

GROUPE KEOLIS

2021

STATEMENT OF NON-FINANCIAL PERFORMANCE

STATEMENT OF NON-FINANCIAL PERFORMANCE

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1. EDITORIAL BY THE CHAIRWOMAN

2021 was marked worldwide, for the second consecutive year, by the health crisis linked to Covid-19 and its economic consequences.

The mobilisation of Keolis' teams has made it possible to limit the impact of this crisis: at the end of 2021, passenger numbers on the networks we operate both in France and internationally were approaching pre-2020 levels and I am proud that, thanks to the dedication of our 68,000 employees, we have been able to maintain the confidence of our customers by demonstrating our commitment to health and safety. This context was also an opportunity for Keolis to accelerate its transformation and to intensify its positioning as a responsible company through our corporate purpose and values: "We Imagine, We Care, We Commit".

This corporate purpose and values form the basis of our new corporate project, Keolis Way, whose strategic ambitions are based on our fundamentals: operational excellence, economic performance, energy transition, multimodality and the implementation of digital solutions. Keolis Way sets out a strategy for addressing the challenges of sustainable development in all our business lines and sets goals to be achieved collectively.

As a key player in shared mobility, our commitment to the energy transition puts us at the forefront of the fight against climate change. In 2021, many contracts for buses running on alternative energy were signed in France and internationally, e.g. in the Copenhagen region, the Sydney region and Göteborg and Borås in Sweden. We further increased numbers of electric vehicles by 20% and gas-powered vehicles by 15%. Building on this momentum and in a process of continuous improvement, we have set ourselves ambitious targets, to triple the number of kilometres travelled by buses and coaches using alternative energies to diesel and petrol and to cut by 30% the carbon intensity of our vehicles by 2030.

In 2021, Keolis also took part in the COP26 in Glasgow and joined the "We Mean Business" coalition, signing a letter of commitment to the G20 leaders to keep the Paris Agreement target of 1.5°C alive and to commit companies to accelerating their collective action in this area.

Our employees are at the centre of our transformation project. Coming from different cultures and backgrounds, they are the Group's true assets, committed to their company and its public service missions. We are committed to guaranteeing well-being, health and safety at work, offering career paths that promote development for everyone and strengthening our training policy, particularly in terms of energy transition, transport safety and business ethics. In 2021, we also trained more than a hundred apprentices in driver skills. In France and internationally, we are rolling out a roadmap to support gender equality, diversity and inclusion.

We can be proud of our work in supporting the public transport authorities every day, making a useful contribution to strengthening the attractiveness of the regions and the quality of life of our fellow citizens.

Marie-Ange Debon

Chairwoman of the Keolis Group Board of Directors

1.1 Presentation of the Group

The Keolis Group is a major player in mobility services. It operates and maintains urban, suburban and inter-urban transport networks on behalf of more than 300 contracting authorities (public transport authorities, private and public clients) whose end customer is the passenger.

The Group's shareholding structure is stable and long-term: it is 70% owned by SNCF (Société Nationale des Chemins de Fer Français) and 30% by Caisse de Dépôt et Placement du Québec (CDPQ).

An expert in multimodality, active in 14 countries with a balance between France and the international markets, Keolis offers a range of solutions: buses and coaches, underground railways, trams, trains, transport for people with reduced mobility, self-driving shuttles, river or maritime shuttles, on-demand transport, self-hire or long-term bicycle rental, car-sharing, carpooling, parking and medical transport. This multimodal offer makes Keolis a key player in the sustainable city, helping achieve the United Nations Sustainable Development Goals. The Keolis Group operates a large number of networks under the brand names of its public transport authority clients, such as TCL, TBM, ILEVIA, STAR, GINKO, DIVIA, etc.

The Group is also a major player in parking in France and Belgium through its EFFIA brand (264,000 spaces and 600 car parks in 240 towns and cities). The company is developing its expertise across the entire parking chain, from car parks in buildings or enclosures to paid on-street parking and car pounds. It provides solutions for the design and construction of new car parks as well as for rehabilitation and renovation projects and offers its clients services to make their lives easier in addition to parking.

Within Keolis SA, Cykleo, with its 140 employees in Paris and in 11 regional establishments, develops, installs and manages 24,000 bicycles, 3,000 parking spaces and 600 self-service stations every day on behalf of local authorities and companies, providing bike-related services (conventional, pedelec, cargo bikes, etc.) that improve and supplement the coverage of mobility networks, complementing more traditional transport services.

Capitalising on its mobility and customer care know-how, in 2017 Keolis extended its range of services to include medical transport. Called Keolis Santé, the Group's entity dedicated to medical transport today comprises nearly 2,400 medical vehicles (ambulances, taxis and light medical vehicles) under its JUSSIEU Secours brand, and 4,500 employees across France. The Jussieu Secours brand is thus the leading medical transport operator in France.

Despite the health and economic crisis linked to Covid-19, 2021 was marked by the consolidation of the Group's market share in France. The Group had some significant commercial wins, particularly in Île-de-France where it won two Optile contracts in Yvelines with a total value of €680 million over the duration of the contracts, and the PAM77 service, as well as an offensive win in the call for tenders at Thionville, previously run as a local public service. These four contracts represent additional revenue of €100 million over a full year.

The year was also marked by a healthy trend in the portfolio, with some big commercial wins (Sydney region bus contract, Dubai underground railway, Uppsala bus network, etc.) and the launch of major contracts, including operation of the Adelaide rail network, bus networks in Bergen and IJssel-Vecht and the Dubai underground railway and tram systems).

At 31 December 2021, the 67,164 employees of Groupe Keolis were distributed as follows:

France	39,209
United States	4,881
Australia	4,695
Sweden	4,610
Belgium	2,605
Netherlands	2,207
United Kingdom	2,030
Dubai	1,768
Denmark	1,764
India	1,175
Germany*	896
Canada	786
Norway	538

* This subsidiary left the Group on 31/12/2021.

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

Our value creation scheme

Our resources

Our passengers

- **Programme**
Thinking like a passenger, an approach based on continuous improvement
- **Keoscope**
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

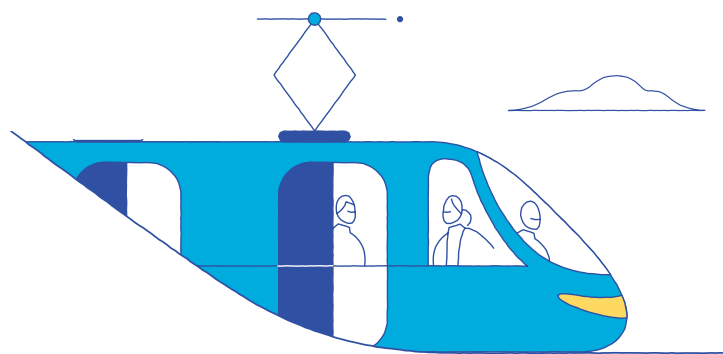
- **€6.3 billion** in turnover
- **€538.6 million** in equity
- A stable, committed shareholder base

* 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.

2. CSR AT THE HEART OF THE GROUP'S STRATEGY

2.1 Corporate Purpose

Keolis is well aware and convinced of the need to reinvent its business models to better take into account the environment and create value for society and the regions. In 2021 the company set out its corporate purpose: ***"We enhance everyday life in cities and communities by imagining and operating safe, smart and sustainable mobility solutions accessible to each and everyone."***



With this corporate purpose, the Group reaffirms its vision of mobility that is in the public interest for the benefit of all stakeholders. Its aim is **to have a positive impact on and for society** by contributing to the achievement of the United Nations Sustainable Development Goals (SDGs).

2.2 Keolis Way: the new corporate project

In 2021, under the impetus of the new governance, the KeoLife corporate project was revamped, becoming **Keolis Way**. Keolis Way, a roadmap shared by all entities, translates the Group's vision into reality on the basis of its values and corporate purpose.

It is built on four pillars:

1. Our Planet;
2. Our People;
3. Our Passengers;
4. Our Public Transport Authorities and partners.

The aim of Keolis Way is to strengthen a common culture and promote continuous improvement by defining performance indicators and associated objectives. Thus, Keolis entities are progressively adopting Keolis Way and adapting it to their particular contexts.

Initially based on international standard ISO 26000, Keolis's Corporate Social Responsibility (CSR) strategy has been continuously adapted over time to match the Group's ambitions and maturity, as well as social change.

The CSR approach has been integrated and merged with Keolis Way so that it can be rolled out through business lines and up to the highest level of the Company. All of Keolis's major non-financial issues have been linked to one of the Keolis Way pillars. This report is now also structured around the pillars of this structure. The *"enablers"* – innovation, digital, collaboration – are performance drivers used to manage resources and as tools for advancing all the pillars.

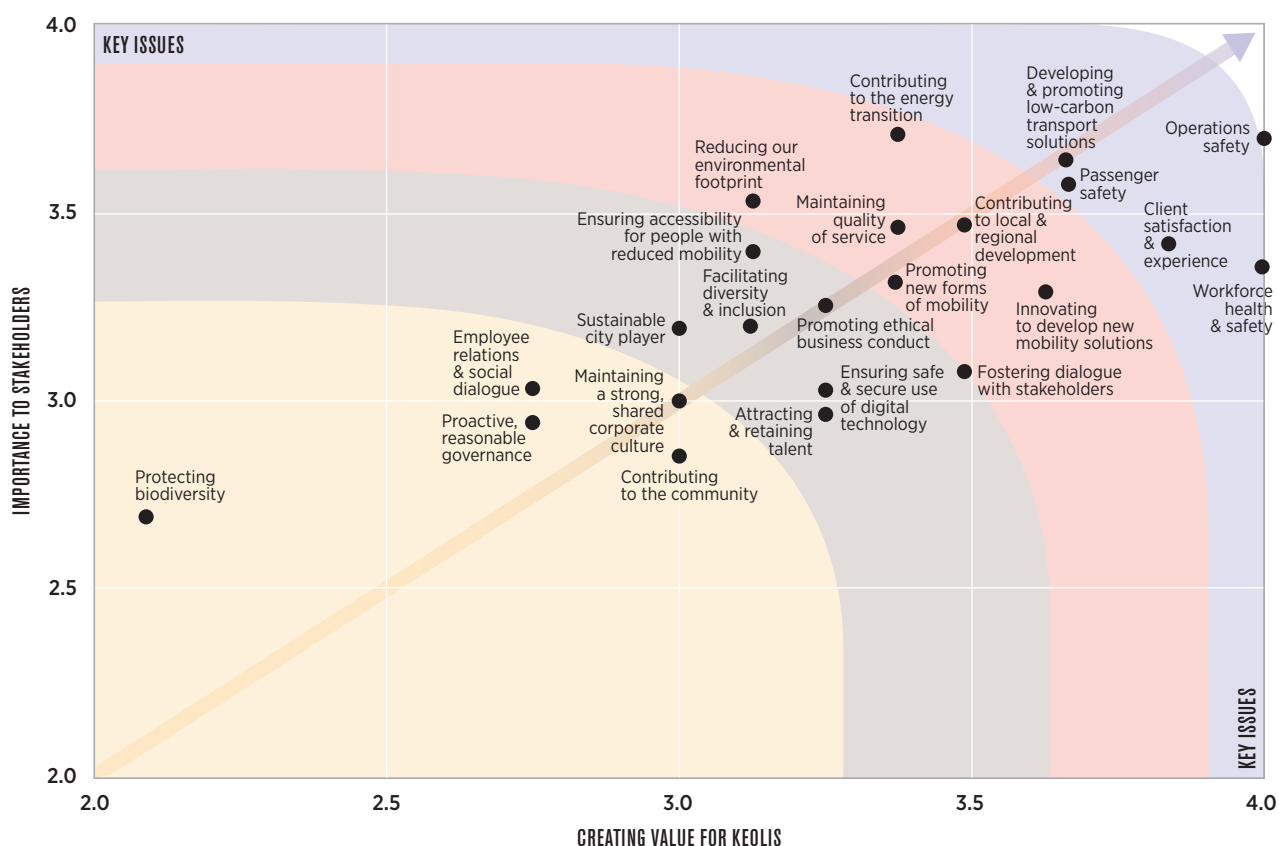


KEOLIS
Way >>>

2.3 Materiality of the issues

At the end of 2020, at the same time as the Group was going through many internal and external changes, Keolis decided to redraw the mapping of its key stakeholders, ask them about their expectations and vision for the Group, and work with them to identify the environmental, social and governance issues most likely to impact the business in the coming years. This work led to an update of the 2018 materiality matrix with a view to developing the new CSR strategy and feeding into the roll-out of the Group's Corporate Purpose.

Based on the main methodological guidelines (GRI, AA1000, IIRC, SDG) and in line with the Group's risk analysis, the consultation enabled discussions with around thirty stakeholders (public transport authorities, financial partners, civil society experts, public authorities, transport professionals, etc.), through in-depth individual interviews and more than 200 responses to be collected to a quantitative survey sent to targeted stakeholders. This made it possible to identify and map the main CSR issues according to their importance for the Group and its stakeholders.














The results of this new matrix are mostly in line with those of the previous one. However, they highlight a number of themes where stakeholders' have increasingly high expectations:

- › the development and promotion of new forms of mobility and low-carbon transport solutions: as a mobility operator providing alternatives to private cars and alternative energy vehicle fleets, Keolis needs to provide a sustainable mobility offering that both enables and makes it easy for people to switch modes of transport;

- › being the partner for regional development: operating at the heart of local ecosystems, Keolis must strengthen its impact to improve the attractiveness and boost the economic development of the areas in which it operates.;
- › innovation: new technologies must be explored and exploited to address all the issues identified.

All these themes are addressed in the various pillars of the Keolis Way.

2.4 Summary table of non-financial performance indicators

FUNDAMENTALS		KEOLIS WAY	KPI
		SAFETY AND SECURITY	
		Health and safety	<ul style="list-style-type: none"> Frequency rate of workplace accidents Severity rate of workplace accidents Percentage of employees working under a safety management system certified ISO 45001 or 39001
		Security	<ul style="list-style-type: none"> Number of partnership agreements with internal security forces (national police, national gendarmerie and municipal police) signed and in force at 31/12/2021 Share of revenue of subsidiaries that have implemented prevention & control actions against sexist and sexual abuse
		ECONOMIC PERFORMANCE	
		Business ethics	<ul style="list-style-type: none"> Share of revenue covered by a compliance officer Share of revenue covered by an ethics whistleblowing system Share of revenue covered by a Data Protection Officer for the countries concerned by this regulation (European Economic Area)
		Sustainable procurement	<ul style="list-style-type: none"> Percentage of expenses covered by an assessment of the CSR performance of suppliers
		OUR PLANET	
		Energy and low-carbon transition	<ul style="list-style-type: none"> Percentage of kilometres travelled by alternative energy commercial road vehicles Group Traction greenhouse gas emissions (all modes) in gCO₂e/km
		Ecological transition	<ul style="list-style-type: none"> Share of revenue covered by ISO 14001 certification Share of recovered waste
		Societal commitment	<ul style="list-style-type: none"> Average revenue of subsidiaries, as%, redistributed for sustainable regional development (BIOM assessment, France) Number of students covered by an awareness initiative in their school Amount of purchases from social and solidarity economy players (€M)
		OUR PEOPLE	
		Equality, diversity and inclusion	<ul style="list-style-type: none"> Percentage of employees working in an entity that is GEEIS -certified Percentage of women in the total workforce Percentage of women in the total number of drivers/transport employees Percentage of women in the total workforce who are managers Percentage of workers declared disabled
		Training and development	<ul style="list-style-type: none"> Percentage of employees who received training
		Social dialogue	<ul style="list-style-type: none"> Conflict rate in France excluding conflicts relating to national issues
		Engagement	<ul style="list-style-type: none"> Rate of departures Average seniority (years)
		OUR PASSENGERS	
		Client experience	<ul style="list-style-type: none"> Total number of subsidiaries involved in Keolis Signature Services
		Accessibility	<ul style="list-style-type: none"> Number of participants in training courses on People with Reduced Mobility organised by Institut Keolis Number of participants in accessibility events and awareness sessions

Target	2020 performance	2021 performance
-25% France in 2023 -10% International in 2023	23.11	27.46
38% in 2025 75% in 2030	3.09 21.9%	3.06 22.4%
-	43	59
-	21%	26%
-	94% (France)/100% (International)	100%
-	60%	89%
-	62% (France)/99% (International)	74%
70% in 2024	29%	37%
x2 in 2025 vs. 2019 (19.5%) x3 in 2030 vs. 2019 (19.5%)	21.2%	24.8%
-30% in 2030 vs. 2019 (1,293)	1,262	1,147
80% in 2030	46.2%	50.4%
-	65%	61%
-	66.3	71.5
-	44,446	95,569
-	11.7	33
95% in 2025	87%	87%
24% in 2025	21.7%	22%
-	18%	19.1%
-	35.4	35.7
-	5.2%	5.1%
80% in 2025	61%	64%
-	0.12	0.37
-	8.9%	13.9%
-	8.9	8.3
-	20	25
-	556	527
-	357	315

2.5 Governance of non-financial issues

Reporting to the HR & Transformation Executive Department, the Sustainable Development and Societal Commitment Department is responsible for defining and implementing the Group's CSR strategy. CSR is represented as follows:

- › On the **Executive Committee**, through the new Sustainable Development and CSR Strategy Committee, which meets at least once a year and whenever it is convened by the Executive Committee;
- › On the **Supervisory Board**, through the new Innovation and Sustainable Development Committee.

The different dimensions of Corporate Social Responsibility are led by the relevant departments.

The Group also has a network of correspondents in all its French and international subsidiaries, which in 2021 promoted its work through regular thematic meetings.

In addition, Keolis draws on dialogue with its internal and external stakeholders to define the guidelines and recommendations for the entire Keolis Group (see section 1.3.3.7).

2.6 UN Sustainable Development Goals

The United Nations' 17 Sustainable Development Goals (SDGs) and their 169 targets, adopted in 2015, provide a framework and a universal action plan to transform our societies by 2030. Keolis, with its subsidiaries located all around the world, contributes to the achievement of these goals, by both its very essence and the way in which the Group views its role within society.

KEOLIS AND ITS STAKEHOLDERS

United Nations Global Compact

The Global Compact, a voluntary commitment, an international frame of reference and platform of action and discussion, is the largest global initiative in terms of Social Responsibility. It brings together businesses, organisations, United Nations agencies, the world of work and civil society around ten universally recognised principles to build more stable and inclusive societies.

Since 2004, Keolis has been a signatory of the United Nations Global Compact and is committed to respecting and promoting its ten principles. Since 2018, Keolis has been part of the "GC Advanced" club, the initiative's highest reporting level. The responses to the 21 criteria required by the Global Compact frame of reference are included in this publication, which represents our communication on progress (COP).

In 2020, Keolis refined its approach to the SDGs. The relevance of each target was rated with regard to Keolis's activity and its importance in relation to the Group's strategy. A percentage contribution by Keolis to each of the SDGs was thus calculated. Thus, the SDGs deemed as strategic for Keolis are those where its contribution is greater than or equal to 25%.

In order to enable the Group's subsidiaries to identify their contribution to the SDGs, the SDG targets linked to the CSR indicators collected are displayed in the internal reporting documents.

The actions undertaken by Keolis that contribute to these eight major SDGs are presented throughout this document.



BEST PRACTICES

Keolis Rennes takes the SDGs on board

The Keolis Rennes CSR Committee, comprising representatives from each business line, analysed all 17 SDGs and their 169 targets and talked to the Group with a view to informing the respective work and ensuring overall consistency. It subsequently ranked the SDGs relevant to Keolis Rennes on the basis of three criteria: the existence of a policy associated with the theme, whether there is at least one significant related action, and whether a performance indicator relating to the subject is monitored. Ten SDGs are material to Keolis Rennes' business, supporting the guidelines of the CSR approach in place. Seven SDGs are common to those identified as major at the Group level, reflecting their adaptation to local specificities and issues.

Keolis Rennes produces a Statement of non-financial performance on a voluntary basis every year, in which it provides information on the SDGs. The process has been reviewed by the statutory auditors, attesting to the accuracy and robustness of the methods applied.

The SDGs make it possible to communicate in a simpler way with all audiences using a universal language, by disclosing the CSR materiality analysis methodology underlying the Statement of non-financial performance.

1.3.2.7 Group CSR highlights

1998

- Founding member of the PIMMS National Union

2004

- Member of the Global Compact
- First CSR report

2010

- Establishment of a European Works Council
- SNCF solidarity favourites

2011

- First Group Stakeholders Committee

2013

- KeoLife programme, including a CSR pillar
- Partnership with FNE
- Implementation of the Konformité programme

2015

- Partner of COP21
- Partnership with BIOM Work
- First Ecovadis assessment

2014

- ISO 14001 certification of the Group's environmental management system

2016

- Keolis joins the SNCF Foundation
- GEEIS obtained
- Cap'Handéo partner

2018

- Global Compact Advanced level
- Awarded the Gold Ecovadis medal
- Signature of the Group accessibility policy
- Keolis Ethic Line alert system

2019

- Update of the purchasing policy and supplier relationship charter
- Keolis new energies Tower

2020

- Keolis is a signatory of the Alliance for the Green Recovery of the European Parliament

2021

- Announcement of the corporate purpose and new corporate project
- Arrangement of ESG-linked loan
- Launch of the We@Keolis diversity network

3. KEOLIS WAY

The CSR strategy has been integrated and merged with Keolis Way to create an ambitious CSR approach that can be rolled out through all the business lines and up to the highest level of the Company. All of Keolis's principle non-financial issues have been linked to one of the Keolis Way pillars.



3.1 Fundamentals: Safety and Security

Safety

The continuous improvement of safety is a priority for the Keolis Group. All teams are constantly mobilised to ensure the safety of passengers, third parties, employees and partners. Since safety cannot be effective without a strong managerial commitment at all tiers of the organisation, developing a **safety culture** remains a key issue in translating ambitions into the behaviour and vigilance of each individual on a daily basis.

POLICY

The **Group safety policy**, covering both occupational health and safety and operational safety, was revisited in 2021 to clarify and highlight the issues, reaffirming the target of "Zero at-fault fatal accidents". It is communicated to all French and international entities and rolled out as a cornerstone of organisational principles and management practices.



Concrete actions have been implemented in the transport networks: field visits by managers, "five-minute updates" with teams, safety newsflashes on safety events, safety forums, interactive safety reception, communication and awareness campaigns for passengers and third parties.

The Group's management framework

Based on ISO standards, notably ISO 45001 for occupational health and safety management systems, the new safety management framework sets minimum requirements and aims to create a standardised framework for practice and organisation at every subsidiary and guarantee a solid foundation for its day-to-day management and coordination.

Safety culture: organisation and coordination of the sector

Safety is coordinated as closely as possible with Keolis mobility services and is managed by the subsidiaries, applying their safety management systems.

These aims are supported by the involvement of the local and central management hierarchies and business lines, including operations and maintenance (see section 1.3.3.2), marketing, the environment and human resources. The Group's Safety Department ensures the strategy is properly understood and taken into consideration, and positions itself as a partner in its implementation to ensure the minimum requirements are met. It provides training, tools and sharing of feedback and best practices from businesses in all countries or from other cutting-edge areas.



In 2021, as part of Keolis Way, the highlight of the event was the organisation in June of the first **Health, Safety and Security Week**, covering all areas of risk protection and prevention. In more than 90 subsidiaries, 400 events were organised over five days. They made it possible to reach out to employees, passengers and public transport authorities on the themes of operational safety, occupational health and safety, security and cybersecurity, and included a fire drill at the new gas bus depot in Drôme-Ardèche, a train to help vaccinate residents in Boston, safe access for people with reduced mobility in Belgium, a meeting of passengers in London, etc.

Occupational health and safety

TRAINING

The main focus of the 2021 actions was the training of local field managers, who followed modules such as: accident analysis training (e.g. in the South-West region in France), safety management, or deployment of safety culture development initiatives (in Hyderabad, India). This action will be extended to 2022 to **anchor safety in management practices**, ensuring the continuity of safety management and improving the prevention of workplace accidents.

BEST PRACTICES

ISO 45001 certification at Keolis Tours

The prevention of occupational risks (slip, trip and fall accidents, assaults, musculoskeletal disorders, electrocution, etc.) is a priority for Keolis in Tours, which operates the Fil Bleu network. The company has committed all employees to a certification process for its organisation and occupational health and safety management.

Keolis Tours is the first subsidiary of the Group in France to be ISO 45001 certified for its occupational health and safety management systems, attesting to its ability to continuously improve actions on risk reduction, prevention and protection of employees and subcontractors. For example, the analysis of workplace accidents or safety events has been strengthened by involving managers of groups of field teams, such as drivers and controllers. They were involved in helping understand the circumstances and causes and define measures to avoid new incidents: communication, training, support for movements and postures, organisation, innovative technical solutions, etc. This certification is a real opportunity, particularly in galvanising employee commitment.

The Group plans to extend ISO 45001 certification to other entities by 2025, committing to this through Keolis Way.

Indicator	Scope	2018	2019	2020	2021	Objective
Percentage of employees working under a safety management system certified according to ISO 45001 or 39001	Keolis SA	< 15%	19%	21.9%	22.4%	38% in 2025 75% in 2030

BEST PRACTICES

Development of safety culture in Hyderabad (India)

In early 2021, Keolis Hyderabad (India) launched a safety culture development programme: “*Suraksha Hamesha*” (“safety at all times”). Targeting all employees, it aims to ensure the prevention of workplace accidents by promoting safe behaviours and developing mutual vigilance.

This programme was established and implemented with the support of the *British Safety Council* (a leading international organisation in occupational health and safety) which supported the teams and trained managers and a team of internal coaches. Volunteer employees from operations, maintenance and support functions have been trained to use observation, vigilance and formulation practices to apply these techniques in their business lines. Despite the difficulties caused by COVID-19 lockdowns, more than 900 employees were trained in a first level of vigilance. Only three workplace accidents occurred in 2021, resulting in a frequency rate of only 1.3 accidents with lost time per million hours worked.

Keolis Hyderabad also renewed the ISO 45001 certification of its safety management system.

Indicator	Scope	2018	2019	2020	2021	Objective
Frequency rate of workplace accidents	GROUPE KEOLIS S.A.S.*	28.50	26.10	23.11	27.46	-25% France in 2023 -10% Int. in 2023
Severity rate of workplace accidents	GROUPE KEOLIS S.A.S.*	2.71	2.80	3.09	3.06	-

* Excluding Keolis Santé for which information is not available.

In addition, the digitisation of processes is continuing, in particular for the recording of incidents or accidents at work in France. It aims to better identify circumstances and causes and so make it possible to guide local prevention policies.

Lastly, the Group deploys prevention programmes as close as possible to operational teams, such as in France “*Transportez-Vous Bien*” with the insurer Klesia, or one focused on musculoskeletal disorders (TMS-PRO) with CARSAT Professionnel (Caisse d’assurance retraite et de la santé au travail). In 2021, seven subsidiaries including Lyon, Bordeaux, Rennes and Côte Basque Adour, committed to a TMS-PRO approach.

The “TVB” programme offers employees practical prevention tools such as: safety coaching, awareness-raising on lifestyle and addictions, or the reduction of accidents related to bad postures. The Group is committed to ensuring a majority of entities will roll out these programmes with partners in 2022 and by the end of 2023.

BEST PRACTICES

Chemical risk study at Cykleo

The study of the chemical risk associated with Cykleo’s activity (mainly use of products in cycle and furniture maintenance) has been carried out since 2020 on SEIRICH, an INRS chemical risk assessment tool. It makes it possible to eliminate the products most harmful to health or the environment and to replace them with other, less harmful ones. The first campaign was conducted in collaboration with the Orleans Occupational Medicine services. Cykleo’s priority is to promote products that are less hazardous to the health of employees and the environment, while maintaining the best technical performance. Each new product must be approved by the HSE Department before use.



11.7



16.1

Operational safety

The COVID-19 situation has generated new risks, including for operations: heavier traffic due to more people using private vehicles, resumption of driving by some third parties after lockdowns, or the accumulation of fatigue and stress related to staff shortages. Prevention measures have been developed and rolled out more widely, such as special HGV GPS systems for bus drivers, which are particularly helpful in risky manoeuvres.

In 2021, the Group's challenge was to verify the robustness of local prevention and protection measures. The gathering of feedback has been reinforced through a system that allows subsidiaries to incorporate different recommendations.

BEST PRACTICES

The development of digital technology to analyse safety events at Keolis Canada

Keolis in Canada has extended the rollout of the Group's digital tool for recording and analysing safety events for the management of bus and coach safety. Operators can access key documents such as logging checklists, and have digital forms to record and report any risky situations. This means they can feed data directly into dashboards and trigger corrective or preventive actions.

BEST PRACTICES

Driver assistance at Keolis Lyon

Road accidents are still frequent in urban areas and often occur when a bus driver finds it hard to assess the overall situation around his vehicle. After testing driver assistance systems in 2020, Keolis Lyon continued assessing technological innovations and, more specifically, rear-view cameras. The replacement of bus mirrors with cameras that report the information on screens in the driver's field of vision significantly improves safety: wider viewing angles, reduced blind spots, quality of visibility guaranteed in all weather conditions, day and night.

As the experiment proved successful, Sytral, the Lyon Regional Mobility Authority, decided to equip a majority of vehicles with this system, with the target of equipping more than 80% of vehicles by 2026. This innovation project is supported by the MAIF Foundation, which has chosen this initiative to assess its benefits.

In order to identify, disseminate and promote innovative solutions, a multidisciplinary international road safety team (the "Cross-Functional Team") was set up in 2021. It brought together internal experts from many countries (Australia, Belgium, Canada, USA, France) and from different business lines: operations, insurance, maintenance, marketing, information systems, etc. Over a period of almost 12 months, they identified and established improvements that can be implemented in four safety areas: Vehicle, Environment, Competence and Organisation (VECO). The Team provided a catalogue of technical innovations, proposed a roadmap for the coming years and recommended the creation of a Group Road Safety Committee to continue the initiative over the long term.

Security

Securing spaces and preventing petty crime are essential components of **quality of service**. This is a major requirement of the public transport authorities and a legitimate expectation of passengers and employees in a sensitive context where security and protection are at the heart of societal preoccupations.

POLICY

In accordance with the **Group security policy**, all Keolis Group subsidiaries are committed to operating and developing passenger transport services in a way that is secure for people, to ensuring the protection of property, and guaranteeing service continuity. Keolis is thus committed to preventing and combatting fare evasion and all forms of petty crime and antisocial behaviour. This action is based on a global strategy:

- › the development of a human presence (internal mediators or associations, ticket inspectors and security agents from specialised service providers) on the networks, through the use of duly trained staff, carrying out additional missions focussing on prevention, deterrence and crackdowns;
- › the installation and roll-out of appropriate technical devices: video protection, alarms, anti-aggression windows, Lone Worker Protection (LWP), pedestrian cameras, etc.;
- › operational partnerships with internal security forces, which are reflected in the organisation of joint control operations and prevention partnerships (Local Council for Security and Prevention of Petty Crime, associations, national education services, etc.).

The 2021-2024 Territorial Security and Petty Crime Prevention Strategy implemented by Keolis Lyon and Sytral, the Lyon Regional Mobility Authority, is a very successful illustration of this security policy. The strategy was awarded first prize in the Prevention of Petty Crime competition at the International Conference on Security, Democracy and Cities, in Nice, on 20 October 2021. It constitutes an ambitious partnership mechanism, which consists of 32 operational actions.

ACTION PLAN AND ACHIEVEMENTS IN THE PAST YEAR

Management of the business line

The French network security-fraud community is managed by the Anti-Fraud Security Department through bimonthly and thematic meetings. A dedicated seminar also brought together 25 participants in Dijon in October 2021. The purpose of these meetings is to distribute information on legal and technical monitoring and share best practices. At the same time, feedback and best practices were exchanged internationally through regular meetings.

In addition, as part of the Keolis Way (see section 1.3.2.2), the first **health, safety and security week**, held in June 2021, made it possible to spread the safety culture more widely, through three webinars and actions rolled out in the networks. Numerous workshops on the prevention of attacks on staff were held by subsidiaries such as Keolis Bourgogne, Keolis Montargis, Keolis Seine-Sénart, Keolis Seine-Essonne and Keolis Amey Metrolink in Manchester.



In France, the Group promotes the development of partnerships:

- › institutional: national police, national gendarmerie, municipal police forces, regional public Finance Departments, judicial courts, agency for public work and professional integration;
- › non-institutional: associations involved in conflict mediation, in the fight against addictions including drug addiction, or in supporting the integration of people in precarious situations.

These partnerships were consolidated, developed and formalised in France in 2021, through the signature of local agreements (national police, municipal police and national gendarmerie). Keolis Bordeaux Métropole thus increased from seven agreements signed in 2020 to 20 agreements at 31 December 2021, formalising new partnerships with local municipal police forces. This approach resulted in a 67% increase in joint operations on the network.

Indicator	Scope	2020	2021
Number of partnership agreements with internal security forces (national police, national gendarmerie and municipal police) signed and in force at 31/12/2021.	Keolis SA (France)	43	59

Prevention of harm to staff and passengers

Preventing attacks on passengers and staff is a priority for the Group. A dedicated cross-functional team, covering France and international operations, was set up in 2021 to identify and share best practices and innovations in this area.

With regard to the prevention of assaults on staff, it is structured around the analysis of acts of assault, the definition of an action plan and the

organisation of support for employee victims. This comprehensive approach is implemented by managers, who use the “guide to preventing assaults on staff in contact with the public” drawn up by the Group. Among the notable actions implemented in 2021, 12 networks rolled out the trial of body cameras for ticket inspectors, based on the Group’s report setting out the framework for the use of personal protection cameras.



BEST PRACTICES

Conflict management training, EFFIA

Verbal or physical aggression is a risk identified by EFFIA, in particular for traffic wardens in the performance of their duties on the roads. For the past three years, training organisation Brink's has provided training in conflict management to the most exposed employees, both on the roads and in the parking and car pound activities. In 2021, 115 people were trained.

Prevention of sexist and sexual abuse

Keolis has made this public policy a high priority for the Group. In 2021, it resulted in an action plan structured around three major components:

- › the development of awareness and training for all staff, through:
 - dedicated sessions in the **Stand Up programme** (nearly 580 people trained in France), which teaches simple but decisive actions that allow you to intervene safely when you experience or witness street harassment, created by L'Oréal Paris in partnership with the NGO Hollaback! and the Fondation des Femmes,
 - the creation of a specific e-learning module with Institut Keolis;

- › the provision to subsidiaries of a preventative communication campaign for passengers, rolled out by 12 subsidiaries in 2021, including Keolis Calvados and Keolis Bourg-en-Bresse;
- › the signature of a sponsorship agreement with the **Fondation des Femmes**, to commit the Group over the long term to the fight against violence against women and for gender equality.



**FONDATION
DES FEMMES**

In parallel with the Group action plan, many specific initiatives continued or were launched across all networks in 2021 in France and internationally:

- › seven new networks implemented an alight on request system in 2021 (Rennes, Aix-en-Provence, Besançon, Caen, Côte Basque Adour, Le Mans and Metz), bringing the number of Keolis networks that have rolled this out to 12 (with Amiens, Bordeaux, Lille, Lyon, Orleans);
- › Lille and Lyon continued their exploratory walks, carrying out two and one in 2021 respectively;
- › major prevention campaigns were launched on many networks, including Lille, Lyon, Dijon and Nancy.

	Scope	2020	2021
Share of revenue from subsidiaries that have implemented initiatives to prevent and combat sexist and sexual abuse	Keolis SA	21%	26%

Inclusion projects through community service orders

Keolis has maintained its in-depth action by contributing to the prevention of reoffending through inclusion projects that accept people sentenced to community service. 15,976 hours (9,404 hours in 2020) of community

service were carried out in the six networks in Bordeaux, Lyon, Lille, Rennes, Tours and Dijon.



3.2 Fundamentals: Operational Excellence

Keolis's ambition is to be the benchmark for service quality, value creation and contribution to the major transformation issues (energy transition, safety, innovation, gender balance, diversity, etc.) in the maintenance and operation of its passenger transport networks.

Operations

POLICY

The Group's **Operating Policy** describes all the key processes, the main missions, as well as the pillars, standards, tools and areas of performance. It is based on three fundamentals to serve our stakeholders: safety and security, operational excellence and quality of service, and resource management.

Operations in the subsidiaries rely on methods, processes, tools, technical, managerial and behavioural skills to perform various missions:

- build offers and production plans;
- deliver the service and manage service disruptions;
- manage teams;
- manage the operating budget;
- continuously improve performance.



In concrete terms, the subsidiaries undertake to implement the ten fundamental requirements of the Policy. In addition to the priority given to safety, regulatory compliance and compliance with contractual commitments, these define basic requirements for managing the skills and knowledge of operating entities, their roles, and the processes for cooperation with other functions (HSE, maintenance, marketing, HR, etc.). Budget steering and management rules are defined, all of which must be part of an active continuous improvement approach. All of the key processes are described in procedures or *ad hoc* business-line handbooks, and made available to the Group's Community of Operators on the KeoSphere internal website. The subsidiaries adapt the Operating Policy according to local specificities and contractual issues, by adapting their processes and tools.

The Group's approach **to continuous improvement of operations is "KIHO" (Keolis Industrialises and Harmonises its Operations)**. It incorporates the fundamentals of the Operating Policy and is based on specific content: management system, diagnostic and coordination tools, etc. It thus contributes to the operator training policy. The subsidiaries also have a self-diagnostic tool to measure their maturity, identify necessary corrective actions and plan their continuous improvement.

Network coordination

The Group Operations Department, within the Industrial Department, defines the operating policy and principles and coordinates the network of operators throughout the Keolis Group. It carries out support and assistance missions for subsidiaries and supports the commercial development of Keolis (calls for tenders). Lastly, it coordinates its actions with all other departments sharing common challenges, in particular the Maintenance Department and the Centres of Excellence. All Operational entities analyse and compare key indicators for the business (absenteeism and employee commitment, cost per km, fuel consumption, etc.).

ACTION PLAN AND ACHIEVEMENTS IN THE PAST YEAR

Working groups of dozens of experts from different functions and from different countries (*cross-functional team*) were brought together in 2021 to share best practices within the Group and propose numerous innovations. The digital transformation of operational roles, and the improvement of road safety (see section 1.3.3.1 on page 51), were among the areas explored. For example, the work carried out made it possible to launch a major plan to improve management efficiency and communication with drivers through the digitisation of operations. A "digital maturity" diagnostic tool has been proposed.

Operations is the area where a number of Group policies are put into practice, for example diversity policies, which also contribute to performance in other areas, such as the environment.

BEST PRACTICES

Eco-driving measurement tool in the Touraine sector (Territoires division, France)

The Ecomobil HDM case is a tool dedicated to training, developed by a Lyon-based start-up, HDM. This tool, connected to the vehicle, records and analyses driving parameters and is accompanied by a three-hour driver training programme. It is rolled out to all Institut Keolis (IK) trainers (see section 1.3.3.5 page 74), as part of the “*Improve your driving while respecting the principles of eco-driving*” training course. The training consists of two test runs, one in a “normal” driving situation, the second applying the principles of eco-driving presented previously. The results are analysed and compared at the end of the tests.

Eco-driving training brings real added value in the development of the job of driver, with multiple effects: more efficient driving, therefore less wear and tear on equipment, lower fuel consumption, pollution and accidents thanks to better anticipation, and finally, less stress for the driver as well as for passengers, who have a smoother, more comfortable journey. Eco-driving saves 1,092 litres of fuel on an average of 20,000 km/year, which represents a reduction in greenhouse gases of around 3,353 kg of CO₂e.

BEST PRACTICES

Diversity in operational professions at Keolis Chambéry

In the context of a shortage of drivers in the sector, several external communication and promotional actions were carried out, in particular among women with the rollout of the Group's 2021 recruitment campaign targeting women, and initiatives in schools and colleges to raise awareness among young people about the proper use of public transport and help them discover our careers (see section 1.3.3.4 on pages 68 and 69). More broadly, Keolis Chambéry is also actively involved in preventing and combatting discriminatory and sexist behaviour. Several actions were carried out:

- › two points of contact, one male and one female, were appointed by the SEC and Management. They received training and are now a real conduit for employees to report any information about inappropriate or sexist behaviour;
- › specific training has been set up, in particular for middle management, to help them identify these behaviours, characterise them and learn how to react;
- › these themes are now integrated into management practices in order to allow their appropriation and to anchor the subject into company culture;
- › lastly, several actions are carried out to adapt the workstations and working conditions of all employees, such as the installation of gender separate toilet facilities in terminus buildings.

Maintenance & asset management (Asset Management)

Maintenance and asset management activities apply to all industrial assets owned by Keolis or managed by Keolis on behalf of a public transport authority. These activities are essential levers for delivering the performance expected over time by the public transport authorities in terms of safety, availability of assets for the provision of the service, compliance of assets with the level of quality required, as well as the economic performance of the transport network. These activities make it possible to optimise the performance and durability of assets, and to reduce cost of ownership over their entire life cycle.



POLICY

The **KIHM** (“**Keolis Industrialises and Harmonises its Maintenance**”) policy aims to industrialise and harmonise maintenance and asset management practices within the Group, while taking into account specific local contexts and challenges. Described in the “**Keolis Group maintenance policy**”, it ensures the continuous improvement of maintenance performance and operational management.

To roll out this policy, Keolis has defined asset maintenance and asset management guidelines. These describe the business processes, managerial standards and key requirements for the implementation of an efficient management system for maintenance and asset management activities that comply with the requirements of ISO 55001 (industrial equipment management system).

In addition to this framework, Keolis is also implementing a process to transform maintenance and asset management activities using digital levers. Called “Maintenance 4.0”, it is structured around six areas and aims to identify, test and implement digital solutions to improve the operational and economic efficiency of the entities.

Network coordination

To manage the implementation of this approach, the Group Maintenance Department and the Centres of Excellence, whose mission is to support the Group’s development, particularly during the response to calls for tenders and mobilisation stages, coordinate the maintenance and engineering business lines. This coordination is carried out through meetings of experts, webinars and peer working groups and by involving, if necessary, other Group business lines such as Safety and Environment, Purchasing and Human Resources.

ACTION PLAN AND ACHIEVEMENTS IN THE PAST YEAR

Several key actions were implemented in 2021.

The KIHM programme continued to be rolled out in many countries (France, Belgium, Sweden, United Kingdom, Canada, USA).

The “Maintenance 4.0” programme coordinated the implementation of numerous digital solutions on a large number of networks and made it possible to compare what is being done elsewhere in these areas of activity.

The Group’s preparation for energy transition issues has been accelerated, focusing in particular on the impacts and changes in the maintenance professions (training, specific authorisations, technical, organisational or regulatory constraints). This coordination was carried out through expert meetings targeted by type of energy (gas, electricity and hydrogen in particular).

Under the CFT (*Cross-Functional Team*) approach, in-depth work was carried out on the themes of *Asset Management* and *Supply Chain*. This work made it possible to study benchmarks, identify key areas of action and set up a number of trials. For example, a catalogue of innovative solutions for the automatic inspection of tram rolling stock was developed and new organisations for the inventory management and supply function were tested in the Territories business unit.



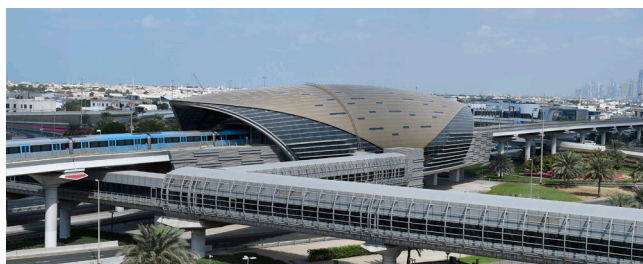
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3.3 Fundamentals: Economic Performance



The Keolis Group is subject to specific legal and regulatory requirements, having clients who are public authorities, but also with regard to its activity and the international nature of its development, as well as due to its links with SNCF (public group owned by the French State), its 70% shareholder. In addition, the Group's entities operate in highly competitive environments that may expose them to the risk of corruption and influence peddling.

In such a context, each of the Group's entities places compliance with the principles of business ethics at the centre of its activities.

Business ethics, healthy and fair competition & prevention of corruption

POLICY

For several years now, Keolis has affirmed its commitment to fair business practices and to the rejection of all forms of corruption and influence peddling. It **operates a "zero-tolerance" approach**, which is not only an objective but an obligation for each of the Group's employees. This requirement is supported by reference documents that each employee can find on the dedicated "Kompliance" community of the Keolis internal collaborative platform:

- › Guide for Ethical Business Conduct;
- › the code of conduct for the prevention of corruption and influence peddling;
- › the code of conduct for free and fair competition.



These reference documents, covering the entire scope of the Group, are broken down into policies and procedures, whose principles each employee is obliged to respect in his or her relations with all stakeholders.

Management

To ensure the effective rollout of its "Kompliance" programme adapted to local requirements, a **network of Compliance Officers** in France and internationally is led by the **Group Compliance Officer**, who reports to the Group's Legal, Compliance and Insurance Department. Their role is to support management as closely as possible in its ethics approach, to propose adaptations to the programme according to local specificities, while ensuring the same high standards imposed by the Group.

In addition, a self-assessment programme for subsidiaries, updated annually, includes a chapter dedicated to compliance and enables the subsidiaries surveyed to measure their performance with regard to the Group's expectations.

Indicator	Scope	2021	
Share of revenue covered by a Compliance Officer	GROUPE KEOLIS S.A.S.	France	94%
		International	100%

Ethics whistleblowing system

KOMPLIANCE

The Keolis Group requires all its subsidiaries to implement whistleblowing systems open to all employees, to ensure the reporting and processing of any incident or alert likely to reveal non-compliance with its legal obligations and regulatory and ethics principles.

Indicator	Scope	2018	2019	2020	2021
Share of revenue covered by an ethics whistleblowing system	GROUPE KEOLIS S.A.S.	54%	54%	60%	89%

ACTION PLAN AND ACHIEVEMENTS IN THE PAST YEAR

2021 was marked by several highlights:

Update of corruption and influence peddling risk mapping

The updating of corruption and influence peddling risk mapping by subsidiaries is an essential prerequisite for any effective compliance programme. The Group has improved the granularity of its management of the risk of corruption and influence peddling with the creation of five new mapping exercises covering French subsidiaries with revenue above €50 million. All of the Group's activities are covered by a corruption and influence peddling risk mapping.

Mandatory e-learning campaign on Prevention of corruption and influence peddling

This campaign was an opportunity to raise the awareness of the most exposed employees of the main principles of preventing corruption and influence peddling. Rolled out in France and internationally, it will be renewed every two years. In 2021, 79.63% of exposed employees took this e-learning course, i.e. more than 6,000 employees.

E-learning campaign on compliance with competition rules

Offered to all Group executives, this campaign reviewed the fundamentals of calls for tenders that respect the values of the Group in order to ensure transparent public procurement for the benefit of public and passenger clients.

Update of three policies: the code of conduct for the Prevention of corruption and influence peddling, the Group policy on gifts and invitations and the Group policy on the management of relationships of interest

With the creation of a policy dedicated to the management of relationships of interest, the Group intends to strengthen its transparency requirement, both with regard to its employees and all its stakeholders. These policies have been circulated to all Keolis SA employees, as well as to employees who, by virtue of their functions (buyers, subsidiary managers, tender response teams, etc.), are particularly exposed.

BEST PRACTICES

Annual declaration of the absence of conflicts of interest at Keolis Lyon

To go even further, the Purchasing teams of Keolis Lyon and Keolis SA have adopted the principle of an annual declaration of the absence of conflicts of interest. These declarations, requested at the beginning of the year, may be updated at any time by simply declaring a potential conflict of interest to the manager of the employee concerned.

Continued rollout of the Policy for the assessment and management of third parties (including suppliers, partners and clients)

Initiated in 2020, this rollout was continued throughout the year by the subsidiaries through the commitment of local management and Compliance Officers. In addition, Group projects continued to integrate the prior assessment of partners into projects submitted to the Group's various development committees.

Launch of the Compliance newsletter

In order to share its business ethics programme as widely as possible, the Group launched the first issues of its Compliance newsletter. This initiative is an additional means of relaying the latest ethics news and publicising the Group's ethics organisation. The second issue was an opportunity to invite the Group Executive Director France to share his vision of ethics in business.

First Keolis Ethics Day, at the initiative of the Group's Chairman

Taking advantage of international anti-corruption day on 9 December to raise awareness among all employees of the issues of ethics in business practices, the Group launched its first **Keolis Ethics Day**. On this occasion, a training and awareness programme was offered to all employees for around 10 days. *Compliance Officers* and managers shared their vision of ethics on a daily basis and various events enabled employees to familiarise themselves with expected best practices.



Personal data protection

The protection of personal data is a major issue for Keolis, with the following main objectives:

- › ensure total protection and confidentiality of the personal data of employees, clients and other stakeholders;
- › establish a relationship of trust with partners and suppliers that comply with the European General Data Protection Regulation (GDPR);
- › achieve ever greater transparency regarding the data protection policy implemented.

POLICY

As Keolis is aware that not all countries are covered by an equivalent of the **GDPR**, in November 2019, it distributed a **Group Personal Data Protection Policy** in French and English. This Policy states:

- › the Group's commitment to personal data protection;
- › the general rules and principles that must be followed by all entities;
- › the specific principles to be respected for entities subject to the GDPR.

It also reiterates that each of the Group's entities must comply with the relevant regulations applicable to them locally.

Since 2018, the Keolis subsidiaries operating in the European Union have implemented appropriate governance. A Data Protection Officer (DPO) has been appointed by Keolis SA since July 2018. A DPO has also been appointed in each Major City Networks and City Networks subsidiary and in the European Union subsidiaries outside France. A shared DPO was also appointed for the French interurban subsidiaries of the South West Regional Department. In the other subsidiaries in France, officers have been appointed.

ACTION PLAN AND ACHIEVEMENTS IN THE PAST YEAR

In addition to the procedures established in 2019 and 2020, many actions were undertaken during 2021, with the following in particular:

- › contractual provision of Group tools to subsidiaries with regard to the GDPR;
- › monitoring the compliance of personal data processing and Group tools;
- › update of the Keolis SA **Information Systems (IS) user charter**, particularly with regard to new work tools;
- › raising awareness among all Group employees.

Raising awareness

As part of raising employee awareness of personal data protection issues, an e-learning course for all managers has been rolled out since April 2021. This e-learning programme in French and English covers the major principles of regulation in a light-hearted manner. It was taken by 221 employees.

Privacy by design

In order to integrate the Group's cybersecurity, personal data protection, contractual framework and business ethics requirements into Keolis's IT projects from the start, an approach known as "**Compliance By Design of IT Projects**" was developed jointly by the Group's Legal, Compliance and Insurance, and Cybersecurity Departments.

It focuses on three key stages of IT projects: preparation and launch of the consultation, selection of the service provider, then negotiation and contracting.

Sharing best practices and coordinating the community

In 2021, the sharing of best practices also continued, notably *via* the "**Keolis for the Protection of Personal Data (KPPD)**" community, on the internal collaborative platform, as well as by continuing to coordinate the network of DPOs and contacts in Europe.

BEST PRACTICE IN SUBSIDIARIES

Awareness-raising within Keolis Rennes

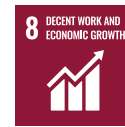
Keolis Rennes launched its awareness campaign targeting 380 employees. This campaign consists of a cybersecurity/GDPR campaign, as well as the rollout of the Group's "Personal Data" e-learning module.

This awareness-raising campaign is based on the e-learning campaign launched by Keolis SA on 20 April for employees at Keolis Rennes, and its availability to Keolis Rennes employees during a fixed period from 29 October to 30 November 2021.

75 employees took part in awareness raising following the campaign, which ended on 30 November.

Indicator	Scope	2019	2020	2021
Share of revenue covered by a DPO for the countries concerned by this regulation	GROUPE KEOLIS S.A.S. (European Economic Area – EEA)	62% (France) 99% (EEA excluding France)	62% (France) 99% (EEA excluding France)	74%

In France, personal data correspondents are appointed in subsidiaries where DPOs are not appointed and/or where a DPO has been appointed in a pooled manner. There were 61 personal data correspondents in 2021.



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Sustainable procurement

Purchases by the Keolis Group amounted to more than €2 billion, from 44,000 suppliers worldwide. Keolis's sustainable purchasing approach reinforces the spread of its Corporate Social Responsibility strategy within its sphere of influence.

POLICY

The Purchasing function, as well as all of the Group's suppliers, service providers and subcontractors, play a major role in the quality and level of service offered by Keolis to its public transport authority clients and passengers. Through its new corporate project Keolis Way, the Company has chosen to place CSR at the heart of its purchasing policy. Keolis has made a commitment to gradually increase the following by 2024:

- ▶ the **weighting of CSR criteria in the supplier selection process, to reach 20% depending on the level of risk of the purchasing families concerned;**
- ▶ the amount of expenditure on suppliers whose CSR performance has been assessed: suppliers whose **CSR risk management has been assessed will account for 70% of the Group's expenses.**

Keolis Way also affects purchases through numerous objectives, such as the strict application of Keolis commitments and requirements to the supply chain (Sapin II and Duty of Care), and the strengthening of the use of social and solidarity economy structures or similar organisations across the world, or the systematisation of requirements in terms of life cycle analysis and the circular economy.

Sustainable purchasing is discussed at each of the Purchasing Management Committees, France Purchasing Committees, which bring together the purchasing managers of the Major City Networks and City Networks, and the Group Procurement Committees made up of international purchasing managers.

Risk management and supplier relations

RISK MAPPING

Appropriate prevention and mitigation actions were put in place following the completion in 2018 of a first mapping of CSR risks in purchasing (70% CSR criteria and 30% purchasing criteria), aiming to determine which are the highest-risk purchasing families. This mapping is currently being updated to include the scope of international expenses.

KEY DOCUMENTS AND PROCESSES

Each manager and employee working on behalf of Keolis or one of its subsidiaries must be aware of, respect and promote the principles of the **Purchasing function charter**. Thus, in accordance with Keolis Group's CSR commitments, all employees involved in purchasing must promote Sustainable Development with their business partners.

Through the distribution and signature of its **Supplier relationship charter**, Keolis formalises in particular its expectations in terms of respect and promotion of human rights in its sphere of influence and takes an active approach to the prevention of occupational and safety risks. Such distribution was included in the consultations and framework agreements managed by the Group Purchasing Department. Translated into seven languages, this Charter is available on the website www.keolis.com.

The **procedure for assessing and managing relationships with third parties** was rolled out in 2021, to strengthen the control of corruption and influence peddling risks in the Group and meet the requirements of the Sapin II law. The third parties concerned by the procurement procedure are suppliers, service providers and subcontractors. It was the subject of several dedicated presentation sessions and a webinar, in collaboration with the Legal, Compliance and Insurance Department. This procedure is accompanied by tools (standard questionnaires, risk assessment grid, etc.), some of which have been adapted for purchases. Suppliers represent the largest share of third parties to be assessed.

CONTRACTUAL CLAUSES

Specific clauses must be systematically included in the contracts put in place by the Purchasing Department. Suppliers formally undertake to comply with the standards of national and international law, as well as Keolis' commitments in terms of ethics, health and safety, corruption, data protection and the environment.

The so-called "carbon contribution" clause implemented in 2020 and inviting suppliers to participate in reforestation projects, made it possible to plant more than 15,000 trees worldwide in 2020. The inventory of tree certificates planted in 2021 is underway.



BEST PRACTICES

One bus, one tree

Keolis Belgium is committed to the Planet and sustainable mobility on a daily basis. With its partner IVECO Group, Keolis had trees planted for each bus purchased: 715 trees were planted in Pajottenland.

SUPPLIER ASSESSMENTS

Keolis ensures that its suppliers share and respect its social, environmental and ethical ambitions. Thus, the Purchasing Department is continuing the deployment of the Ecovadis **CSR performance** assessment solution for suppliers. These assessments help to integrate sustainable development issues into dialogue with suppliers.

BEST PRACTICES

Keolis Downer Victoria (Australia) assesses the CSR performance of its suppliers

As part of the implementation of its due diligence approach, Keolis Downer Victoria regularly sends CSR assessment questionnaires to its suppliers exceeding a defined purchase amount threshold, using the Avetta platform. 65% of expenses are covered by a CSR assessment. Suppliers are assessed on several criteria, including CSR, safety management systems, accident and incident management procedures, modern slavery statement, environment, health crisis management, etc.. Keolis Downer can adapt the questionnaire according to the suppliers' sector of activity and their specific issues. The Avetta assessment is integrated into the supplier selection process.

At the end of December 2021, nearly 880 suppliers had been invited to respond to a CSR assessment, including nearly 500 in France and 330 in Australia. The average performance of the suppliers who responded was **57.4/100** (the average score of suppliers assessed by Ecovadis is 43.9/100).

With a view to continuous improvement, Keolis encourages its suppliers to implement a corrective action plan when necessary. The assessment of suppliers' CSR performance is also included as early as possible in the purchasing process.

Indicator	Scope	2020	2021	2024 target
Percentage of expenses covered by an assessment of the CSR performance of suppliers	Keolis SA	29% (France)	37% (France and Australia)	70%

Sustainable Finance

In 2021, Keolis implemented its CSR commitment by setting up a syndicated loan indexed to sustainable development indicators.

Signed on 21 December 2021, with a group of 14 partner banks, this heavily oversubscribed loan corresponds to a €600 million loan with a maturity of five years which aims to refinance existing credit lines. Keolis has innovated by linking this financing to sustainable development criteria at the heart of the Group's CSR strategy. A margin adjustment mechanism has been put in place and will depend on the achievement of annual targets in terms of the environment, gender balance and health & safety:

› **environment**, with two target indicators, one indexed to revenue covered by ISO 14001 Environmental Management certification (pro

rata to certified activities), and the other, from 2023, based on the Group's commitments to reduce greenhouse gas (GHG) emissions. These indicators reflect Keolis's positive contribution to current environmental issues, such as the fight against climate change, improving energy efficiency and protecting resources (water, soil, commodities, biodiversity);

- › **gender equality**, with a commitment to increase the proportion of women in the Keolis workforce;
- › **health/safety**, through a target to increase the proportion of employees covered by a safety management certification (ISO 45001 or 39001), leading in particular to the development of internal safety culture training or workplace accident prevention measures such as those related to musculoskeletal disorders, falls or road accidents.

The 2021 results of the various indicators according to the conditions set out in the credit agreement are as follows:

Indicator	Scope	2021
ISO 14001 certification (% of revenue by activities covered)	Keolis SA*	50.8%
Percentage of women in the overall workforce	GROUPE KEOLIS S.A.S.*	21.8%
ISO 45001 and 39001 certification (% of workforce covered)	Keolis SA*	23.0%

* Excluding subsidiary Keolis Dubai - MHI Rail Management and Operation LLC whose operation began in 2021.



7.2, 7.3



11.6



13.2



3.4 Pillar: our Planet

Keolis is committed to making a positive contribution to the planet's current issues, such as the fight against climate change, the reduction of atmospheric pollution, the improvement of energy efficiency and the protection of resources (water, soil, commodities, biodiversity), in order to leave a positive environmental legacy for future generations.

POLICY

Keolis's ecological and carbon transition policy is based on the significant environmental issues identified for the activities. It commits all subsidiaries to:

- › meet their compliance obligations arising from national and local regulations as well as contractual or voluntary commitments to their stakeholders;
- › control the environmental impacts of their activities and prevent pollution;
- › adopt a continuous improvement approach for environmental performance.
- › To meet these commitments, the Group has set targets for:
 - **improving energy and carbon efficiency;**
 - **increasing the rate of waste recovery;**
 - **controlling water consumption.**

This policy is applicable to all of the Group's activities (operation, maintenance, retail, administration). The Sustainable Development and Societal Commitment Department manages the entire process and ensures the distribution of tools, thus enabling the overall consistency of the approach within the Group, a smoother and faster circulation of information, the sharing of best practices between subsidiaries and the coordination of the subsidiaries' network of Environment and CSR experts in France and internationally. Regular meetings make it possible to share feedback and best practices and to ensure that the Group's strategy is properly understood and taken into account.

To assess environmental performance in a standardised way, make it known to stakeholders, and further unite and mobilise employees around current environmental issues, many subsidiaries are involved in certification or labelling procedures. Among them, we should mention **ISO 14001 certification for environmental management**, ISO 50001 certification for energy management, ISO 26000 "CSR Commitment" certification and the ADEME "Objectif CO₂" label. The mastery of these standards is recognised through regular audits conducted by independent experts to ensure compliance with commitments and continuous improvement.

Energy and low-carbon transition

The energy and low-carbon transition is at the heart of Keolis's concerns. This issue is also underlined in the Group's corporate purpose: *"We enhance everyday life in cities and communities by imagining safe, smart and sustainable mobility solutions accessible to each and everyone."* In order to facilitate and encourage low-carbon mobility, the "sustainable mobility" component is supported by two objectives for 2030, included in Keolis Way:

- › **30% reduction in carbon intensity** from traction (all modes in gCO₂e/km) compared to 2019;
- › **multiply by 3 the number of kilometres travelled by road vehicles powered by alternative energies** to diesel and petrol (compared to 2019).



ACTION PLAN AND ACHIEVEMENTS IN THE PAST YEAR

The achievement of these objectives is accompanied by various areas of action:

- › promote energy and low-carbon transition levers within the Group and with public transport authorities: development of eco-driving and eco-friendly habits (training of more than 5,000 drivers per year and operation of nearly 3,600 vehicles equipped with eco-driving assistance units), optimisation of rolling stock settings, transition to low-carbon energies, etc.;
- › support and advise public transport authorities in all stages of their energy transition projects by providing them with the Group's expertise and operational experience from both a technical and economic point of view (analysis of the total cost and support in obtaining grants and financing);
- › ensure active monitoring of technologies and innovations;
- › facilitate cross-functional collaboration within the Group (inter-business lines and inter-countries) to accelerate the emergence of operational responses to energy transition issues, in particular by capitalising on experiences;
- › train all employees in the challenges of energy transition. The Energy Transition e-learning programme was launched in 2021 with Institut Keolis (see section 1.3.3.5 on page 74).

OUR ACTIONS TO HELP BRING ABOUT THE ENERGY TRANSITION



1 Supporting public transport authorities as they implement the energy transition by switching from diesel to alternative energy sources for their bus fleets



BIODIESEL



BIOETHANOL



CNG/LNG AND
BIO-CNG/BIO-LNG



ELECTRICITY



LPG



HYDROGEN

2 Encouraging the development of soft and clean mobility solutions



Self-service bicycle schemes
and medium- or long-term
bike rental



Car-sharing and self-service
vehicle solutions



Autonomous shuttles

3 Coordinating the actions of our subsidiaries to reduce the environmental impact of our activities



Improving our buildings'
energy efficiency



Reducing our
water consumption



Recycling our waste



Training
our drivers in
eco-driving
techniques

Keolis: technical expert in alternative energy bus networks

Keolis operates networks of **vehicles powered by alternative energies** to diesel (electric, hydrogen, biogas, etc.) in France and internationally and supports the public transport authorities in meeting their energy and carbon transition needs for cities and regions. For example: operation of electric buses in Amiens, in the Pays Basque or at IJssel Vecht in the Netherlands, technical assistance for hydrogen buses in Pau, launch of a bioCNG station in Ardèche and operation of numerous networks of CNG buses (Lille, Bordeaux, Besançon, Nancy, Perth in Australia, Foothill and Las Vegas in the USA).

Thus in 2021, **the fleet of road vehicles using alternative energy to diesel and petrol amounts to more than 4,300 vehicles**, up by 21% compared to 2020. This trend demonstrates the acceleration of fleet renewal by the public transport authorities towards solutions to reduce greenhouse gas emissions and therefore contribute to fighting climate change.



Keolis thus supports the public transport authorities in the overall optimisation of their passenger mobility services. From design to asset management and including commissioning, operation and maintenance. The offer also answers issues regarding operational robustness, deployment of necessary infrastructure, quality of service to users and of course the overall economy of the system.

Keolis: expert in new economic models and greenhouse gas emissions assessment

In addition to the choice of technologies, the public transport authorities are facing budgetary constraints and seeking adequate financing to develop an appropriate transport offer. In this context, Keolis wanted to improve its practical and concrete knowledge of public grant schemes for public transport in order to be able to meet its internal needs and those of public transport authorities.

Since 2020, Keolis has compiled an exhaustive inventory of **grants/subsidies for the energy transition in France and Europe** and created a tool bringing together information on aid and subsidy schemes classified by type of project to be financed. A regular watch is organised to keep the list up to date and complete the information as it becomes available. This expertise is proposed and made available for internal stakeholders and also for public transport authorities.

In addition, Keolis supports its subsidiaries and clients in the assessment of carbon footprints for various energy choice scenarios.

In 2021, for example, Keolis supported the Métropole du Grand Nancy and the Provence-Alpes-Côte d'Azur region in finding and obtaining relevant subsidies for their energy choices.

In addition to this tool, Keolis has signed a partnership with a specialised firm to benefit from bonuses related to **Energy Saving Certificates**. This partnership takes the form of advice on which transactions to prioritise, practical support for the preparation of the file and finally the payment of a bonus once the transaction is completed. This partnership makes it possible to optimise the cost of investments for energy saving projects. Eligible transactions for Keolis include, for example:

- › eco-driving training;
- › outsourced tyre management;
- › insulation of depots;
- › lighting renovation, etc.

In addition, Keolis has developed **a carbon emissions monitoring and assessment tool**.

Keolis has developed expertise in carbon issues and related approaches. There are various voluntary or regulatory approaches aimed at reducing greenhouse gas emissions and therefore the impact of activities on climate change, in particular Greenhouse Gas Emission Assessments, the commitment in the French ADEME CO₂ Charter or GHG-information for transport services.

Keolis has internal expertise in Carbon Accounting as well as knowledge of technical (e.g. vehicle technology, etc.) and regulatory (e.g., low-emission vehicle restrictions, etc.) constraints. Continuous dialogue is ensured with the various bodies (Ministry, Ademe, professional federations, etc.) and active monitoring enables Keolis to provide the most up-to-date information possible and to adapt its advice according to new regulations.

BEST PRACTICES

Keolis Lyon, first French subsidiary to obtain ISO 50001 certification – Energy management

In 2021, Keolis Lyon became the first French subsidiary of the Group to obtain ISO 50001 certification. This certification, aimed at the continuous improvement of energy performance, thus perpetuates Keolis Lyon's commitment to energy reduction, and makes it possible to raise awareness among employees, internal and external stakeholders of the company.

To obtain this certification, Keolis Lyon relied on the Group's Environmental Management System that has been in place for many years (Group ISO 14001 certificate) and on the implementation of concrete actions: transition to LED technology on several underground railway lines and in almost all bus depots, regulation of the interior temperature of trams, awareness-raising among staff on the regulation of heating, etc.

The new EMS (Energy Management System), in addition to highlighting the work of the maintenance teams that have ensured the deployment of most of the technical systems, once again anchors the company in a responsible approach, by promoting Sustainable Development.

BEST PRACTICES

Creation of the Energy Transition Centre of Excellence in Australia

Keolis Downer aims to become the largest operator of zero-emission public transport services in Australia, thus reinforcing its commitment to supporting public transport authorities and accelerating their energy transition through large-scale fleet deployments.

With the commissioning of more than 200 electric buses to be implemented in the coming years, Keolis Downer has created the Energy Transition Centre of Excellence to accelerate the energy transition and encourage the sharing of information at local and international level, to keep itself informed about technological developments and market trends, with an approach based on continuous improvement.

The creation of this centre strengthens the Group in achieving its objectives for 2030.

Indicator	Scope	2018	2019	2020	2021	Target 2030 vs. 2019
Group Commercial Traction greenhouse gas emissions (all modes) in gCO ₂ e/km	Keolis SA	1,285	1,293	1,262	1,147	-30%
Percentage of kilometres travelled by alternative energy commercial road vehicles	Keolis SA	19.5%	19.5%	21.2%	24.8%	x3 in 2030 vs. 2019 (19.5%)

2021 saw a resumption of activity with 1,071 million kilometres travelled by commercial vehicle fleets. 2021 reflects the acceleration of the greening of the fleets: the renewal of road vehicles is increasingly focused on alternative energies to diesel and the carbon intensity of commercial traction has been reduced by 10%, in particular thanks to including efforts made by public transport authorities to source renewable energy (e.g. solar farm supplying the Melbourne Yarra trams, HVO biodiesel on two networks in Denmark).

BEST PRACTICES

Keolis Amey Docklands defines its Sustainable Development strategy

In line with the strategy of its public transport authority (Transport for London TfL), Keolis Amey Docklands has defined its Climate and Sustainability strategy covering all aspects: air quality, circular economy, low-carbon transition, water conservation, climate change adaptation, biodiversity and community engagement.

For each aspect of this strategy, objectives have been set with targets to be achieved by 2025 and/or 2030. Addressing the climate emergency is a top priority that is dealt with through a roadmap to achieve net zero operational GHG emissions by 2025 and net zero scope 3 GHG emissions by 2030. The roadmap has been defined following the Science-Based Targets initiative (SBTi) principles. The first action plan will focus on reducing scope 1&2 emissions as close to zero as possible by eliminating the use of fossil fuels and using verified offsets to balance those that cannot be eliminated.

KAD will ensure that its strategy is embedded into the company culture through conducting regular training and awareness sessions with its employees, covering each of the key climate and sustainability drivers.

BEST PRACTICES

Publication of 4th annual plan on the assessment and adaptation to climate change risks of Yarra Trams (Melbourne, Australia)

The consequences of climate change, such as hotter and longer summers and more intense rainfall, impact the Melbourne tram network and pose risks to employees, passengers and infrastructure. Yarra Trams is therefore building its response to this phenomenon on the basis of scientific projections and policies implemented at various levels (international, federal).

In 2021, the risk review was refined and split between direct and indirect risks. Risk management and mitigation measures are presented in the plan, some of which support efforts to reduce greenhouse gas emissions.

Yarra Trams incorporates climate change adaptation into day-to-day operations and supplements the system with a plan dedicated to extreme weather conditions.

Promoting the energy transition of public transport

On the occasion of **COP 26 – United Nations Climate Change Conference** – in Glasgow, Keolis took part in the presentation of its sustainable mobility solutions on 4 November at the “Expertise of French companies on sustainable cities” round table and on Transport Day on 10 November.

The **Energy Transition Week**, organised in November 2021 as part of Keolis Way, aimed to unite the entire Group around the challenges of transition. Employees, passengers, clients and the general public were familiarised with Keolis’s activity and expertise in the ecological transition. Through conferences, workshops and events, various topics were discussed to become committed participants in these transformations: taking on the climate challenges, the role of Keolis in the energy transition, the contributions of the Environmental Management System, alternative energies in public transport, carbon neutrality, bicycle maintenance and trials of electric bicycles, promotion of public transport, waste sorting, digital storage, awareness of biodiversity, principles of eco-driving, etc.

In addition, after a first event in 2019, in 2021 Keolis launched the second edition of the **“Keolis New Energy Tour”**: a tour of four cities across France (Bourg-en-Bresse, Cesson-Sévigné, Narbonne and Arras), to promote more low-carbon mobility in the regions and support the public transport authority in the development of more sustainable mobility. The Group’s alternative energy experts presented their vision of the various alternative energies (bioCNG, electric and hydrogen) and existing rolling stock in order to accelerate thinking about the challenges of climate change at the local level.

BEST PRACTICES

The Climate Fresk at Keolis Lille Métropole

The Climate Fresk is a three-hour collaborative workshop, based on the reports of the IPCC (Intergovernmental Panel on Climate Change), which helps to understand the phenomena of climate change in order to trigger action. Anyone can also train to become a Climate Fresk host.

On the occasion of the Keolis Lille Métropole CSR ambassadors’ network launch, the CSR project group took part in a first Climate Fresk workshop. This initiative has been deployed throughout the network: in November, 11 employees followed a training course to become facilitators. Several workshops were held, and 47 people had experienced the Fresk by the end of 2021. Based on this success, the Climate Fresk will be held in early 2022 with around a hundred operators, integrating directly into their continuous training courses.

Through these workshops, Keolis Lille Métropole is making its action in favour of the energy and ecological transition a contribution to the fight against climate change. In addition, this initiative, which highlights the benefits of public transport, helps to strengthen employees’ pride and sense of belonging.



6.3, 6.4



8.4



11.6



12.2, 12.4, 12.5



BEST PRACTICES

Energy management thanks to an EFFIA digital platform.

With regard to its activities, the monitoring and control of electricity and energy consumption and associated emissions are EFFIA's main environmental challenge. Energy is now managed through a digital platform, Citron, which allows:

- › a reduction in consumption through analysis and suggestions;
 - › a reduction in costs by adapting subscriptions and pricing options in electricity supply contracts according to the life of the sites.
- 60% of the service vehicle fleet is electric.

In addition, by anticipating the development of vehicles powered by alternative energies to diesel, it ensures to meet the growing needs of clients. EFFIA thus increased from 450 charging points in 2017 to 1,100 in 2021.

BEST PRACTICES

Cykleo's GEF emissions calculator

In the first quarter of 2021, Cykleo created a greenhouse gas emissions calculator that takes into account various emission categories: consumption of buildings, fluids (electricity, gas, water, etc.), operational travel, people, per employee (personal journeys), fixed assets and purchases, waste and effluents, subcontractors.

Trialled on the Grenoble and Dijon operations, this model confirmed that the two priority environmental issues are the reduction of our greenhouse gas emissions from maintenance vehicles, and the management of waste from maintenance activities, such as scrap metal, spare parts, urban furniture and rubber. Consequently, these two points are at the heart of Cykleo's three-year CSR strategy and involve a certain amount of work.

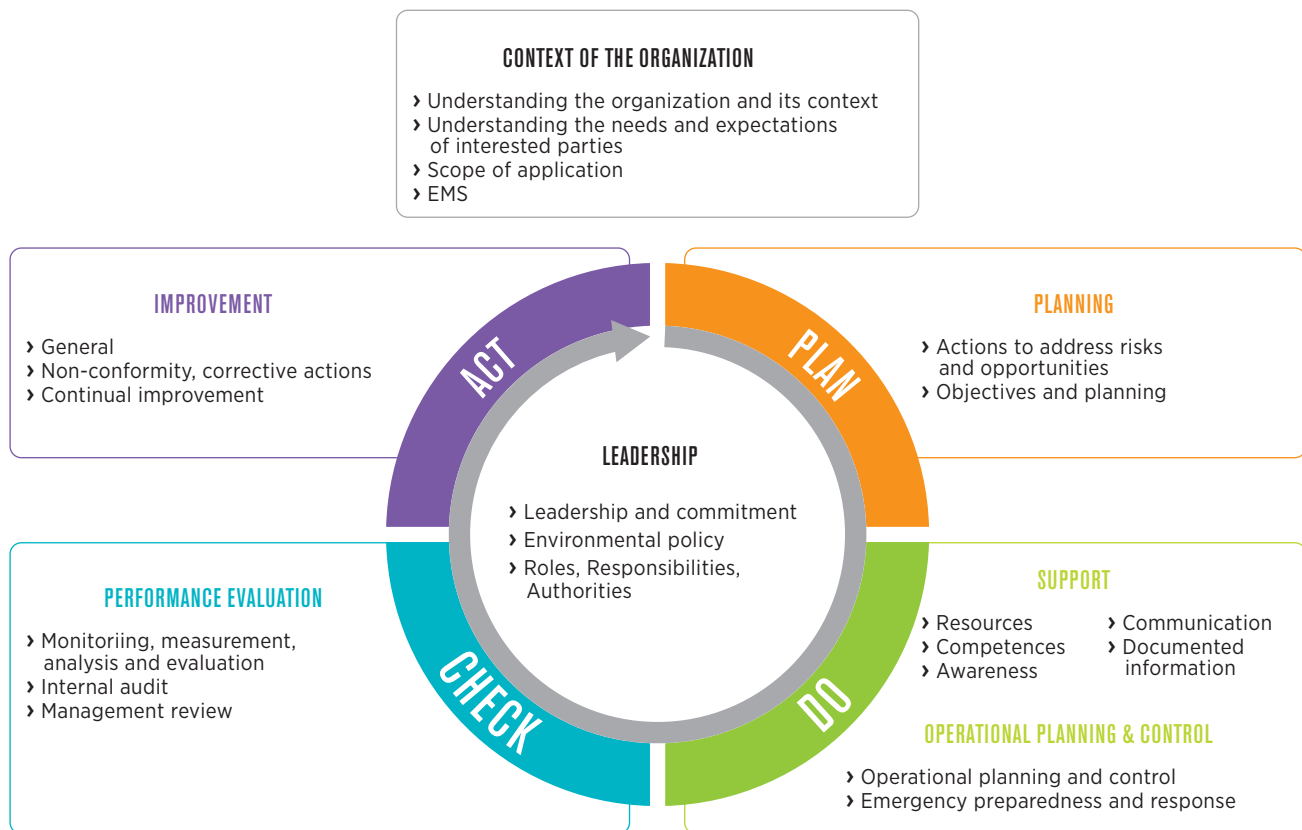
Ecological transition

Keolis acts to accelerate its own **industrial ecological transition** to meet environmental challenges by:

- › deploying certified industrial processes that respect ecosystems and local residents;
- › improving the energy efficiency of traction and buildings (see Energy transition on page 62);
- › implementing a sustainable purchasing policy (see section 1.3.3.3 pages 60 and 61), in particular by purchasing energy from renewable sources (guarantee of origin), and by reducing and recovering waste (choosing repairable and recyclable products, reducing packaging, sorting/recovery/disposal instructions according to local contexts, provision of framework contracts to increase the rate of waste recovery and better traceability), and by participating in the local circular (and social) economy;
- › strengthening the qualitative and quantitative protection of water resources: installation of rainwater harvesting systems (131 sites equipped in 2021), recycling of wastewater from vehicle washing (120 sites equipped in 2021) and reduction in the use of chemicals;
- › contributing to the preservation/restoration of biodiversity (installation of beehives and nesting boxes, ecological management of green spaces, etc.).

To reinforce and have this environmental commitment recognised, the **Group has been committed since 2013 to ISO 14001 – Environmental management system certification**. ISO 14001 certification is used, in particular, to assess the Group's environmental performance in a standardised way: energy consumption, greenhouse gas emissions, protection of resources, circular economy, waste recovery, management of industrial risks (pollution).





To improve the environmental management of its activity, Keolis Group has set a target, as part of its Keolis Way corporate project, of having 80% of its revenue certified ISO 14001 by 2030 (pro rata to the certified activities).

Indicator	Scope	2018	2019	2020	2021	2030 target
Share of revenue covered through ISO 14001 certification	Keolis SA	43.6%	44.2%	46.2%	50.4%	80%

The scope of certification was extended in 2021 with the entry of two new subsidiaries (Keolis Pyrénées and Keolis Drouais). To continue this momentum, a rollout and support plan for the subsidiaries by 2030 was defined to ensure the gradual and smooth inclusion of the subsidiaries.

Indicator	Scope	2018	2019	2020	2021
Share of recovered waste	Keolis SA	64%	61%	65%	61%

KEOLIS AND ITS STAKEHOLDERS

France Nature Environnement – FNE

The French federation of environmental and nature protection associations, FNE represents a movement of nearly 6,000 associations, grouped into 46 member-organisations, present throughout France. Partners since 2013, FNE and Keolis work together on sustainable mobility issues. In particular, they discuss ways to build an educational dialogue on soft mobility as a complement to public transport. Sharing of expertise and forecasts are also carried out on the subjects of biodiversity and ecosystem preservation in industrial contexts. In 2021, Keolis supported the production of an Educational guide to sustainable mobility.

BEST PRACTICES

Giving products a second life with EFFIA Store

Launched in 2019, EFFIA Store is an internal platform accessible to all employees, giving a second life to used products and equipment. By promoting reuse, EFFIA thus makes it possible to extend the lifespan of products in a circular economy approach. Each site can make its equipment (clothing, spare parts for parking meters, toll tickets, etc.) available by publishing an advert. To date, 860 participants are registered on the platform.



4.4



11.a

BEST PRACTICES

Reconditioning of pedelec batteries at Cykleo

The reconditioning of lithium batteries for electrically-assisted bicycles is being tested with a specialised company in the Loiret region in France. In addition to the financial gain, reconditioning represents less transport for the disposal of this specific waste, as well as the reuse of equipment that contains raw materials that are otherwise difficult to treat and whose extraction has a strong environmental and social impact. Feedback on the experience will soon support the approach.

BEST PRACTICES

Cykleo donates spare parts to associations

Cykleo's various sites sometimes donate spare parts (or even complete bicycles) to local associations or artists to give them a second life: cardboard boxes, inner tubes, various metal parts. In Dijon, for example, Cykleo donated its boxes to the Les Cartonnades association, which gives a second life to boxes to recreate a whimsical mediaeval universe during creative events. Similarly, on the Rennes network, Cykleo donated bicycles to the Melib'Mellesse association. Finally, in Lille, an artist has recovered inner tubes to create a monumental structure.

In the event of a change in the fleet of bicycles, public transport authority clients may decide to donate bicycles from the old fleet rather than dismantling them for parts. Some bicycles are also donated to associations, most of which repair them or recover spare parts for use on other bicycles.

Societal commitment**POLICY**

By offering a wide range of shared mobility solutions, the **Group contributes by the nature of its business to the sustainability, dynamism, cohesion and resilience of the regions** where it is present: inclusion, cohesion, decongestion of city centres, strengthening of retail, leisure and tourism activities and, more generally, economic attractiveness (see section 1.3.3.6).

Key players in their employment areas (see section 1.3.3.5), Keolis's subsidiaries also contribute to regional development through positive development of internal jobs, and also external jobs through subcontracting and local purchases, for example.

However, Keolis, anchored in and committed to the regions, goes beyond its role as a mobility service operator. It acts and implements actions on all aspects of sustainable development, in particular to support education, solidarity and culture working as closely as possible with local players to **strengthen its positive impact on society**.

ACTION PLAN AND ACHIEVEMENTS FOR THE PAST YEAR**BIOM**

Since 2015, **the Keolis Group has had a partnership with Biom Work**, an independent rating agency. It has developed an indicator, the %BIOM, which measures the economic impact of a company on the communities. It thus enables Keolis's subsidiaries to assess their local presence, their contribution to sustainable development in terms of employment, environmental protection, local involvement, etc. The result is expressed as a percentage of the revenue redistributed over the local area. Thus, 25 Group subsidiaries have already undergone this exercise, including five in 2021. The average reflects the general performance of the subsidiaries.

Indicator	Scope	2018	2019	2020	2021
Average% of subsidiaries' revenue redistributed for Sustainable Development in the communities (BIOM assessment)	Keolis SA (France)	66.9	66.1	66.3	71.5

Raising awareness among young people

Keolis raises awareness among its young passengers and future citizens, by organising sessions in schools, class visits to depots, or participating in awareness-raising initiatives. There are several aims to these actions:

- › improving knowledge about public transport;
- › increasing awareness about safety, preventing fraud and antisocial behaviour.;

- › highlighting public transport as a way of reducing a local area's impact on the environment.

Making young people aware of the environmental and climate benefits of using public transport can help to encourage them to use public transport, as younger generations are increasingly attentive to these issues.

In addition, sessions in schools help to strengthen the feeling of belonging for the volunteer employees who intervene, allowing them to present their profession, their passion, to break from everyday routine and to have a framework for calmer interactions that are more favourable to dialogue with passengers.

When interventions target high school students, the presentation of Keolis professions can stimulate vocations and facilitate future recruitment, thanks to the explanations about careers and the contributions of the speakers.

In 2021, the Sustainable Development & Societal Commitment, Safety, Security, HR, Marketing and Legal Departments worked on the development of a best practice guide on sessions in schools to support their development in all subsidiaries.



BEST PRACTICES

“Passport” operation in Keolis Laval (TUL network)

As every year, Keolis Laval organises the “Passport” operation to prepare children for their future independent bus trips as they move into middle school. Thus, in June, 10 year-old students of the Eugène-Hairy school made a school trip to the bus depot. The afternoon was divided into several stages: presentation of the passenger journey (how to read a map, timetable, etc.) using video and quizzes, a visit to the workshop where children discuss safety issues and discover Keolis’s jobs, then practice at a bus stop. Lastly, timed bus evacuation drills took place. The various participating schools competed against each other.

At the end of the day, each child received a pack containing the network map, a reminder of the rules to be followed when travelling by bus, a revision questionnaire to be done at home with parents, information on subscriptions and a small snack.

980 children from 40 schools were thus trained in 2021 during this “CM2 Passport” campaign, which is rerun every year.

Several actions are carried out by Keolis subsidiaries to make young people aware of the proper use of transport, such as Keolis Quimper, which produced a video on the subject in partnership with the Béliers de Kemper, the Quimper basketball club. This is also the case for Keolis Rennes, which organises school bus evacuation drills every year in partnership with the fire department, the police station, the municipal police and the government’s road safety initiative.

Indicator

Scope

2018

2019

2020

2021

Number of students who benefited from an awareness-raising programme as part of school-based interventions

Keolis SA

97,501

114,278

44,446

95,569

Social and supportive economy

In 2021, Keolis Group worked to define and promote the social and solidarity economy. For this first year, the data for the United States are consolidated with the French data. In addition to reporting, the American subsidiaries have a committed approach to supporting structures called “DBE” (*Disadvantaged Business Enterprise*). These are small, for-profit companies in which socially and economically disadvantaged people hold at least 51% of the capital and also control the management and business operations. Each public service delegation contract contains an obligation to spend with these structures, which must be certified by the DOT (*Department of Transportation*) of the state concerned.

BEST PRACTICES

Keolis Transit America (USA) supports DBEs

In addition to the contractual obligation, KTA has set up a support approach for DBEs. Thus, KTA has adapted its invoicing frequency to help a DBE-certified cleaning company meet its cash flow needs, or to support a service provider in obtaining its certification.

Indicator

Scope

2019

2020

2021

Amount of purchases from social and solidarity economy players (€M)

16.6
(France)

11.7
(France)

33
(France and USA)

In 2021, Keolis made purchases worth more than €33 million from social and solidarity economy players, including €20 million in France and €13 million in the United States.

Furthermore, temporary employment companies under framework agreements also promote disability and access to work by offering, whenever possible, assignments to people out of work. **In 2021, 75,000 hours were worked in this way in France.**

BEST PRACTICES

Community Partnership Programme at Yarra Trams (Melbourne, Australia)

Yarra Trams' community partnership programme provides annual free advertising campaigns in the form of tram wraps to community organisations with a focus on Sustainable Development in Melbourne. In 2021, several partners featured: the Royal Botanic Gardens of Melbourne, a national charity for the protection of birds (Birdlife Australia), the independent association *Environment Victoria* to promote electricity from renewable sources, Fairtrade Australia & New Zealand for the promotion of fair trade, and YMCA ReBuilt for the reintegration of former prisoners.



BEST PRACTICES

Partnership with social integration companies

EFFIA is a partner of two integration and employment companies for people with disabilities: the mail workshop and Le Cèdre. In 2022, EFFIA will improve the inventory of social integration companies it works with.

PIMMS – Points d'Information Médiation Multi-Services (network of Multiservice Information and Mediation Offices)

Keolis has been a founding member of the PIMMS National Union since 1998, alongside nine other partners.

In partnership with the Keolis subsidiaries, the mission of the PIMMS mediators is to assist all public transport users on all networks, in PIMMS premises, or on the networks (on board or on platforms). The objectives are **prevention and mediation**, that is to say, monitoring the atmosphere on the network: guiding passengers, easing tensions, participating in the fight against fare evasion, managing or preventing conflict situations, etc. The social mediators thus facilitate the use of public transport for all. They promote proximity and contribute to social cohesion by reaching out to residents.

15 Keolis networks were PIMMS partners in France in 2021. They supported more than 250,000 people in 2021. More than 400,000 mediation actions, on board vehicles or on platforms, were recorded for Keolis, in particular in the Rennes, Dijon and Quimper PIMMS.

In 2021, despite the situation of the COVID pandemic, the PIMMS helped passengers return to travelling safely on the networks by distributing masks, reminding them of social distancing measures and ensuring they were properly applied, in Keolis offices and on public transport.

KEOLIS AND ITS STAKEHOLDERS

Network of Multiservice Information and Mediation Offices (PIMMS Médiation)

Working as an association, the national network of Multiservice Information and Mediation Offices (PIMMS) are places for local contact and social solidarity where community workers, professionals in social liaison, help people in dealing with, notably:

- › public services;
- › carrying out administrative procedures;
- › IT services related to administrative and social procedures.

PIMMS also aim to create career development paths for these community workers to help them into sustainable and qualified employment.

The Keolis Group has been a founding member of the National Union of PIMMS Médiation since 1998, alongside nine other partners.



SNCF Foundation

KEOLIS AND ITS STAKEHOLDERS

The SNCF Foundation

Keolis joined the SNCF Foundation in 2016 to strengthen its local presence. The SNCF Foundation supports projects of cohesion and citizenship which allow everyone to live together in harmony. For its 2021-2025 mandate, the Foundation has redefined its mission related to "the integration of young people into society" around two areas of intervention: finding your way and taking action for the environment. It has three ambitions:

- › support and motivate young people throughout their schooling: by reducing the risk of dropping out of school, by helping to identify the qualities of young people to develop their self-confidence and potential, and by familiarising them with digital technology from middle school;
- › help young people find their career path: through the support of projects enabling young people to think about their vocation, building their career project, in particular towards the professions of the future (environment, digital, etc.), while providing them with notions of social skills, critical thinking and civic responsibility;
- › develop the entrepreneurial and civic spirit: by encouraging young people to get involved in supportive projects.

The Foundation supports young people who want to take action, through concrete, useful, local projects for the revitalisation of their region. This programme is aimed at young people between the ages of 11 and 30, who are teeming with ideas for the environment but need a helping hand to structure their project.

For Keolis subsidiaries, the SNCF Foundation is a lever for supporting actions carried out by local structures or associations.

Employee commitment is also encouraged through two schemes: "Coups de Cœur solidaires" and skills-based sponsorship.

Since 2010, Keolis takes part in the annual awards programme known as "Actions for solidarity" (Coups de cœur solidaires). These awards have been organised since 2016 under the aegis of the SNCF Foundation, and enable Keolis to shine a light on the commitment of its employees to associations working to support disadvantaged or underprivileged people.

This year, despite the circumstances, 10 projects from associations represented by Keolis employees were awarded prizes by the Keolis jury.

BEST PRACTICES

Keolis Santé promotes access to care for isolated patients.

In May 2020, in the Vendée region, Keolis Santé launched the first mobile teleconsultation service in France. Thanks to an ambulance equipped with medical devices connected by satellite, a nurse-ambulance driver performs the clinical examination of patients on behalf of the doctors, who provide their consultation by videoconference from their office. This innovative service, which facilitates access to healthcare for people with disabilities or reduced mobility, also contributes to the fight against the spread of COVID-19 by avoiding unnecessary hospitalisations. This action continued in 2021.

In addition, since the start of the health crisis, Keolis Santé ambulance centres have ensured inter-regional transfers via medically equipped high-speed trains and planes when hospital capacity was overloaded. In two years, approximately 17,000 COVID transfer missions were carried out, including 10,000 in 2020 and 7,000 in 2021.



BEST PRACTICES

Donation of Cykleo spare parts

For each new location, Cykleo works with local associations specialising in mobility issues. For example, Cykleo has promoted refit associations such as Vélocité in Bordeaux and donated bicycles and spare parts to associations and self-repair workshops.

Cykleo also works with associations far from its sector of activity, for example by regularly donating spare parts used to design works of art such as paintings, lamps or jewellery.



3.5 Pillar: our People

Every day, the Group strives to offer each of its 67,164 employees working conditions and an experience that promote their commitment, professionalism and fulfilment.

The Keolis Group workforce is made up of 64% drivers/transport employees, as well as 14.5% part-time employees.

Equality, diversity and inclusion



Keolis aims to be a major player in the regions, attracting and retaining a variety of profiles (women, men, young people, seniors, people with disabilities, refugees, etc.), that reflect those of our passengers, in sustainable jobs.

POLICY

As part of its Corporate Social Responsibility policy, Keolis is committed to diversity and inclusion through an ambitious **equal opportunities policy**. It comprises six commitments, aimed at combating all forms of discrimination. The Group's objective is to **give everyone the opportunity to access sustainable and local employment and develop within the company exclusively according to their skills**.

ACTION PLAN AND ACHIEVEMENTS FOR THE PAST YEAR

Promoting professional gender equality

As the foundation of the diversity and inclusion policy, gender equality is an objective to which all Group subsidiaries are committed.

This commitment is demonstrated in the first place by the generalisation of **Gender Equality European and International Standard (GEEIS)** certification. This certification is a formal recognition of Keolis's com-

mitment to encourage fair career management, promote diversity in recruitment, guarantee fair remuneration, non-discrimination and work-life balance. The Group is extending its certifications to GEEIS Diversité, which expands the scope of company assessments to cover other criteria such as age, disability, social or ethnic origin and sexual orientation. In line with Keolis Way, each subsidiary commits to the certification of two criteria, as Belgium, India and Norway have done.

BEST PRACTICES

#AllAboard campaign in support of the LGBTQI+ community of passengers and employees

In April 2021, Yarra Trams proudly launched the #AllAboard campaign in support of the LGBTQI+ community on social networks and on the tram network. Showcasing Yarra Trams employees, passengers and local stars, the published videos encourage everyone to board the tram. "AllAboard" is intended to be the symbol of Yarra Trams' fight for diversity, both internally for employees and externally for its passengers. It is a commitment to make everyone feel welcome on board the trams.

In addition, in partnership with the Australian queer cultural association "Midsumma" as part of its festival, the rainbow tram "AllAboard" was launched, the first of its kind!

BEST PRACTICES

The Keolis Amey Docklands programme for women (United Kingdom)

The "KAD Women's Development Programme", sponsored by the executive team, aims to support the access of women to positions of responsibility and to increase the visibility of female role models internally. KAD recognises that women are under-represented in the company, particularly in management positions. The programme targets supervisors and managers who have not yet reached top management. The first group currently has seven women from different sectors. Over the years, the programme will provide mentoring, professional development training, individual career coaching sessions, cross-job observations, as well as project management opportunities.

Several indicators will be monitored to assess the success of the programme, such as the career development of participants, the proportion of women in leadership positions, and feedback from participants.

Eurobussing Brussels obtains the diversity label

Actiris, the regional employment agency in Brussels, awarded the diversity label to 10 Brussels companies. Eurobussing Brussels, the Belgian subsidiary of Keolis, is one of these winners, for its diversity plan.

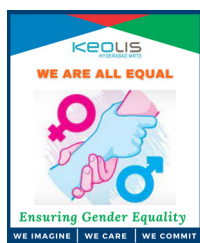
Indicator	Scope	2018	2019	2020	2021	2025 target
Percentage of employees exercising an activity that is GEEIS-certified	Keolis SA	75%	87%	87%	87%	95%
Percentage of women in the total workforce	GROUPE KEOLIS S.A.S.	20.8%	21.4%	21.7%	22.0%	24%
Percentage of women in the total workforce who are drivers/transport employees	GROUPE KEOLIS S.A.S.	17.8% (KSA)	17.6% (KSA)	18.0% (KSA)	19.1%	-
Percentage of women in the total workforce who are managers	GROUPE KEOLIS S.A.S.	33.0%	35.7%	35.4%	35.7%	-

In addition, 44% of the Group's Executive Committee were women in 2021.

Integrate profiles from diverse backgrounds

In addition to its actions in favour of gender equality, **Keolis is committed to all areas of diversity and inclusion** (ethnicity, origin, age, disability, LGBT, integration of the long-term unemployed, etc.).

An "employer brand" campaign was renewed in 2021 on social networks and in the press, at Group level and in the subsidiaries. It concerns four major professions in the operation and maintenance of transport networks: driver, mechanic, workshop manager and operations manager. These positions are open to all profiles, young or old, with or without a degree, retraining or not, and are accompanied by adapted training programmes. The campaigns generated 6.3 million views and attracted applications from more than 6,000 women and men of all ages from various industries.



Innovation: programmed recruitment

This HR innovation, inspired by digital marketing, relies on Big Data technologies to intelligently and automatically propose relevant job offers corresponding to the socio-demographic and behavioural profiles of Internet users. It thus makes it possible to target candidates who would not have thought of Keolis but who, by receiving these offers, are encouraged to apply after seeing that their skills and areas of interest correspond to the profiles sought.

TARGETING THE LONG-TERM UNEMPLOYED

Through its subsidiaries, Keolis is continuing to develop partnerships with organisations located in their regions to integrate people for whom access to employment is more difficult, for example with **École de la 2^e chance**, which works to help young people without qualifications or employment into work.

BEST PRACTICES

Keolis Rennes is committed to the "Zero Long-Term Unemployment in the French Regions" project

The objective of Zero Long-Term Unemployment in the French Regions is to create a regional dynamic to provide a solution to any person residing in a given region who is permanently deprived of employment.

Once human resources and employment needs have been identified in the region, one or more employment-oriented companies are created to make the connection between the two. As a partner company of the project, Keolis Rennes offers several activities relating to the maintenance of underground railway infrastructures, to be carried out as part of this future company.

In 2021, Keolis also joined the company collective "**Refugees Are Talents**", mobilised in favour of the social integration of refugees (French courses, culture, etc.), then in the company in the medium term.

In addition, a partnership was established in October 2020 with **Tent**, a global organisation specialising in the professional integration of refugees. After a first partnership in the Netherlands, Keolis is continuing to roll out collaborations with Tent in France (in particular in the North-East Regional Department of the Territories business unit) and internationally with the commitment of Belgium in the approach.

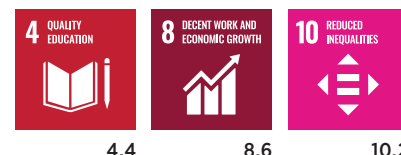
Finally, in 2021, Keolis also approached the start-up **Each One**, which offers cultural and language training as well as work placements to refugees.

REMOVING DISABILITY-RELATED BARRIERS TO EMPLOYMENT

Every subsidiary in France and internationally must comply with its own local legislation in terms of disability. Since 2018, Keolis has had tools to support its subsidiaries in the implementation of actions to promote the recruitment and inclusion of people with disabilities (booklet, awareness-raising films, etc.). Available in all countries, these tools are in line with the provisions of the International Labour Organization (ILO).

For the third consecutive year, Keolis held a recruitment stand at the **Hello Handicap virtual fair**. Some 30 subsidiaries published job offers, generating more than 200 applications. The conversion rate was 8.4%.

In 2021, Keolis also rolled out the *Cobra Zero serious game* in France, aimed at raising awareness of employees and managers about invisible disability, the postures to adopt and the benefits of being recognised as a disabled worker (RQTH).



Indicator	Scope	2018	2019	2020	2021
Percentage of workers declared disabled	Keolis SA (France)	4.7%	5.6%	5.2%	5.1%

BEST PRACTICES

Cykleo's sustainable partnership with the VitamineT inclusion group

In Lille, its largest self-service bike operation, Cykleo has created a long-term partnership with the VitamineT inclusion group, in which 100% of the adjustments and quality controls at the city's bike terminals are delegated to an inclusive service provider, whose staff share the Cykleo premises. In Grenoble, cleaning services (premises and street furniture – parking infrastructure) are also entrusted to a social integration company.

Raising awareness and promoting inclusion both internally and with our partners

Group awareness-raising tools are always available to French and international subsidiaries: the "Essentials" online training includes modules such as the awareness-raising e-learning module on "Living diversity together".

In addition, Keolis applies its equal opportunities commitments throughout its sphere of influence, including with its suppliers and partners, notably by including a diversity clause in the Group's framework agreements.

Lastly, an internal network of employees, "**we@keolis**", was created in March 2021 with the aim of accelerating diversity through concrete actions. It is aimed at all women and men in the Company, in France and internationally, who are committed to gender diversity.

we@KEOLIS

BEST PRACTICES

Promoting diversity in Keolis Hyderabad (India)

As part of its approach to promoting diversity, Keolis Hyderabad organised a competition in 2021 for its employees to create a poster on gender diversity at Keolis Hyderabad. The winner of the competition will have their creation displayed in Hyderabad underground railway stations.

Training and development

Training and development policies are at the heart of Keolis's HR strategy. They aim to attract, integrate and support every employee in their development throughout their career within the Group.

Training

POLICY

Keolis provides substantial training resources to support its employees in dealing with the changes underway in the mobility sector (energy transition, digital, new mobility solutions, etc.) and further its strategic development objectives. In 2021, 3.72% of payroll was invested in training, representing more than three times the French legal obligation.

Indicator	Scope	2018	2019	2020	2021	2025 target
Percentage of employees who received training	GRUPE KEOLIS S.A.S.	63% (KSA)	68% (KSA)	61% (KSA)	64%	80%

INSTITUT KEOLIS

Keolis has an internal training organisation, **Institut Keolis (IK)**, Qualiopi-certified since December 2020, composed of five regional branches close to the subsidiaries. It offers more than **350 training programmes** to all employees in France and abroad. These training courses cover all of Keolis's business lines, particularly in operations, maintenance and marketing, but also including management and personal development topics. The offer is based on a wide range of educational approaches: **30% of training sessions** use digital tools such as e-learning, virtual classes, business games or driving simulators.

In 2021, Institut Keolis focused on four main areas of training:

- support for local managers** during the health crisis, through short virtual classroom trainings on topics such as remote management, feedback and well-being at work;
- raising the awareness of all our employees on the issues of **diversity**, disability, sexist and sexual abuse (see section 1.3.3.1 on pages 52 and 53);
- professionalisation of practices in terms of **operational excellence** through the KIIHO programme (Keolis Industrialises and Harmonises its Operations, see section 1.3.3.2);
- development of skills relating to the **energy transition**.

Recruitment and training of young people

A number of mechanisms are in place to prioritise the recruitment and training of young people.

GRADUATE PROGRAMME

Also known as “**Pépinière**”, the **Graduate Programme**, created in 2008, is intended to train future managers in operational, maintenance, marketing, mass transit and security/fare evasion roles. The courses, which last from 12 to 18 months, are divided into periods of practical training and immersion in a subsidiary in France or abroad to enable young graduates to better understand the transport professions. In 2021, Keolis hired 26 new graduates. In total, more than a hundred former graduate recruits are still working within the Group.

CFA CAMPUS MOBILITÉS KEOLIS (APPRENTICESHIP TRAINING CENTRE)

Dedicated to the driving business line, **Campus Mobilités**, created in January 2021, is open to young people between the ages of 18 and 29 who have held a B driving license for two years. Over a total period of six months (three months of theoretical and practical training, then three months in a company), apprentices benefit from a training course which leads to a Professional Title of Public Transport Driver on the Road (TP CTCR). This project addresses two issues:

- the growing shortage of drivers in the labour market, by offering a real complementary recruitment tool;
- a social issue after the COVID-19 crisis, which severely affected youth employment. The system thus offers the possibility of paid training, leading to a diploma, with the possibility of a permanent contract to strengthen the operating teams of our networks.

In 2021, Campus Mobilités welcomed more than 100 apprentices and aims to train more than twice that in 2022.



VIE AND RELATIONS WITH SCHOOLS

Each year Keolis also offers **VIE** (Volunteer for International Experience) positions that allow young Europeans under 28 years of age to take up international positions for a period of 12 to 24 months. In 2021, Keolis welcomed 22 VIEs in ten countries.

In order to facilitate the integration of young graduates into the job market, Keolis also maintains special and lasting relationships with **partner schools**: ENTPE (École de l'aménagement durable des territoires), ESTACA (École supérieure des techniques aéronautiques et de construction automobile) and the University of Cergy, which offer training specifically related to Keolis's professions and challenges.

BEST PRACTICES

EFFIA's “AMPHI” platform

EFFIA has grown very quickly over the last five years. The integration and training tools therefore had to adapt.

A digital knowledge platform, “AMPHI”, was launched in 2021. It offers training and information paths by sector to train and guide employees.

It includes an “EFFIA Passport” module that helps employees, during the integration process, better understand the company and its various stakeholders as well as the internal groups at EFFIA: employees, their departments and the Group's member companies.

BEST PRACTICES

Cykleo's customised cycle maintenance training

In 2018, Cykleo developed a customised cycle maintenance training course with the Institut National du Cycle et du Motocycle (INCM) at Le Bourget. It has been improved and made significantly more versatile in its programme in 2021, in particular with modules dedicated to the specificities of pedelec maintenance. It will be further improved in 2022.

A tailor-made training course for Cykleo was also created, bringing together all topics relating to company safety and certain topics related to the environment (waste management and eco-driving), in partnership with AXE PRO Formations, a human-scale training organisation, which brought its engineering to the creation of modules. AXE PRO provides a trainer to lead the sessions, who has been in contact with the teams to soak up Cykleo's corporate culture and practices. The work, which began in 2020 and was followed by a trial session in the spring of 2021, resulted in the roll-out of the first two sessions for employees in the autumn of 2021.

In addition to a two-day training course common to all Cykleo businesses (theoretical and practical contributions, first aid and movements and postures), there is a special module adapted to safety supervisors and coordinators.

Careers

The **Talent Review** is one of the processes essential to career management within the Group, which makes it possible for HR and managers to discuss the future of employees on an annual basis. Depending on the aspirations of each individual, its objective is to guarantee the continuity of the Group's activities and support its development projects, by anticipating needs in terms of skills and positions as closely as possible.

ANTICIPATING SKILLS

The Group's **Strategic Workforce Planning** approach aims to have the right number of people with the right skills, in the right place and at the right time, and thus to anticipate and plan for its needs in terms of resources and skills – both quantitatively and qualitatively – with regard to the Company's strategy.

It also contributes to the drawing up of the HR roadmap, and in particular to the design and implementation of HR policies and action plans (recruitment, mobility, career management, training, remuneration) in response to business needs. Pilots addressing three priority areas – new skills, key expertise and professions in which there are shortages – are already underway in the operational professions (studies and methods), marketing (offer) and key skills related to future calls for tender.



5.1, 5.2, 5.5, 5.c



10.3, 10.4

Social dialogue

The quality of employee dialogue within each entity is an essential performance driver for the Group; it is a prerequisite to successfully carrying out the mobility projects defined by public transport authorities.

POLICY

Since 2010, European and France **Group Works Councils** have been in place to ensure the best possible representation of Keolis employees operating in Europe beyond the subsidiaries that employ them. The coverage rate of employees by employee representative bodies has been stable at 98% for the past three years.

European Works Council

The **European Works Council**, which includes **17 members of eight different nationalities**, determined according to the actual workforce in the countries, meets at least twice a year. Employee representatives discuss all transnational issues concerning the Group's activities at European level (Corporate project, organisation, governance, Corporate Social Responsibility, calls for tenders, business issues, employment situation, collective programmes and monitoring of these) but also the financial statements, financial results and strategic directions. It has its own operating budget.

France Works Council

The **France Works Council** represents all employees of the Group's French subsidiaries. It also meets at least twice a year and is composed of

12 representatives. These representatives are appointed by the Group's representative trade unions.

Among other matters this body is informed about regulatory changes impacting labour relations in France, changes in activities, organisational issues, employment trends and the economic, financial and social situation of Keolis.

Each subsidiary has representative bodies according to the national rules applicable to it. The organisation, prerogatives and obligations with respect to these bodies vary widely from one country to another. However, to foster even more constructive employee dialogue, Keolis provides the staff representatives of its entities with significant resources that go beyond those required by law.

ACTION PLAN AND ACHIEVEMENTS IN THE PAST YEAR

Lastly, Keolis ensures that all the subsidiaries have the tools they need to develop labour relations to the best of their ability.

The Group regularly works with professional bodies such as the **Fédération Nationale des Transports de Voyageurs (FNTV)**, the **Union des Transports Publics et ferroviaires (UTP)**, the **Fédération Nationale des Métiers du Stationnement (FNMS)** and the **Chambre Nationale des Services d'Ambulance (CNSA)** in France, or the **International Public Transport Union (UITP)** at the international level.

The Group also leads the Human Resources community of the Group's collaborative platform to develop social expertise, the sharing of experiences and the dissemination of cross-functional practices.

Indicator	Scope	2019	2020	2021
Conflict rate in France (excluding conflicts relating to national issues)	Keolis SA (France)	0.18	0.12	0.37

Engagement

The Group operates in a competitive environment, punctuated by calls for tenders and other high-stake projects such as the launch of a new network, which can be a source of pressure.

POLICY

Keolis has a strong conviction: operational performance and successful projects rely closely on strong engagement from its employees and on their well-being. These attraction and retention factors are key elements of the Group's employer brand and HR policies.

Each subsidiary therefore works to design and deploy local action plans in the key areas of concern for employees.

ACTION PLAN AND ACHIEVEMENTS IN THE PAST YEAR

Engagement survey

Keolis developed an engagement survey, which was rolled out among all Group employees in 2020. Its objective is to measure and monitor the perception of employees at each level of the company, according to four axes: commitment, employer brand, leadership and quality of

life at work. Thus, **80% of employees said they were proud to work for the Company.** 2021 was devoted to the study of the results and the definition of local action plans. A new version of this engagement survey is planned for 2022.

The Keolis Group also offers a variety of measures to improve the well-being of its employees:

- ▶ the **KeoMouv'** programme: launched in 2021, it is aimed at all employees based in France. Through an app, it offers live coaching and sports courses, articles on nutrition, well-being and health, a dashboard to monitor daily physical activity, a team ranking, a chat room for team members and other features. Two campaigns of sporting and eco-responsible challenges, both collective and individual, were organised in June and November 2021 and were a great success, with more than 2,000 participants;
- ▶ the **Workplace Options psychologist platform (WPO)** is a completely confidential, free and anonymous psychosocial counselling and support service where people can receive support by telephone or face-to-face with psychologists. All employees of the French subsidiaries can take advantage of it;
- ▶ mindful of **work-life balance**, **Keolis SA** has chosen to set up a national partnership with **La Maison Bleue** to help its employees find a care solution for their children, close to home, work or on the way home.



3.8



8.5, 8.8



10.4

Childcare places are reserved within the national La Maison Bleue network for employees who are parents or future parents. The number of places reserved tripled in 2021;

- new training courses were offered to all managers in 2021 on hybrid management via the Institut Keolis (see section 1.3.3.5 on page 74): *"Managing my team in hybrid mode, between face-to-face and remote work"* and *"The art of giving feedback remotely"*;
- since 2020, the **My Keolis Services** application has simplified the daily tasks of employees in 45 French and international subsidiaries. It offers all users (administrative services, maintenance, operations, HR, schedulers, etc.) a shared universe of functionalities (planning schedules, job handovers, holiday booking, etc.). By saving time and giving them better visibility, the app contributes to a better work-life balance.

BEST PRACTICES

Relaxation workshop in Keolis Lille

A relaxation workshop was offered at the end of May 2021 at Command Posts. In a relaxation room, equipped with the PSIO device, an innovative light stimulation technology, well-being sessions of 5 to 30 minutes were offered to volunteer employees.

BEST PRACTICES

Taking mental health into account at Keolis Downer (Australia)

Several actions have been carried out in favour of mental health at Keolis Downer:

- the celebration of *RU OK Day* ("Are You Okay?") and RU OK Rail every year through events organised in depots and workplaces (and virtually this year) to raise employee awareness of mental health issues. RU OK is an Australian mental health and suicide prevention organisation;
- the promotion and use of the employee support programme;
- the creation of a group of first-aiders trained in mental health issues, available in the company as an additional point of contact for employees (possibility of contacting them in complete confidentiality).

The managerial teams also made sure to stay in contact with the teams during periods of remote working. Frequent communications were made on mental health in the internal newsletter Daily Update. Weekly COVID calls were held with the management team, open to all employees, to allow employees to ask their questions openly.

BEST PRACTICES

The Keolis Downer (Australia) reconciliation action plan

The Reconciliation Action Plan (RAP) is an essential component of Keolis Downer's diversity and inclusion strategy. It is a testament to their commitment to advance reconciliation with aboriginal and Torres Strait Islander people and communities and to build mutually beneficial partnerships.

Keolis Downer recognises the effects of colonisation on First Nations people and the resulting inequalities that remain today, and wants to promote equity and self-determination among Aborigines and Torres Strait Islanders.

The RAP aims to develop cultural skills at all levels, to develop robust guidelines and policies to overcome unconscious biases, to facilitate access to training and employment, and to engage with aboriginal and Torres Strait Islander businesses throughout the supply chain.

The reconciliation working group (RWG) met for the first time in February 2021 and will meet at least every quarter to steer the action plans of the reconciliation process.

PERFORMANCE INDICATOR AND ASSOCIATED TARGET

Indicator	Scope	2020	2021
Rate of departures	GROUPE KEOLIS S.A.S.	8.9% (France)	13.9%

Indicator	Scope	2019	2020	2021
Average length of service in years	GROUPE KEOLIS S.A.S.	9.0 (KSA)	8.9 (KSA)	8.3



3.6 Pillar: our Passengers

Service offering, client experience and satisfaction

The Group works alongside its public transport authority partners and supports them in the analysis of new mobility habits, passenger behaviours and expectations, particularly during the health crisis. Keolis advises them on the design and operation of their offers, with particular attention to the passenger experience and support throughout their journey.

Keen to offer a wide range of mobility solutions adapted to the challenges of each region, Keolis goes further and works to contribute as much as possible to their dynamism, attractiveness and the quality of life of their inhabitants. Lastly, by providing services for people with reduced mobility, Keolis contributes to equal access to essential services and the need for cohesion in the regions.



POLICY

As a mobility integrator, Keolis relies on its unique programme **Thinking Like a Passenger** to coordinate each network as closely as possible to the needs of individuals and their expectations, and to design offers that develop opportunities to move and promote better living together.



ACTION PLAN AND ACHIEVEMENTS IN THE PAST YEAR

In 2021, the consequences of the pandemic, such as lockdowns, changes in mobility habits and behaviours, as well as new forms of working, had a significant and lasting impact on demand for public transport. However, the gradual end of lockdown measures have made it possible to return to 70% to 90% demand compared to the 2019 baseline, depending on the country, the intensity of the health crisis, the modes of transport, and government measures and recommendations.

Through the mobility observatory **Keoscopie**, Keolis continued to conduct in-depth quantitative and qualitative studies to better understand the behaviours, apprehensions and expectations of citizens nationwide in France. These survey-based studies have made it possible to develop action plans and strategies to restore passenger confidence and revive passenger numbers.

A **Reconquest Plan** has been defined, setting out five priorities, which can be adapted in each unique region to suit its transport offer, its goals and its passengers. The plan was informed by the work of an international (*Cross-Functional Team*) dedicated to restoring user confidence and boosting demand. The team was able to identify levers and replicable best practices, culminating in a set of recommendations.

As an extension of the KeoScopie studies, in 2021 Keolis launched its podcast dedicated to understanding mobility issues. The objective: to offer listeners keys to better understand their travel, particularly in light of new uses and lifestyles, different regional profiles and "post-COVID" challenges.

1. Hygiene

Keolis implemented numerous technological solutions and continued to provide enhanced communication to all passengers on health and health safety rules.

In addition, the digital distribution solutions (SMS ticket and M-ticket) rolled out in 2020 were maintained and strengthened with the introduction of open payment (validation by contactless credit card) in new networks such as in Rennes.

BEST PRACTICES

A contactless travel environment in Keolis Hyderabad (India)

Keolis Hyderabad developed contactless transport tickets after the lockdowns, in response to passenger concerns. QR code tickets or telephone subscription cards were rolled out on the Hyderabad underground railway network. To encourage passengers to use it, promotional coupons were handed out at the launch of this scheme.

2. Security

The duration of the pandemic and its consequences on the overall feeling of insecurity, as well as the change in the behaviour of certain transport users, have led to a need to increase security throughout journeys. In conjunction with the Security Department, Keolis has launched several actions to prevent and combat sexist and sexual abuse on transport (see section 1.3.3.1 on pages 52 and 53).

3. Comfort

Studies have highlighted a persistent fear of using public transport, particularly heavy modes of transport, due to the proximity to strangers in enclosed spaces. Systems are expected to enable passengers to be informed of the passenger flow, so that they can choose their time slot or mode of travel.

In addition, the threshold of passenger tolerance for the feeling of overcrowding in a vehicle, train or tram will probably not return to pre-crisis levels. Action plans have been initiated in several subsidiaries to address demand during peak hours, by encouraging some people to change their schedules.

BEST PRACTICES

Smoothing out peaks in demand by staggering school timetables in Keolis Nederland (the Netherlands)

Following the implementation of distancing measures in public transport, managing peaks in demand has become a major challenge. Keolis Nederland managed and coordinated work with all public transport operators and authorities to remedy this. Intense discussions were held with all stakeholders at all levels: ministries and student unions at national level, parents' associations at regional level, and institutions (schools, universities) at local level. All educational institutions have been encouraged to stagger the start and end times of classes.

4. Offer

Changes in passenger numbers on transport routes are continuously monitored in detail using data from ticketing and counting systems. Cross-analysis with the levels of offer have made it possible to make recommendations to the public transport authorities to adjust the services and frequencies on the routes, while maintaining an attractive regular service.

In 2021, Keolis was able to draw on new studies based on GPS tracking, such as one in Boston, to highlight the importance of the demand for travel (via the reconstruction of car flows) outside peak hours and thus propose that recent enhancements to the offer be maintained in the middle of the day, the week and at weekends.

MULTIMODALITY

The studies carried out show a significant modal shift from public transport to cars, as well as to walking, cycling and other active mobility. Keolis is therefore accelerating the development of global and shared mobility and promoting simple client journeys, bringing together all mobility offers in a region.

Thus, Keolis is a partner for public transport authorities throughout the chain of implementation of a self-hire bike offer, to give the bicycle its full place within a multimodal offer, and to innovate for a mode that calms the city and frees the passenger. Through its subsidiaries, Keolis operates nearly 33,000 bicycles in 44 regions in France: mechanical and electric bikes for short, medium and long-term rental, self-hire, bike parking solutions, special bikes, cargo bikes and electric scooters, House of Bikes (Maison du Vélo), etc.

To meet stakeholders' desire to promote sustainable and responsible mobility, as well as customer needs, when the layout and configuration allow, EFFIA proposes the installation of parking spaces dedicated exclusively to bikes, encouraging clients to sign up to the bike development plan.



5. Communication and client engagement

Convinced that service attitudes and human relationships are even more critical in the current context, five complementary networks committed to the **Keolis Signature Services** programme in 2021, aimed at improving the service relationship of client-facing staff. More than **10,175 employees were involved in the process** and **by the end of 2021, 4,000 had been trained** in adopting service gestures and postures which have been visible to passengers since the start of the programme.

Indicator	Scope	2019	2020	2021
Total number of subsidiaries involved in Keolis Signature Services	Keolis SA	16	20	25

BEST PRACTICE IN SUBSIDIARIES

Explore the region by public transport

Keolis Besançon, operator of the Ginko network, created a specific guide to exploring the region in the summer of 2021. Hikes, bike rides, visits, leisure activities, etc. The guide presents all the activities easily accessible by bus and tram. It also highlights the many benefits and free offers available to annual subscribers at Ginko partners.

Several Keolis networks are rolling out similar initiatives, such as Keolis Chambéry, which launched the "Randobus" operation to promote the many walking routes in the region that can be reached through the Synchronus network. Keolis Nancy suggested to its internet users ways to discover cool places such as parks, lakes, rivers and castles during periods of intense heat, as well as air-conditioned cultural sites that can be visited in France and are accessible thanks to the transport network.

BEST PRACTICES

Keep clients coming back

EFFIA was particularly impacted by the health crisis in 2020 and 2021: demand fell by more than 90% at the height of the crisis. Client satisfaction was therefore not measured over these two years.

Under these exceptional conditions, a satisfaction survey is conducted every six months among the 40,000 subscribers and Réaplace clients to measure their satisfaction and collect opinions on the service.

At the same time, in order to better measure the quality of service delivered, EFFIA conducts mystery shopper visits twice a year and calls on an external service provider. The results and corrective actions implemented are passed on to contracting authorities.

Accessibility

Keolis's constant ambition is to provide **universal accessibility** with a view to establishing inclusive mobility built on the needs of each individual. The accessibility of offers and services is a societal and financial performance lever for the Group. Moreover, travel comfort at each stage of the client journey is at the heart of Keolis's actions.



POLICY

In 2021, Keolis continued to implement its **Group Accessibility Policy** around three priorities:

- › increasing the skills of client-facing employees regarding disabilities and vulnerabilities;
- › communication and promotion of the Group's commitment to universal mobility;
- › implementation of products and services to support the most vulnerable clients.

ACTION PLAN AND ACHIEVEMENTS IN THE PAST YEAR

The training of client-facing staff has been a major issue for the Keolis Group for many years. Several events took place this year, with the aim of developing know-how around support.

These events, co-designed with major players in the disability sector (UNAPEI, AVH, Handéo, etc.), support the increase in internal skills in the area of vulnerabilities. The Group has:

- › created a toolkit for subsidiaries to help them adjust their offering and client experience in line, in France, with the LOM law (law on mobility);
- › organised an internal seminar in Lyon bringing together various business lines (operations, IT, marketing, etc.);
- › organised four webex sessions on different themes, in partnership with associations and disability professionals;
- › organised a training course for subsidiaries on the Easy to Read and Understand method in partnership with UNAPEI.

A communication kit was made available to French and foreign subsidiaries, enabling them to roll out the **Group campaign “Let’s all travel together”** launched in December 2020 for the International Day of People with Disabilities, to highlight Keolis’s commitment to inclusive mobility.



In total: 23 publications across all platforms at the Group and subsidiaries led to 482 commitments and more than 99,000 prints.

Lastly, Keolis continued to implement products and services to support the most vulnerable clients:

- › renewal of **Cap’Handéo Mobility Services** certification for the Keolis PMR Rhône subsidiary and **ACCEV*** certification for the sales office of the Fil Bleu network in Tours. This label is focused on universal accessibility and the high quality in use of establishments open to the public regardless of their specificities, whether physical, sensory, psychological, cognitive, mental, cultural, social and/or age-related;
- › The implementation of mobility education services, notably with the launch of the “Stan me guide” support service in Nancy. This free service enables clients with specific needs, whether or not they are TPMR Handistan users, to be supported in their journeys by receiving occasional assistance in order to gain confidence and autonomy. Passengers are trained in all stages of their journey, with help in finding their way around (getting to the stop, locating the line), searching for information (a timetable, a destination, the website, registering for a service, etc.), buying a ticket, boarding, locating the stop where they want to alight.

Like “Stan me guide”, several Group subsidiaries are developing support services for vulnerable clients: “STARmeguide” in Rennes, “Twisto Assist” in Caen, “Optiguide” in Lyon, “Azalys me guide” in Blois, “Mooviguide” in Clermont Ferrand, etc. The objective: to provide them with one-off tailored assistance to better understand their journeys.

KEOLIS AND ITS STAKEHOLDERS

The Keolis Group develops all its actions with its national and regional partners in order to be as close as possible to the needs and expectations of clients in vulnerable situations: the Handéo association; the Valentin Haüy association (AVH); CRIDEV; the National Union of Associations of Parents, People with Mental Disabilities and Their Friends (UNAPEI), etc.

NUMBER OF PARTICIPANTS IN INTERNAL TRAINING AND AWARENESS-RAISING SESSIONS ON DISABILITY AND VULNERABILITIES (IK TRAINING, MARKETING TRAINING, WEBEX MARKETING)

Indicator	Scope	2018	2019	2020	2021
Number of participants in training on Persons with Reduced Mobility at Institut Keolis	Keolis SA France	623	641	556	527
Number of participants in events and accessibility awareness	Keolis SA France	NC	NC	357	315



11.a



16.7



17.17



3.7 Pillar: our Public Transport Authorities and partners

Operating on a global scale in the heart of the regions, Keolis believes that it is essential to exchange and work with the entire local, national and international ecosystem to understand local specificities and promote shared mobility.

Dialogue with stakeholders is thus a means and a tool for preventing risks, explaining constraints and identifying opportunities.

Group stakeholders

PROMOTING SUSTAINABLE MOBILITY

For many years, the Group has been working with its partners to address the issues of the mobility sector.

Keolis was one of the players interviewed for the report by Philippe Duron on the evolution of the public transport business model in France following the health crisis. Submitted to the Minister Delegate in charge of Transport in 2021, the report makes a list of recommendations to improve the sustainability of public transport in the long and medium term.

In 2021, the Group also contributed to several position papers of the UTP (Union des Transports Publics et Railway), which makes proposals to help support public transport, such as: *"Public transport is key to combating climate change and social exclusion"*, at the time of the review of the **Climate and Resilience Act** and the adoption of the **European Commission's Green Deal for Europe**.

Keolis also works with bodies such as Régions de France on the issues of employment and driver training. The shortage of drivers has been exacerbated by the health crisis (see section 1.3.3.5).

More generally, anxious to maintain dialogue despite the health constraints, Keolis received around 40 delegations from its public transport authority partners at its stand during the 28th Rencontres Nationales du Transport Public (RNTP) conference, in Toulouse.

Discussions with the experts present focused on topics such as accessibility, harassment in transport, energy transition, soft mobility, and mobility in smart cities.

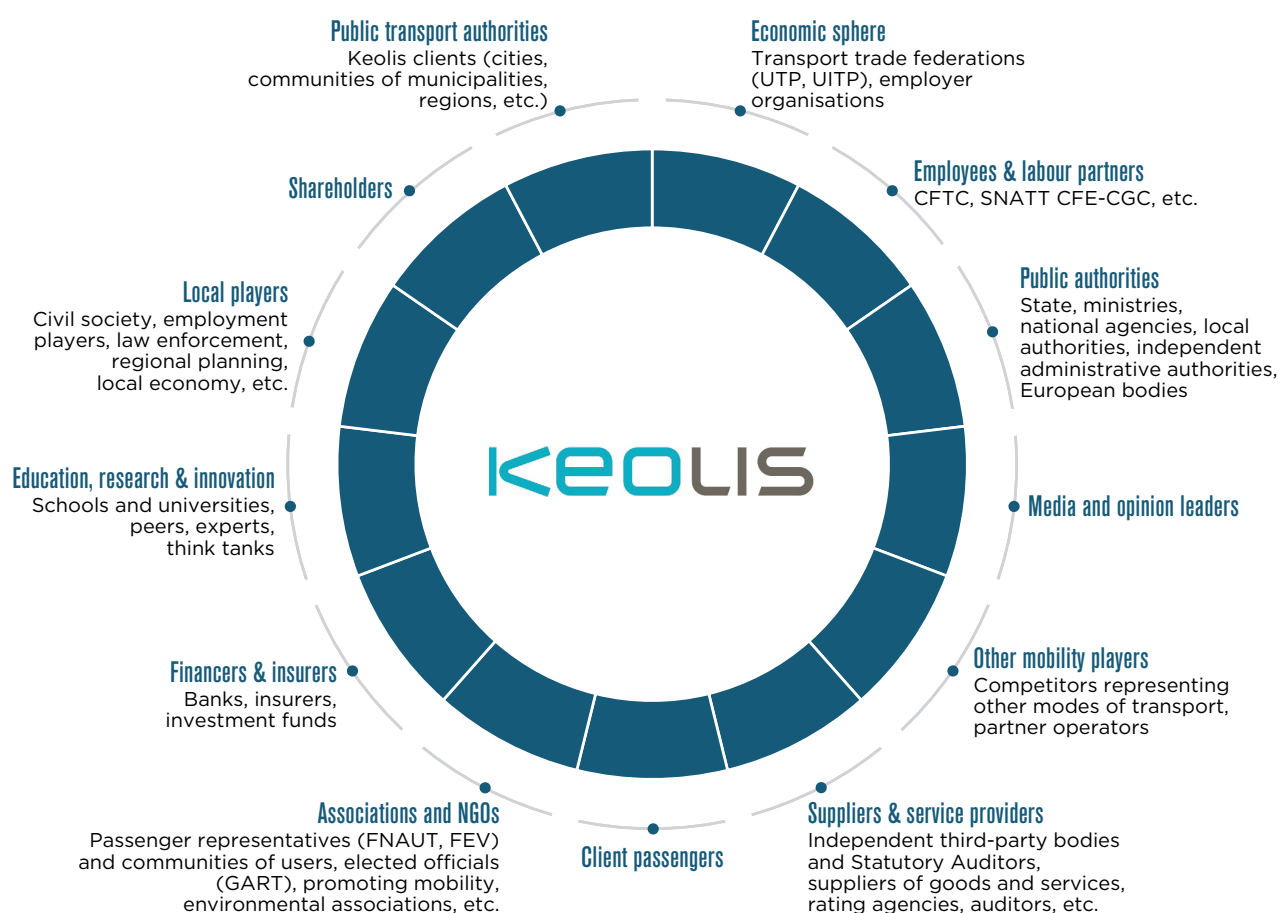
KEOLIS AND ITS STAKEHOLDERS

The mobility ecosystem

Keolis also works with numerous partners and structures that are experts in mobility, such as Avenir Transport, an association that aims to facilitate the understanding, by lawmakers, of all the issues related to all modes and transport infrastructures, TDIE, which aims to shed light on debates and questions about infrastructure and mobility, or Futura Mobility, a forward-looking and innovative think tank for mobility industry players.



MAPPING OF THE KEOLIS GROUP'S STAKEHOLDER TYPOLOGIES



GROUP STAKEHOLDER COMMITTEE

2021 saw the 11th meeting of the **Group's Annual Committee of External Stakeholders**. The objective of this dialogue body is to shed light in a cross-functional way on various issues related to mobility, the Group's actions, its Corporate Social Responsibility approach or specific issues raised during the meeting. Discussions are based on a process of co-construction and continuous improvement, and focus on decision-making and concrete action.

This year, discussions focused on the new Keolis Way corporate project, the sustainable development roadmap and Keolis's actions to combat sexual and sexist abuse on transport.

EFFIA is a member of the FNMS (Fédération Nationale des Métiers du Stationnement), the only association representing the parking sector and sole point of contact for public authorities on all issues related to on-street and on-site parking. For example, the FNMS has helped to establish recommendations to change the regulations regarding car parks (ERP-PS), so that it is better suited to the deployment of electric vehicle charging systems. These recommendations aim to increase the number of charging stations on the different floors of car parks, but also to reduce the administrative review periods for their rollout.

Local stakeholders

In order to identify stakeholders and their expectations, local mappings are drawn up at subsidiary level. This allows some complaints to be anticipated or certain misunderstandings to be rectified. Depending on their nature, certain projects may also be co-developed with stakeholders.

Keolis also provides its subsidiaries with tools and methods to assist them in drawing up this mapping and then initiating and engaging in dialogue with their stakeholders.

BEST PRACTICE IN SUBSIDIARIES

The neighbourhood committees of Keolis in Île-de-France

In December 2021, the Keolis teams in charge of operating the T9 Tram on behalf of Île-de-France Mobilités (IDFM) welcomed several groups of representatives of the town of Orly's neighbourhood committees to the tram service's maintenance and garage site.

These visits were an opportunity to take a behind-the-scenes look at the T9, in particular the maintenance workshop.

For Keolis and IDFM, these meetings are important: they are an opportunity to talk to the citizens of the regions served, to better understand their needs and to explain in practice how a mobility network works. They also provide a tangible demonstration of the daily commitment of all employees to guaranteeing safety and the best quality of service for all passengers in the Paris region.



4. METHODOLOGY

Background

This document has been prepared in accordance with the European Non-Financial Reporting Directive (as transposed by Decree no. 2017-1265 of 9 August 2017 implementing Order no. 2017-1180 of 19 July 2017).

SNCF, which holds a 69.69% stake in GROUPE KEOLIS S.A.S., has filed a Statement of non-financial performance that consolidates Keolis since 2020. The Keolis statement is therefore drawn up on a voluntary basis.

Scope

Within the meaning of the regulations, the entity concerned by the production of a Statement of non-financial performance is Keolis SA, as an unlisted company whose balance sheet total or net revenue exceeds €100 million and whose average number of permanent employees during the financial year is greater than 500.

However, in a desire for continuous improvement, it was decided to extend the scope from the 2021 financial year. The consolidation of non-financial information is gradually being increased to cover the same scope as the financial consolidation of GROUPE KEOLIS S.A.S. It now includes EFFIA S.A.S. and Keolis Santé. Kisio will be integrated from financial year 2022.

Technical Assistance bodies and subsidiaries in which Keolis does not have a majority stake are not included.

For social data, the scope of consolidation covers 100% of GROUPE KEOLIS S.A.S.'s workforce.

The reporting scope for environmental data and community involvement only covers the operational activities of Keolis SA, *i.e.* 95% of GROUPE KEOLIS S.A.S.'s revenue for 2021.

For other data, the scope is specified in the text.

The information provided in this chapter is subject to verification by an independent third party, attesting to the accuracy and fairness of the information published. Their report is appended to this publication.

Not having been identified as relevant to the activity of Keolis, the following topics are not addressed at Group level:

- › the fight against food insecurity and food waste;
- › animal welfare;
- › respect for responsible, fair and sustainable food.

Identification of the main non-financial risks

The Keolis Group has analysed its main non-financial risks. To do this, it based its work on various studies, in particular:

- › the Group's risk mapping prepared, analysed and updated annually by the Internal Audit Department;
- › the 2021 materiality matrix (see section 1.3.2.3 for more details on the method);
- › business risk mapping, such as environmental analysis for the environmental section.

Each year, the Sustainable Development and Societal Commitment Department ensures that major non-financial risks are included in the Group's risk mapping and thus benefit from the same control and internal audit measures.

The GROUPE KEOLIS S.A.S. entities that are newly included in the Statement of non-financial performance have identified those Group issues that are relevant to their activity. The correspondence by entity is presented below.

Period and estimation methods

The reporting period covers the calendar year, *i.e.* the period from 1 January to 31 December 2021. Failing that, for certain non-financial data, estimation methods may be applied (invoices with consumption statements covering different periods, for example). They are systematically communicated to the subsidiaries and are available on request through the reporting guidelines. If they are used, the adjustments made *a posteriori* with the actual data are specified in the texts.

Organisation

The Sustainable Development and Societal Commitment Department coordinates the reporting of all indicators and collects some of them directly. Guidelines, established with the central departments concerned, are updated annually and specify the definitions of the indicators collected and the methods of collection used by the subsidiaries.



5. LIST OF INDICATORS AND DEFINITIONS

This list is provided in order of appearance of the said indicators in the previous chapters of this Statement of non-financial performance.

Percentage of employees working under a safety management system certified according to ISO 45001 or 39001: Percentage of employees covered by a certified safety management system (OHSAS and ISO 45001 or 39001) in the Group's total workforce.

Frequency rate of workplace accidents: Frequency of workplace accidents declared per quarter leading to at least one day of lost time. This rate represents the average number of workplace accidents leading to lost time by a group of employees having worked one million hours over the relevant period. Note: the rate includes aggressions but does not include all disputes currently under way.

Severity rate of workplace accidents: Severity of accidents. Calculated by assessing the total number of days of lost time due to workplace accidents, excluding the day of the accident itself. This represents the number of days compensated for 1,000 hours worked, in other words the number of days lost due to temporary invalidity for 1,000 hours worked.

Number of partnership agreements with internal security forces (national police, national gendarmerie and municipal police) signed and in force at 31 December 2020.

Share of revenue of subsidiaries that have implemented actions to prevent and combat sexist and sexual abuse: The actions taken into account are alright on-request systems and prevention campaigns.

Share of revenue covered by a compliance officer: Percentage of revenue of subsidiaries that have appointed a compliance officer.

Share of revenue covered by an ethics whistleblowing system: Percentage of revenue of subsidiaries that have set up a whistleblowing system, KEL or another local tool.

Share of revenue covered by a DPO for the countries concerned by this regulation: Percentage of the revenue of subsidiaries that have appointed a Data Protection Officer among the countries concerned by this regulation (European Economic Area – EEA).

Percentage of expenses covered by an assessment of the CSR performance of suppliers: Percentage of amount before tax invoiced in euros over the year by suppliers of goods and services that have undergone a CSR assessment by EcoVadis or similar.

Greenhouse gas emissions from traction (all modes) in kgCO₂e/100 km: Greenhouse gas emissions from the energy consumption of all commercial traction modes, expressed in kilograms of CO₂ equivalent per 100 km.

Percentage of kilometres travelled by alternative energy commercial road vehicles: Ratio between the km travelled by alternative-energy commercial road vehicles out of the total km travelled by all commercial road vehicles.

Energy alternatives to diesel and petrol: Include all road vehicle consumption other than diesel and petrol: biodiesel, bioethanol, CNG and bio-CNG, battery-powered electric and hydrogen electric, LPG.

Share of revenue covered by ISO 14001 certification: Percentage of revenue covered by ISO 14001 Environmental Management certification. The activities covered are based on the number of employees performing the certified activities (e.g. maintenance, operation, administration, etc.) according to the workforce at 31 December in the year in question.

Percentage of recovered waste: Percentage of hazardous or non-hazardous waste recovered over the year in question, regardless of the type of processing. Recovery operations can be diverse: energy recovery, regeneration, recycling, etc.

Average of % of revenue of subsidiaries redistributed for sustainable regional development (BIOM assessment): Percentage of revenue of subsidiaries assessed by BIOM redistributed for sustainable regional development on average.

Number of students covered by an awareness initiative: Number of students covered by an in-school awareness initiative carried out by one or several employees from the subsidiary concerned.

Amount of purchases from social and solidarity economy organisations (in millions of euros): Revenue (excluding tax) in euros generated over the year with structures from the social and solidarity economy sector, divided between structures promoting the employment of people with disabilities, professional integration and others, expressed in euros.

Percentage of employees working in an entity certified for professional equality (GEEIS): Percentage of employees working in a subsidiary that has obtained the GEEIS label (Gender Equality European & International Standard) issued by an external organisation.

Percentage of women in the total workforce: Percentage of women in the total registered workforce of the Keolis Group.

Percentage of women in the total number of drivers/transport employees: Percentage of female driver employees in the total number of drivers/transport employees in Keolis Group.

Percentage of female managers in the total number of managers: Percentage of female managers ("cadres" in France) in the total number of managers.

Share of disabled workers (France): Percentage of disabled workers registered as of 31 December as part of the mandatory annual declaration to Agefiph (DOETH – Mandatory Employment Declaration for Disabled Workers) of the employment of disabled workers, out of the total number of employees in the Keolis Group.

Percentage of employees having received training: Percentage of employees who followed at least one training course during the year.

Conflict rate (France): Number of strike days per employee in the year, excluding stopping work for national movements.

Exit rate: Employee turnover rate, excluding the end of fixed-term contracts and transfers during the year in question. This represents: (Total exit – excluding end of fixed-term contracts and transfers)/[(headcount at the beginning of the period + headcount at the end of the period)/2]

Average seniority (years): Sum of the length of service of employees in the headcount at 31 December of the year in question divided by the registered headcount on the same date.

Number of subsidiaries involved in Keolis Signature Services: Number of subsidiaries having joined the Keolis Signature Services programme as of 31 December of the year in question.

Number of participants in training sessions on people with reduced mobility organised by Institut Keolis: Number of Keolis employees in dedicated training courses delivered by Institut Keolis.

Number of participants in accessibility events and awareness-raising sessions: Total number of participants during the year.

6. VIGILANCE PLAN

Background

As soon as law No. 2017-399 of 27 March 2017 on the duty of care of parent companies and contracting companies came into force, the Keolis Group published the reasonable vigilance measures put in place to prevent risks of serious violations of human rights and fundamental freedoms, the health and safety of people or the environment in the Keolis SA Statement of non-financial performance, which serves as a vigilance plan. Themes related to the duty of care were integrated during the first non-financial risk mapping exercises and the CSR strategy revised accordingly, in order to provide integrated duty of care risk management.

Since 2021, SNCF, the majority shareholder of the Keolis Group, has been required to draw up a vigilance plan, including Keolis within its scope. This consolidation exercise was an opportunity for Keolis to review its risk mapping and due diligence processes, detailed in this document.

As the duty of care has been included in the Keolis Group's CSR approach, the majority of the elements of the vigilance plan have been subject to control by an independent third party as part of the annual review of the Statement of non-financial performance.

Scope

Within the framework of the law on the duty of care, this plan covers the subsidiaries in which Keolis SA is the majority shareholder.

Governance

The vigilance plan is managed by the Group's Sustainable Development and Societal Commitment Department, in coordination with all central departments (HR, audit, legal, etc.).

Issues related to the duty of care are addressed through the Group's CSR bodies such as the new Sustainable Development and CSR Strategy Committee of the Executive Committee and the Innovation and Sustainable Development Committee of the Supervisory Board (see section 1.3.2.5 of the Statement of non-financial performance).

Risk mapping

Under the aegis of the SNCF group, the Sustainable Development and Societal Commitment Department organised the review of the risk mapping of serious breaches in the three areas of application of the Duty of Care law. Risk rating workshops were conducted with the various central departments, such as the Security, Safety, HR and Legal Departments, to update the risks and review their rating. The results were submitted and amended by teams from a representative sample of subsidiaries. For each risk, the probability, impact and margin for improvement were rated.

The following major risks have been identified:

	Environmental	Human rights and fundamental freedoms	Health and safety of people	Suppliers and direct sub-contractors*
Risk area	Soil and water pollution	Discrimination	Operational accident	Risk of serious harm in one of the three areas at a supplier or subcontractor
	Contribution to climate change	Lack of social protection	Major industrial accidents	
	Overconsumption of energy		Psychosocial risks	
	Overconsumption of water		Occupational risks	
			Serious malicious acts and terrorist attacks*	
			Non-adaptation to climate change	

* Given their highly sensitive and confidential nature, the assessment and control measures relating to security risks, such as the risk of terrorism, are addressed but are not presented in this plan.

Environmental

Risk	Example scenarios	Risk factors and causes	Potential consequences
Soil and water pollution	Release, leak or accidental spill of chemical products at maintenance sites, depots or operating networks on the ground and in water (hydrocarbons, detergents, grease, solvents, etc.)	<ul style="list-style-type: none"> Daily use of certain products Operations near non-waterproofed floors Runoff via rainwater Non-compliance with instructions by employees, service providers or subcontractors 	<ul style="list-style-type: none"> Pollution of soil, subsoil, surface water or groundwater Biodiversity damage
Contribution to climate change	Poor management of the greenhouse gas emissions reduction trajectory	<ul style="list-style-type: none"> Dependence of the carbon trajectory on many external factors (client decisions, availability of investments, etc.) Delayed changing of vehicle fleets to alternative energies to diesel or petrol 	<ul style="list-style-type: none"> Overconsumption of fossil fuels resulting in greenhouse gas emissions
Overconsumption of energy	<ul style="list-style-type: none"> Poor management of the greenhouse gas emissions reduction trajectory Tank leak Vehicle malfunction 	<ul style="list-style-type: none"> Dependence on oil due to Keolis's activity Insufficient optimisation of consumption through maintenance and operating practices (eco-driving, lack of consumption monitoring, etc.) 	<ul style="list-style-type: none"> Overconsumption of fossil fuels resulting in greenhouse gas emissions Resource depletion
Overconsumption of water	<ul style="list-style-type: none"> Water network leaks Frequent vehicle washing (bus, coach, tram, etc.) Conflict of use in water-stressed areas 	<ul style="list-style-type: none"> Water-consuming activities (washing vehicles, watering grass strips on tram lines, etc.) Lack of balance between quality of service and environmental pressure Insufficient optimisation of possible water sources (rainwater, drinking water, groundwater, surface water) 	<ul style="list-style-type: none"> Pressure on or depletion of the resource, wasting water.

Risk management policy

The environmental analyses carried out by the ISO 14001-certified subsidiaries show three categories of major impacts for the Group: energy & carbon, waste and water consumption. Keolis's ecological and carbon transition policy is therefore defined on the basis of these material issues.

Whether they are in the process of ISO 14001 certification or not, the subsidiaries have a set of tools to set up an environmental management system adapted to their characteristics (operating methods, size of the vehicle fleets operated, characteristics of the region, etc.) in accordance with the Group's requirements: environmental analysis tool,

environmental management system (EMS) model to be rolled out, self-diagnostic of EMS maturity, internal training *via* Institut Keolis on various environmental topics, Energy Action Plan, provision of a customised regulatory monitoring tool, framework agreements for the management of certain waste, coordination of the network of correspondents to share best practices etc.

The mitigation and prevention actions presented in the Our Planet pillar (see section 1.3.3.4) therefore cover these risks. The actions presented under Fundamentals: Economic Performance (see section 1.3.3.3 on pages 60 and 61) and Fundamentals: Operational Excellence (see section 1.3.3.2) also contribute to this.

Implementation and outlook

In 2021, several actions were carried out with the aim of strengthening the prevention of risks of damage to the environment, such as:

the inclusion of strong environmental commitments as part of the Keolis Way:

- › 30% reduction in carbon intensity from traction all modes combined by 2030 (in kgCO₂e/100 km, compared to 2019),
- › multiply the number of kilometres travelled by road vehicles powered by alternative energies to diesel and petrol by 3 by 2030 (compared to 2019);
- › as part of the Group's ISO 14001 certification, a sample of subsidiaries is audited every year by Afnor to verify the compliance of their environmental management systems with the requirements of the standard. In this context, 10 French and international subsidiaries were successfully audited this year, allowing the renewal of the Group's certification;

- › the launch of an energy transition e-learning course with Institut Keolis to raise awareness of the issues of climate change and stimulate the mobilisation of all Group players.

In addition, through the Statement of non-financial performance, the Sustainable Development and Societal Commitment Department monitors the environmental data of the subsidiaries throughout the Group on an annual basis. This makes it possible, in particular, to identify sources of progress, set up appropriate systems and share best practices. The detailed results as well as the roadmap are shared at least annually during the Environment Department review in the presence of the Group's Chairwoman.

In 2022, efforts will continue to extend the scope of ISO 14001 certification in order to better manage environmental risks.

Indicator	Scope	2020	2021
Traction carbon intensity (gCO ₂ e/100 km)	Keolis SA	126	113
Share of ISO 14001 revenue	Keolis SA	46.2%	50.4%

Human rights and fundamental freedoms

Risk	Example scenarios	Risk factors and causes	Potential consequences
Discrimination	<ul style="list-style-type: none"> • Discrimination in hiring or in internal career progression, due to social or geographical origin, gender, disability, etc. 	<ul style="list-style-type: none"> • Unconscious cognitive biases • Less stringent national cultural and regulatory context • Insufficient or non-compliance with HR procedures 	<ul style="list-style-type: none"> • Consequences on the mental health of people, • Impact on career development • Ostracism

Risk management policy

Keolis is strengthening its commitment to diversity and inclusion by integrating the fight against discrimination into its strategy using six specific criteria: gender equality, age, ethnicity, LGBTQ+, disability, social and cultural origin. The Group's objective is to give everyone the opportunity to access sustainable and local employment and to develop within the Company exclusively according to their skills.

In this context, Keolis has extended its **Gender Equality European and International Standard (GEEIS)** certification to include other diversity

criteria (not just gender equality). This certification, which can be adapted according to the regions, is a formal recognition of Keolis's commitment to encourage fair career management, promote diversity in recruitment, guarantee fair remuneration, non-discrimination and work-life balance.

In addition, Keolis provides its subsidiaries in France and abroad with adaptable operational tools to combat discrimination during all HR processes (recruitment, career development, mobility, etc.). These "Essentials" are available in French and English so that the Group's policy can be applied to everyone around the world.

Indicator	Scope	2018	2019	2020	2021	2025 target
Percentage of employees exercising a GEEIS-certified activity	Keolis SA	75%	87%	87%	87%	-
Percentage of women in the total workforce	GROUPE KEOLIS S.A.S.	20.8%	21.4%	21.7%	22.0%	24%

Implementation and outlook

Keolis applies its diversity policy to its suppliers and subcontractors to strengthen the prevention of the risk of serious harm.

In 2021, Keolis strengthened its commitments to gender equality with quantitative targets as part of the Keolis Way (24% of employees were

women and 95% of employees were covered by GEEIS certification in 2025), the first stage in its transformation. Its objectives will be adapted to the other diversity criteria.

7. REPORT BY ONE OF THE STATUTORY AUDITORS, APPOINTED AS AN INDEPENDENT THIRD PARTY, ON THE VERIFICATION OF THE CONSOLIDATED NON-FINANCIAL INFORMATION STATEMENT

(Year ended on the 31st of December 2021)

This is a free translation into English of the Statutory Auditor's report issued in French and is provided solely for the convenience of English speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

In our capacity as Statutory Auditor of Groupe Keolis SAS (hereinafter the "entity"), and following the request made to us, we hereby provide a report on the consolidated non-financial information statement (hereinafter the "Statement"), prepared in accordance with the Entity's procedures (hereinafter the "Guidelines"), for year ended on the 31st of December 2021, included in the management report on a voluntary basis pursuant to the legal and regulatory provisions of articles L. 225 102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (*Code de commerce*).

Conclusion

Based on the procedures performed, as described in the « Nature and scope of our work » section, and the elements that we have collected, nothing has come to our attention that causes us to believe that the consolidated non-financial information statement is not compliant with the applicable regulatory provisions and that the Information, taken as a whole, are not presented fairly in accordance with the Guidelines.

Preparation of the non-financial performance statement

The absence of a generally accepted and commonly used framework or established practices on which to evaluate and measure the Information permits the use of different, but acceptable, measurement techniques that may affect comparability between entities and through time.

Consequently, the Information needs to be read and understood with reference to the Guidelines, significant elements of which are available upon request from the entity's headquarters.

Inherent limitations in preparing the information

The Information may be subject to inherent uncertainty because of incomplete scientific and economic knowledge and due to the quality of the external data used. Certain Information are sensitive to the methodological choices, assumptions and/or estimates used to prepare the Information presented in the Statement.

The entity's responsibility

The Board of Directors is responsible for

- › selecting or voluntarily establishing suitable criteria for preparing the Information;
- › the voluntary preparation of the Statement in accordance with the legal and regulatory provisions, including a presentation of the business model, a description of the principal nonfinancial risks, a presentation of the policies implemented considering those risks and the outcomes of those policies, including key performance indicators and if applicable the information required by Article 8 of Regulation (EU) 2020/852 (green taxonomy);
- › designing, implementing and maintaining internal control over information relevant to the preparation of the Information that is free from material misstatement, whether due to fraud or error.

The Statement has been prepared in accordance with the entity's Guidelines as mentioned above.

Responsibility of the Statutory Auditor, appointed as an independent third party

On the basis of our work, our responsibility is to provide a report expressing a limited assurance conclusion on:

- › the compliance of the Statement with the provisions of article R. 225-105 of the French Commercial Code;
- › the fairness of the information provided in accordance with article R. 225105 I, 3 and II of the French Commercial Code, i.e., the outcomes, including key performance indicators, and the measures implemented considering the principal risks (hereinafter the "Information").

As we are engaged to form an independent conclusion on the Information as prepared by management, we are not permitted to be involved in the preparation of the Information as doing so may compromise our independence.

It is not our responsibility to comment on:

- › the entity's compliance with other applicable legal and regulatory provisions (in particular the information required by Article 8 of Regulation (EU) 2020/852 (green taxonomy), the French duty of care law and anti-corruption and tax evasion legislation);
- › the fairness of the information required by Article 8 of Regulation (EU) 2020/852 (green taxonomy);
- › the compliance of products and services with the applicable regulations.

Regulatory provisions and professional standards applicable

The work described below was performed in accordance with the provisions of articles A. 225-1 et seq. of the French Commercial Code and with the professional guidance of the French Institute of Statutory Auditors ("CNCC") applicable to such engagements, as well as with ISAE 3000 (Revised) – *Assurance Engagements other than Audits or Reviews of Historical Financial Information*.

Independence and quality control

Our independence is defined by the provisions of article L. 822-11-3 of the French Commercial Code and the French Code of Ethics (*Code de déontologie*) of statutory auditors. In addition, we have implemented a system of quality control including documented policies and procedures to ensure the compliance with the ethical requirements, French professional guidance and applicable legal and regulatory requirements.

Means and resources

Our work was carried out by a team of 5 people between December 2021 and March 2022 and took a total of 4 weeks.

We were assisted in our work by our specialists in sustainable development and corporate social responsibility. We conducted 15 interviews with people responsible for preparing the Statement, representing among other the CSR, Executive Management, Compliance, Human Resources, Health and Security, Environment and Purchasing departments.

Nature and scope of our work

We planned and performed our work considering the risk of material misstatement of the Information.

We consider that the procedures we performed were based on our professional judgment and allowed us to provide a limited level of assurance conclusion:

- › we obtained an understanding of all the consolidated entities' activities, the description of the social and environmental risks associated with their activities;
- › we assessed the suitability of the Guidelines with respect to their relevance, completeness, reliability, objectivity and understandability, with due consideration of industry best practices, where appropriate;
- › we verified that the Statement includes each category of social and environmental information set out in article L. 2251021 III, as well as information regarding compliance with human rights and anti-corruption;
- › we verified that the Statement presents information set out in article L. 2251051 II where relevant to the principal risks and includes an explanation for the absence of the information required under article L. 225-102-1 III, 2;
- › we verified that the Statement presents the business model and the principal risks associated with all the consolidated entities' activities, including where relevant and proportionate, the risks associated with their business relationships and products or services, as well as their policies, measures and the outcomes, including key performance indicators related to the principal risks;
- › we referred to documentary sources and conducted interviews to:
 - assessed the process used to identify and confirm the principal risks and the consistency of the outcomes and the key performance indicators used with respect to the principal risks and the policies presented, and
 - corroborate the qualitative information (measures and outcomes) that we considered to be the most important presented in the appendix. For some risks such as safety, operation, maintenance, sustainable purchases, client experience, accessibility, dialogue with stakeholders, our work was carried out at the consolidating entity level. For the other risks, work was carried out at the consolidating entity level and in a selection of entities: Keolis Sud Lorraine, Keolis Gironde, Keolis Bordeaux Métropole, Keolis Rennes, Keolis Lyon, Keolis Vélizy, Keolis Caen Mobilité, Keolis Bus verts, Keolis Autocars Planche, Keolis Amey Metrolink, Keolis Denmark, Keolis Transit America, Keolis Effia;

- › we verified that the Statement covers the scope of consolidation, i.e., all the companies included in the scope of consolidation in accordance with article L. 233-16, within the limitations set out in the Statement;
- › we asked what internal control and risk management procedures the entity has put in place and assessed the data collection process implemented by the entity to ensure the completeness and fairness of the Information;
- › for the key performance indicators and other quantitative outcomes that we considered to be the most important presented in the appendix, we implemented:
 - analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data;
 - substantive tests, using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the data with the supporting documents. This work was carried in a sample of contributing entities: Keolis Sud Lorraine, Keolis Gironde, Keolis Bordeaux Métropole, Keolis Rennes, Keolis Lyon, Keolis Vélizy, Keolis Caen Mobilité, Keolis Bus verts, Keolis Autocars Planche, Keolis Amey Metrolink, Keolis Denmark, Keolis Transit America, Keolis Effia, which cover 24% of data consolidated selected for these tests;
- › we assessed the overall consistency of the Statement based on our knowledge of all the consolidated entities.

The procedures performed in a limited assurance engagement are less extensive than those required for a reasonable assurance engagement performed in accordance with the professional guidance of the French Institute of Statutory Auditors ("CNCC"); a higher level of assurance would have required us to carry out more extensive procedures.

Neuilly-sur-Seine, 18 March 2022

One of the statutory auditors
PricewaterhouseCoopers Audit

Amélie Wattel
 Partner

Pascal Baranger
 Director at Sustainable Development Department

APPENDIX: LIST OF THE INFORMATION WE CONSIDERED MOST IMPORTANT

KEY PERFORMANCE INDICATORS AND OTHER QUANTITATIVE RESULTS

- › Number of employees, number of hires including permanent contracts, commercial traction consumption (kWh/km), KSS committed subsidiaries;
- › Percentage of employees working under a safety management system certified according to ISO 45001/39001, frequency rate of workplace accidents, severity rate of workplace accidents, number of partnership agreements with the internal security forces, share of revenue of subsidiaries that have implemented actions to prevent and combat sexist and sexual abuse, number of people having participated in conflict management training at EFFIA;
- › Share of revenue covered by a compliance officer, an ethics whistleblowing system, a DPO, employees who have received training in the fight against corruption;
- › Percentage of expenses covered by an assessment of the CSR performance of suppliers;
- › % of revenue covered by ISO 14001 certification, proportion of women in the overall workforce, % of workforce covered by ISO 45001 and 39001 certification;
- › Greenhouse gas emissions from traction, percentage of km travelled by alternative-energy commercial road vehicles, number of electric vehicle charging points at EFFIA;
- › Share of revenue covered by ISO 14001 certification, share of recovered waste;
- › Average% of subsidiaries' revenue redistributed for the sustainable development of the region, number of students whose awareness is raised, amount of purchases from social and solidarity economy players, proportion of employees exercising a GEEIS-certified activity, proportion of women (in the total workforce, managers, drivers/transport employees and Executive Committee), share of workers declared disabled;
- › Percentage of employees having benefited from training, number of VIE offered;
- › Conflict rate, number of KeoMouv' participants, departure rate, average length of service;
- › Number of participants in accessibility awareness-raising events and IK PRM training.

QUALITATIVE INFORMATION (ACTIONS AND RESULTS)

- › Group safety policy, Group management framework, health week, safety training for managers, safety culture deployment initiatives for the Keolis Tours Fil Bleu network, safety culture development in Hyderabad, chemical risk study at Cykleo, "Transportez-vous bien" programme with the insurer Klesia, development of digital for safety events in Canada, driving assistance at Keolis Lyon, multidisciplinary "cross-functional team" for road safety, Stand-up programme, e-learning to combat harassment, training in conflict management at EFFIA;
- › KIHO group programme, KIHM policy, maintenance 4.0 programme, Ecomobil HDM case;
- › Keolis ethics whistleblowing system, update of corruption risk mapping, corruption prevention e-learning, launch of the Kompliance Newsletter, Keolis Ethics Day, IS user charter;
- › Data protection e-learning, compliance by design of IT projects, KPDP;
- › Assessment procedure and management of relations with third parties, supplier CSR performance assessment at Keolis Victoria, ESG loan criteria sustainable finance framework agreement, eco-driving training, GEF Cykleo emission calculator, waste reuse platform, reconditioning of Cykleo pedelec batteries, donation of Cykleo spare parts, "passport" operation;
- › "Zero unemployed" region, "refugees are talent", start up each one, we@keolis, key areas of Keolis Group training (commitment of local managers, diversity, operational excellence, energy transition);
- › VIE, ENTPE school partnership, Cykleo customised bike maintenance training, talent review, interventions with professional branches;
- › KeoMouv', Workplace Option (WPO) psychologist platform, "la maison bleue" partnership;
- › Podcast understanding mobility issues, SMS ticket and M-ticket, "4,000 employees trained by the end of 2021" initiative, Randobus operation, Group "Let's all travel together" campaign, cap'handeo certification;
- › Sustainable Development Goal (SDG).