. Added to this are the challenges of making local communities more accessible and relieving

traffic congestion. Here too, we work with them to develop a service offer that is sufficiently appealing to drive the modal shift from private cars to public transport.

**"We have the capacity to offer travel solutions that are accessible to the least privileged, environmentally friendly, and crucial to the development of the local region."**

**Last year, you created your corporate purpose, followed by the Keolis Way transformation programme. What is the outlook for the Keolis Group now?**

**M.-A. D. :** Our corporate purpose is a way of articulating our contribution to society. It echoes our values – We Imagine, We Care, We Commit – and forms the basis of our Keolis Way transformation programme which embodies our vision and our commitments to our main stakeholders: the planet, our passengers, our people and our PTA partners. For

each of these stakeholders, we have set ambitious objectives for the group which will be implemented and closely monitored in all our subsidiaries. Keolis Way is a very powerful transformation lever for achieving our medium-term growth strategy.

## How do you view Keolis' performance in 2021?

**M.-A. D. :** By the end of 2021, ridership increased on all the networks we operate, coming close to the levels of 2019 in a number of countries. The past year has been one of great commercial success. In France, the cities of Agen, Auch and Thionville placed their trust in us. On the international market, we won bus networks in Sydney, Australia, and Uppsala, Sweden. I would also like to highlight the reactivity of our teams in responding to government measures and regulations that were constantly being adjusted as the pandemic progressed, or to very low passenger numbers. Our teams have been remarkable and I would like to thank them for their commitment.

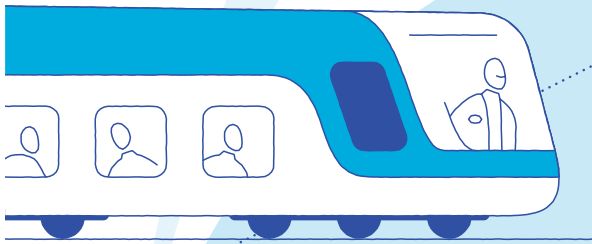
## What is your outlook for 2022?

**M.-A. D. :** Our opportunities for growth are in areas where we are already firmly established, such as Sweden, Canada and Australia, but also in Africa, which is developing its public networks, and the Middle East, the kingdom of the car, which is opening up to public transport. One major focus for us is delivering on the full potential of data. It will enhance understanding of passengers and their habits, as well as the predictability of journeys and in doing so will offer improved fluidity and well-being on public transport.

# The Keolis model

In 2021, we launched Keolis Way, our new transformation programme. It sets out a vision of mobility underpinned by our values and corporate purpose.

## A vision...



## true to our values...

### **We imagine >>>**

We invent tailor-made mobility solutions for cities and communities. We propose and co-construct appealing transport offers focused on the safety and comfort of passengers.

### **Our Corporate Purpose**

Enhance everyday life in cities and communities by imagining and operating safe, sustainable mobility solutions accessible to each and everyone.

### **We care >>>**

We build relationships with our partners based on dialogue and transparency, with a human resources policy founded on making all of our employees feel valued and supported.

### **We commit >>>**

As a responsible actor in cities and communities, we are committed to delivering shared mobility services characterised by exceptional safety, quality of services, reliability, operational efficiency and sustainability.





## reflected in our transformation programme

### OUR 3 BASIC PRINCIPLES



#### Safety and security

Being entrusted with people's mobility means making safety a prerequisite. The safety of our passengers and staff forms the basis of our transformation programme, as well as being the Keolis Group's main priority.



#### Operational excellence

To meet the requirements of our PTAs and our passengers when it comes to performance and safety, we are constantly strengthening our expertise in operations and maintenance.



#### Economic performance

We draw on our expertise across the entire mobility value chain to support public transport authorities in their search for economic efficiency, in terms of revenue as well as costs.

### OUR 4 PILLARS



#### Our planet

Become the leading expert in low-carbon mobility, contribute to the reduction of greenhouse gas emissions and strengthen our social responsibility.



#### Our passengers

"Thinking like a passenger" to win back passengers in response to the health pandemic by offering safe, integrated, multimodal and inclusive transport services.



#### Our PTAs

Be the partner of choice thanks to our ability to listen, discuss and co-construct services and solutions addressing PTAs' needs.



#### Our people

Become the "best place to work" in the mobility sector by developing employee commitment, gender diversity, training, skills and managerial culture.

### OUR 3 LEVERS FOR ACTION

## Innovation - Digital - Collaboration

# The Executive Committee

The Executive Committee is composed of nine members and drives Keolis' strategic direction and governance in close consultation with the Supervisory Board. Its objectives are to ensure the group's development and to implement its strategy of continuous improvement.



**Marie-Ange Debon,**  
Chairwoman and Group  
Chief Executive Officer



**Christelle Villadary,**  
Group Chief Financial Officer



**Bernard Tabary,**  
Chief Executive Officer  
International



**Clément Michel,**  
Group Director  
Human Resources and  
Transformation



**Frédéric Baverez,**  
Chief Executive Officer  
France and Chairman  
of EFFIA



**Frédérique Raoult,**  
Group Director  
Communications



**Pierre Gosset,**  
Group Director Industrial  
Division



**Annelise Avril,**  
Group Director Marketing,  
Innovation and New  
Mobilities



**Arnaud Van Troeyen,**  
Group Deputy Director  
International

# The Supervisory Board

The Supervisory Board, consisting of nine members, oversees the work of the Executive Board and approves strategic decisions.

Our sector of activity is at the heart of societal and environmental issues. The health crisis, just like the fight against climate change, only serves to strengthen this position. This has resulted in three major challenges for Keolis. Firstly, adjusting our mobility offer to ensure that passengers return to our networks and, beyond that, offer ever more attractive public transport services. Secondly, developing partnerships with the public transport authorities to help them achieve their energy transition goals. And finally, harnessing the full potential of innovation to set us apart in the shared mobility sector. By leveraging our expertise and ability to adapt, Keolis will meet the new expectations of the market.



**Jérôme Tolot,**  
Chairman of the  
Supervisory Board

## Members of the Supervisory Board

**Jérôme Tolot,**  
Chairman of the  
Supervisory Board

**Patrick Bastien,**  
Director of Infrastructure,  
Caisse de dépôt et  
placement du Québec  
(CDPQ)

**Alain Krakovitch,**  
Managing Director,  
Voyages SNCF

**Robin Lutz,**  
Director of Infrastructure  
Investments, Caisse  
de dépôt et placement  
du Québec (CDPQ)

**Sylvia Metayer,**  
Board Director

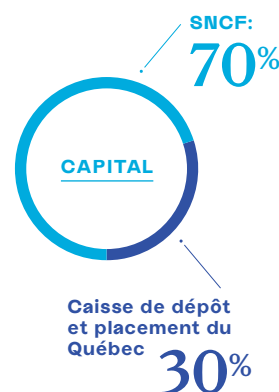
**Normand Provost,**  
Board Director (until  
23 February 2022),  
replaced by **Robert  
Tessier**, Board Director

**Claudia  
Schlossberger,**  
Independent Board  
Director

**Laurent Trevisani,**  
Deputy CEO, SNCF

**Nathalie Wright,**  
IT and Digital  
Transformation Director,  
Rexel group

A solid, long-term  
shareholder base:



6

Supervisory Board  
meetings and one  
strategic seminar

5

specialised Supervisory  
Board committees:

- Auditing and Ethics
- Remuneration and HR
- Investments and Strategy
- Security and Safety
- Innovation and Sustainable Development

10

Investments and  
Strategy committee  
meetings

4

Innovation and Sus-  
tainable Development  
committee meetings

# Our value creation scheme

## Our resources

### Our passengers

- **Programme**  
Thinking like a passenger, an approach based on continuous improvement
- **Keoscopie**  
Our mobility and lifestyle observatory

### Our PTA partners

- Member of the **United Nations Global Compact**
- **Partnership with Fondation des Femmes**
- **Constant dialogue with the PTAs** to develop public transport services

### Our people

- **68,000 employees**, 64% of whom are drivers
- **9,927 recruitments** worldwide
- **Training: Keolis Institute/CFA**  
(training centre for apprentices)

### Our planet

- **A range of multimodal mobility solutions** that are instrumental in reducing the environmental and carbon footprint of local communities
- A growing fleet of **4,300 vehicles** powered by alternative energy
- **4.3 kWh** consumed per kilometre of commercial traction
- **Founding member of the PIMMS\*** initiative to facilitate access to everyday services

## Financial capital

- **€6.3 billion** in turnover
- **€538.6 million** in equity
- A stable, committed shareholder base

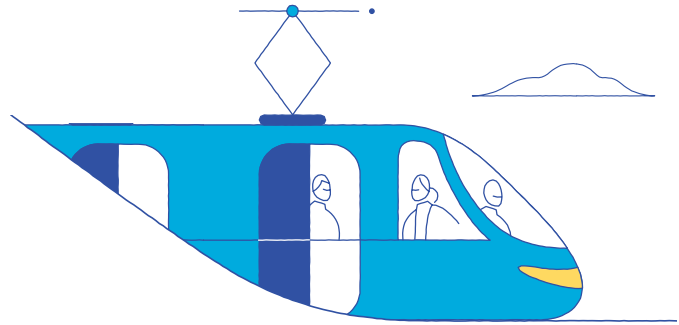
\* PIMMS: Points Information Médiation Multi-Services (Multi-Services Mediation Information Points).

## Our activity

Developing, designing, financing, operating, maintaining and promoting shared and sustainable mobility services in cities and communities of all sizes.







## Value created for and with our stakeholders

### Our Corporate Purpose

Enhance everyday life in cities and communities by imagining and operating safe, smart and sustainable mobility solutions accessible to each and everyone

### Our values

We imagine  
>>>

We care  
>>>

We commit  
>>>

### Our passengers

- **25 subsidiaries** are involved in the Keolis Signature Service initiative to improve service quality
- **26 tools and applications** to accelerate the modal shift (France)
- **Two major areas of innovation:** understanding mobility and customer experience



### Our PTA partners

- **59 projects selected** by the Coups de Cœur solidaires\*\* for local associations since 2018
- Awareness raised among more than **95,000 pupils through speaking slots in schools**
- **€33 million engaged** with actors from the social and solidarity economy



### Our people

- **64%** of employees trained over the year
- **87%** of employees work in a GEEIS\*\*\* certified entity for gender equality
- **We@Keolis:** internal network for diversity
- **300 members** of the network



### Our planet

- **50.4% of KSA turnover** covered by ISO 14001 certification for environmental management
- **24.8% of kilometres** covered by commercial road vehicles powered by alternative energy



### Economic performance

- **+€73 million** free cash flow
- **+€204 million** current operating income
- **€600 million** ESG indexed syndicated loan
- **300 PTAs** place their trust in us in 14 countries

\*\* In partnership with the SNCF Foundation.

\*\*\* GEEIS: Gender Equality & Diversity for European & International Standard.

# Our contribution to the UN's SDGs

Since 2020, Keolis has continued to integrate the Sustainable Development Goals (SDGs) and has defined eight strategic SDGs for which the Keolis Group's contribution is greater than or equal to 25%.



Keolis considers its employees as its primary asset. Through our Keolis Way transformation programme and our safety policy, Keolis looks out for its employees safety and physical and mental health by promoting well-being and combating discriminations in the workplace. Our policy also covers the safety of passengers and third parties, a constant priority for all our teams worldwide.



Keolis works relentlessly to guarantee equal opportunities for all its candidates and employees and to ensure a healthy work-life balance. Passenger security is a priority at Keolis with robust actions in place to address risks women may face on public transport.

16



Keolis supports public transport authorities in their efforts to meet the energy transition and environmental goals, through its expertise in a broad range of alternative energies including biodiesel, bioethanol, biogas, diester, NGV, electric, LPG and hybrid.



In a labour-intensive sector where manpower cannot be relocated, Keolis has implemented a group-wide policy for employee safety, as well as an HR policy that guarantees equal opportunities and access to training, fosters social dialogue and promotes well-being.



Keolis is constantly working to make shared transport more attractive and inclusive in order to enhance quality of life in the communities we serve.



Keolis' environmental policy is fully committed to meeting ecological transition goals. It covers energy and carbon efficiency, the reduction of water consumption and waste recovery, and aims to avoid all forms of pollution.



Keolis promotes public transport and its benefits on a national and international scale, and sees shared mobility as part of the answer to the challenges of climate change, through improving energy efficiency and developing the use of low-carbon energy.



Keolis launched its compliance programme, *Kompliance*, in 2013. The programme sets out the right kinds of behaviour, as well as those prohibited by law and by the ethical conception of business. It helps each employee to adopt the right attitude to prevent and manage the risks they may face. The Keolis Ethic Line (KEL) professional alert system allows employees to signal their concerns.

# Our financial performance

Keolis Group financial results

With a turnover of €6.3 billion in 2021, Keolis confirms its resilience and robust fundamentals.

## Turnover

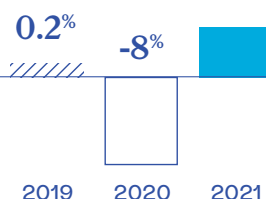
**€6.3 billion**  
in 2021

in 2020  
**€6.1 billion**

in 2019  
**€6.6 billion**

## Organic variation in turnover (annual variation)

**3.7%\***



\*+10.3% excluding the Wales & Borders perimeter effect

## Recurring EBITDA

**€690<sup>M</sup>**  
in 2021

in 2020  
**€532M**

in 2019  
**€702M**

## Net recurring profit, group share

**+€20<sup>M</sup>**  
in 2021

in 2020  
**-€101M**  
adjusted for exceptional items

in 2019  
**-€72M**

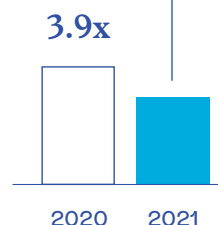
## Net debt (excluding IFRS 16)

**€1,030<sup>M</sup>**

## Leverage

Net financial debt / EBITDA\*

**2.9<sup>x</sup>**



\* Ratio corresponding to the definition of the banking covenant used in the Keolis Group's banking documentation

## Share of turnover covered by the ISO 141001 certification in 2021:

**50.4%**

## CSR strategy

**€600<sup>M</sup>**

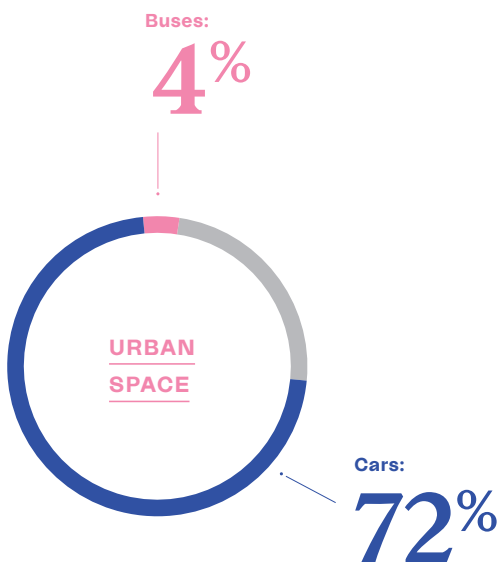
amount of the syndicated loan indexed on sustainable development indicators

# A trusted regional partner

By delivering on our commitments and addressing the specific needs of the communities we serve, we bolster our credentials as the public transport authorities' partner of choice.

Understanding the concerns of the communities we serve is central to Keolis' corporate purpose. Working in partnership with the public transport authorities (PTA), the Keolis Group uses a collaborative approach to construct innovative solutions that meet the challenges of cities and communities. By listening attentively and proactively suggesting solutions, the Keolis Group fosters transparent and trust-based working relations with its PTA partners. We provide our savoir-faire and expertise to local stakeholders, primarily the PTAs, to shed light on present and future mobility issues, help define goals and facilitate the transmission of best practices. A global vision of multimodality combined with a detailed knowledge of communities and in-depth data analysis, enables Keolis to offer tailor-made mobility solutions. Keolis operates at the heart of local ecosystems, enhancing the appeal of cities and communities and contributing to their development. By offering bespoke transport solutions, Keolis enhances mobility in sparsely populated areas with the emphasis on multimodality to develop transport services in line with transport users' expectations. Kub Noz and Kub Nat in Quimper, for example, offer an on-demand service for journeys made outside normal service hours. Similarly, Flex Hop operates in 25 municipalities outside Strasbourg. By reducing barriers to employment and creating local jobs that cannot be relocated, Keolis contributes to social inclusion, helping to enhance quality of life in the communities we serve.

A bus occupies 4% of the urban space





### **Boston / Adapting services to travellers' needs**

Since operations began in 2014, Keolis in Boston has worked with the Massachusetts Bay Transportation Authority (MBTA) to increase ridership by nearly 20% until the start of the pandemic. After the initial drop in ridership, Keolis worked jointly with the MBTA to design service offerings that would better meet the needs of all travelers, beyond the traditional 9am - 5pm daily trips. These new regional train schedules offered more consistent travel options throughout the day. The weekend service was also extended and experienced the strongest growth in ridership, reaching or exceeding pre-pandemic levels.

### **Paris region / Two new contracts in Yvelines**

Keolis has been awarded operation and maintenance of two bus networks in Yvelines, in the Grand Paris Seine et Oise intercommunal district and in the eastern part of the Saint-Germain Boucles de Seine conurbation. The first eight-year transport contract is for a bus network consisting of 80 lines, serving an area of 200,000 inhabitants in 24 municipalities. The second contract, valid for a period of five years, concerns approximately 40 bus routes serving an area of 340,000 inhabitants, including the municipality of Argenteuil and 11 municipalities in the eastern part of the Saint-Germain Boucles de Seine conurbation.

### **Dubai / Operating the backbone of a public transport network**

In Dubai, Keolis-MHI is responsible for the operation and maintenance of the world's longest driverless metro network, and the operation of the tram network for a period of 15 years on behalf of the Roads and Transport Authority (RTA). Sharing the RTA's smart city vision, Keolis-MHI is committed to providing the highest safety standards and the best 'travel experience' to Dubai's residents and visitors, including the millions who used Dubai's public transport network to access Dubai Expo 2020.



**Jean Dionis,**  
**Mayor of Agen and**  
**President of the Agen**  
**Conurbation**

**“What I expect from Keolis is a trust-based relationship, and engineering to offer bold, innovative and appropriate mobility solutions to the local community, at controlled costs. Keolis has become our delegate in charge of mobility, which goes beyond being exclusively in charge of public transport. This requires a mobility adviser with an adaptable economic model and expertise in a range of new sectors including car-sharing and electric bike rentals. I'm quite aware of the difficulty of the exercise for a medium-sized conurbation such as ours: not very dense, with a strong rural component, and where the inhabitants are addicted to the car, which they still see as a symbol of freedom. Times are changing, and ever-increasing fuel prices and environmental concerns may compel a growing number of citizens to seek alternatives to private cars. Support this process over time by helping us set up a mobility account to facilitate access to all travel modes, and by encouraging a change in attitudes towards mobility.”**

# A leader in low-carbon mobility

Keolis is introducing low-carbon mobility services across its worldwide footprint to help combat climate change. By drawing on our expertise in alternative energies to enhance performance on the public transport networks we operate, we support the energy transition in the communities we serve on a daily basis.

“As a PTA, our partnership with Keolis represents a real advantage for public transport, the local authorities and Västtrafik customers. Working with Keolis enables us to improve our transport modes and make a successful contribution to our overall goal of making sustainable mobility the new norm.”



**Sofia Wångsell,**  
Business Developer  
City Bus Västtrafik,  
Gothenburg, Sweden

From Sweden to Australia, our teams advise and accompany public transport authorities in defining an energy strategy for their public transport, from investment choices and the search for financing to technical project management and training for their employees. Developing these projects with our partners contributes to a significant reduction in greenhouse gas emissions from the transport sector, which alone accounts for nearly 31% of emissions in France<sup>1</sup> and 21% of global emissions.<sup>2</sup> For many years, Keolis has been developing mobility solutions based on alternatives to diesel and petrol and recommending the most suitable investments for local communities. Our mobility solutions are also designed to encourage passengers to make a modal shift in favour of public transport, walking, cycling and other soft mobility options and sharing private vehicles. Keolis is also accelerating its own industrial ecological transition by making a positive contribution to current environmental challenges. This involves reducing polluting emissions, waste production, water consumption and the use of hazardous chemicals. With CSR at the heart of our business model and strategy, we are committed to improving our own energy efficiency, waste recovery and developing a local, inclusive circular economy on a daily basis. Today, almost half of the Keolis Group's turnover is subject to a system of environmental management covered by ISO 14001 certification. Our goal is to increase this share to 80% by 2030.

1. Source: CITEPA, Secten report 2020

2. Source: Net Zero by 2050, IEA, Paris





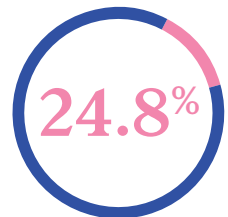
## Sydney / Improving the passenger experience while contributing to the energy transition in New South Wales

In 2021, Keolis Downer began operating over 400 buses on a 47-route network serving 400,000 residents in Sydney's Northern Beaches and Lower North Shore suburbs. The 8-year contract covers the conversion of over 100 diesel buses to electric, the modification of two depots to accommodate electric vehicles, the operation of a rapid transit service and the integration of demand-responsive transport.

→ Performance indicators

# €600<sup>M</sup>

The amount of the syndicated loan indexed on sustainable development indicators, signed in December 2021 with 14 partner banks.



The proportion of kilometres covered by commercial road vehicles powered by alternative energy and operated by Keolis in 2021.

# 4,300

the number of road vehicles in the Keolis fleet running on alternatives to diesel and petrol in 2021. A 21% increase compared to 2020.

## Châteauroux / Six hydrogen buses to enter circulation

On 29 June 2021, the city of Châteauroux renewed its contract with Keolis to operate and maintain the entire Horizon public transport network for a period of six years. Over the course of the contract, Keolis, whose goal will be to increase the number of passengers on the network by 18%, will support the energy transition of the conurbation's vehicle fleet. The fleet, which already includes four 'mild hybrid' buses, will incorporate six new hydrogen-powered buses in 2023 and 2024.



## London / KeolisAmey Docklands defines its Sustainable Development strategy

In line with the strategy of its public transport authority (Transport for London), KeolisAmey Docklands has defined its sustainable development strategy to cover multiple aspects including air quality, circular economics, low-carbon transition, water conservation, adaptation to climate change, biodiversity and territorial anchoring. For each aspect of this strategy, objectives have been set with targets to be reached by 2025 or 2030. The fight against climate change - an absolute priority - is the subject of a roadmap that details the reduction of direct and indirect GHG emissions, particularly from vehicle fleets (scope 1) and energy production (scope 2) by 2025, as well as from the production of goods and materials purchased (scope 3) by 2030. This roadmap has been defined according to the principles of the Science-Based Targets initiative (SBTi). The first action plan focuses on reducing scope 1 and 2 emissions by eliminating the use of fossil fuels as much as possible and using verified offset mechanisms.

# Become “the best place to work” in the mobility sector

**Committed employees who can reach their full potential and develop professionally in their company of choice: this is the key to our performance. We’re stepping up our efforts to recruit the best talent, develop skills, encourage diversity and develop our management culture.**

**O**ur aim? To develop the skills of our employees by offering tailored career management and training. In this way, from the moment of recruitment onwards, we make sure that everyone can reach their full potential. In 2021 we created our own apprentice training centres, the Keolis Mobilities Campuses, first in the Bordeaux region, then in the Paris Île-de-France region. These centres are indicative of Keolis’ determination to attract the best talent and on-going need to hire drivers by targeting new profiles. Training and skills development for our managers is also central to the Keolis Group’s approach. The support programme offered by our Keolis campuses gives managers the tools to help employees grow, to foster a culture of innovation and continuous improvement and to promote our safety-first culture. The Keolis Group is committed to ensuring all employees are supported at every stage of their career. To do so, six diversity and inclusion criteria structure our approach to making everyone feel valued, namely gender equality, gender identity and sexual orientation, ethnicity, social and cultural origin, disability and age. Keolis supports initiatives in the communities we serve based on these criteria. An internal network for gender diversity, WE@Keolis, was launched in 2021 to reinforce gender equality in the Keolis Group. In addition, Keolis is one of the ten French companies taking part in trials of the diversity and inclusion index, an initiative of the Deputy Minister for Gender Equality.

**“At the RTC our top priority is connecting underserved populations to essential services by enhancing our transportation system with our community as the central focus. We are committed to leveraging small and minority business programs, building a diverse workforce that reflects the Las Vegas community and cultivating an environment of inclusivity.”**



**M.J. Maynard,**  
Chief Executive Officer of  
the Regional Transportation  
Commission of Southern  
Nevada (RTC), United States

## Australia / Keolis Downer's Reconciliation Action Plan

The Reconciliation Action Plan forms an essential part of Keolis Downer's diversity and inclusion strategy. The action plan is aimed at developing employment outcomes and economic activity in Aboriginal communities, as well as strengthening the relationship between Keolis Downer employees and Australian First Nations peoples.

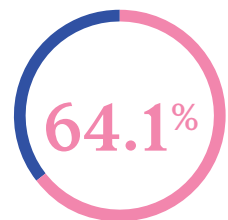


→ Performance indicators



## Lyon / Keolis Lyon, laureate of the 2021 PrixPrev Award

The third edition of the regional security and crime prevention strategy of the TLC network was awarded the 2021 PrixPrev Award (Crime Prevention Award) by the French Forum for Urban Security, an association gathering over a hundred local authorities that aims to reinforce local urban security policies respecting a balance between prevention, sanction and social cohesion. Dedicated this year to "Mobility and Security", this award recognises the policy initiated several years ago by SYTRAL Mobilités and Keolis Lyon to guarantee optimal safety for both passengers and employees.



of our employees  
received training in  
2021, equivalent to  
43,051 people.

## Group / Recruitment campaign / Designing experiences

An employer brand campaign was extended into 2021 on social media and in the press, both at group level and in the subsidiaries in order to recruit for four major professions in transport network operation and maintenance, namely drivers, mechanics, workshop managers and operations managers. The campaign highlighted that not only are positions available for all profiles including the young and seniors and people with or without a qualification or professional experience, but also that the positions entail bespoke training programmes for successful candidates. The campaigns are supported by programmatic recruitment and use search engines to target candidates who might not have thought of Keolis, but whose skills and interests match the profiles being sought. They have generated 6.3 million views and prompted more than 6,000 men and women of all ages and from a variety of sectors to apply.



of the Keolis Group's  
workforce is female,  
including 38.1% of  
senior executives and  
27.5% of managers.



of employees  
are covered by  
gender equality  
certification

# Enhancing the passenger experience

Having focused on maintaining an essential public service during the worldwide health crisis, we continue to deploy attractive, inclusive shared mobility services tailored to the wide-ranging needs and expectations of passengers with the aim of offering them the best possible experience.

Since the health crisis, mobility behaviour has changed profoundly. To win back those who turned away from public transport during the pandemic, Keolis has continued its approach based on listening and co-construction by conducting quarterly quantitative and qualitative surveys with groups of citizens both public transport users and non-users representative of cities, towns and rural communities. The surveys are conducted with the aim of identifying expectations, perceptions and unspoken ideas. By way of example, an increased need for comfort, and reinforced safety and security resulted in the deployment of forecasting and real-time comfort indicators on board our Vélizy network. Keolis is committed to improving the passenger experience by offering ever safer, more innovative solutions. Introducing paperless tickets and contactless payment has reassured passengers and make their journeys easier. Safety initiatives which reassure passengers include late night on-request drop-offs for passengers who want to get off as close as possible to their destination outside designated bus stops and the option to pre-board the buses at the end of the line ahead of departure. Keolis is also committed to making its networks accessible to everyone with mobility solutions tailored to individual needs. Progress in delivering on this commitment was seen in April 2021 with the award of the AcceV label to the Fil Bleu network in Tours for the first time. Likewise, Lyon's Brotteaux metro station has been entirely refurbished using soothing blue colour and adapted signage to make journeys easier for neuroatypical passengers, including people with autism; developed with support from specialised associations, the 'blue line' is unique in France.

## 25

At the end of 2021, 25 subsidiaries (17 in France and 8 abroad) and 10,175 members of staff had received training in using the Keolis Signature Service to perfect interactions in terms of hospitality, service and support.

## 85%

of passengers have returned to our networks in France and 80% internationally compared to the pre-lockdown period

## 47%

of travellers and 60% of frequent public transport users say they have changed their mobility behaviour significantly (Source: Keoscope October 2021)



## Passengers



### Rennes / A regular carsharing route

Much more than a digital tool, MaaS (Mobility as a Service) helps to make a given region more accessible by enabling everyone to access and combine all mobility solutions with ease. In the city of Rennes, the STAR app integrates all of the transport modes in the local region, from metro to carsharing, and all the features, from route searches to buying and validating tickets. Star't is the first carsharing route to be incorporated into a public transport network. Users simply go to a Star't carsharing stop and signal their presence using the app. The departure is guaranteed by STAR, which manages the service. Carsharing represents the fifth mode of travel on the network, after buses, metros, HANDISTAR and bikes.



### Group / Keolis steps up its action to combat sexism and sexual harassment

Passenger safety is paramount at Keolis where staff have been educated and trained throughout the year in preventing sexist and sexual offences on public transport. The Stand Up training programme, launched by Fondation des Femmes, L'Oréal Paris and the NGO Hollaback! is designed to help victims and witnesses take appropriate action and the 'on our lines, no means no!' campaign has been rolled out by several Keolis subsidiaries.

### Versailles / Inclusive mobility for visually impaired passengers

In 2021, in partnership with Île-de-France Mobilités, Keolis tested Navilens technology at Versailles-Chantiers station with the aim of simplifying travel for visually impaired people in this multi-modal interchange. The solution consists of enlarged QR codes placed along identified customer routes, and a dedicated mobile app with voice guidance for visually impaired passengers. To validate the Navilens technology with a view to further deployment, Keolis conducted tests with a panel of visually impaired passengers ahead of a planned deployment at Saint-Jean Station in Bordeaux in 2022.



**Marie-Pierre Jean-Jacques,**  
Vice-President Mobilities,  
Quimper Bretagne  
Occidentale (QBO)

**“When introducing QUB Noz in September 2021, the elected representatives of QBO wanted an innovative mobility solution for night-time journeys in the Quimper intra-muros area. In particular, they wanted young people to be able to make leisure journeys in the evening to see friends and go to cinemas and restaurants. We are proud to have exceeded these expectations, with workers who rely on late-night transport to get home now the majority users of this solution. The elected representatives of QBO are proud to count nearly 500 users, each month, of this dynamic service that allows for hourly reservations.”**

# Our references in 2021-2022

Keolis is a global leader in shared mobility, operating and maintaining urban, suburban and intercity networks on behalf of over 300 public transport authorities. We cover a dozen different transport modes and apply our multimodal expertise all over the world.

26



## Metros

**452 km** of metro lines in operation and under construction

**Pioneer and world leader in automated metros - 330 km**

**10 networks in 7 countries:** China, France, India, Qatar, the United Arab Emirates, the United Kingdom and soon in Côte d'Ivoire



## Trams

**World's leading tram operator >1,000 km** in operation and under construction

**27 tram networks worldwide** (of which two under technical assistance and one under construction) **in 9 countries:**

Australia, Canada, China, Denmark, France, Norway, Sweden, the United Arab Emirates, the United Kingdom

- **Melbourne**, the world's largest network: 250 km of double track
- **Greater Manchester**, the UK's largest network: 96 km
- **Aarhus**, Denmark's first light rail network



## Buses and coaches

**23,207** vehicles worldwide

**4,300** run on alternative fuels

**Urban and suburban bus and coach networks:**

Australia, Belgium, Canada, Denmark, France, the Netherlands, Norway, Sweden, the United States

**BRT (Bus Rapid Transit) bus and coach services:**

Australia, France, the Netherlands and the United States

**Airport services:**

Canada, Denmark, France and the United States



## Trains

**2,300 km** of railway lines in operation

**8 commuter rail networks in service in 5 countries:**

Australia, France, the Netherlands, the United Kingdom, the United States





### Autonomous vehicles

Over 150,000 km covered and over 211,000 passengers carried

Over 45 deployments around the world since 2016

In 2021, deployments in Canada, France and Sweden



### On-demand transport

Real-time on-demand transport services in Australia and France



### Transport for people with reduced mobility

French leader in PRM transport

Numerous services in the United States and all over France



### Sea and river shuttles

Services in Australia and in France for almost 40 years



### Parking

N°1 for combined car park and on-street parking contracts in France

N°1 for train station car parks in France

N°4 parking operator in Belgium

650 parking spaces managed in 245 cities and 67,300 on-street spaces

133 park-and-ride facilities (P+R)

1,140 electric charging terminals



### Bicycles

33,000 bicycles in France and the Netherlands (bikeshare services, long-term rentals, electric bikes, cargo bikes, special bikes, electric scooters, etc.)



### Car-sharing

Numerous networks all over France



### Medical transport

Largest nationwide ambulance provider in France with  
3,200 medical vehicles  
4,900 health professionals



### Car-pooling

Numerous services in France, notably thanks to **CMABULLE** (app that pairs families for lift-sharing for the school run and out-of-office activities)



[Discover all our references on www.keolis.com and in About Us](#)

FOLLOW US ON



Find all our news  
and highlights on

[www.keolis.com](http://www.keolis.com)



KEOLIS