



GROUPE KEOLIS

STATEMENT OF
NON-FINANCIAL
PERFORMANCE
2022

STATEMENT OF NON-FINANCIAL PERFORMANCE

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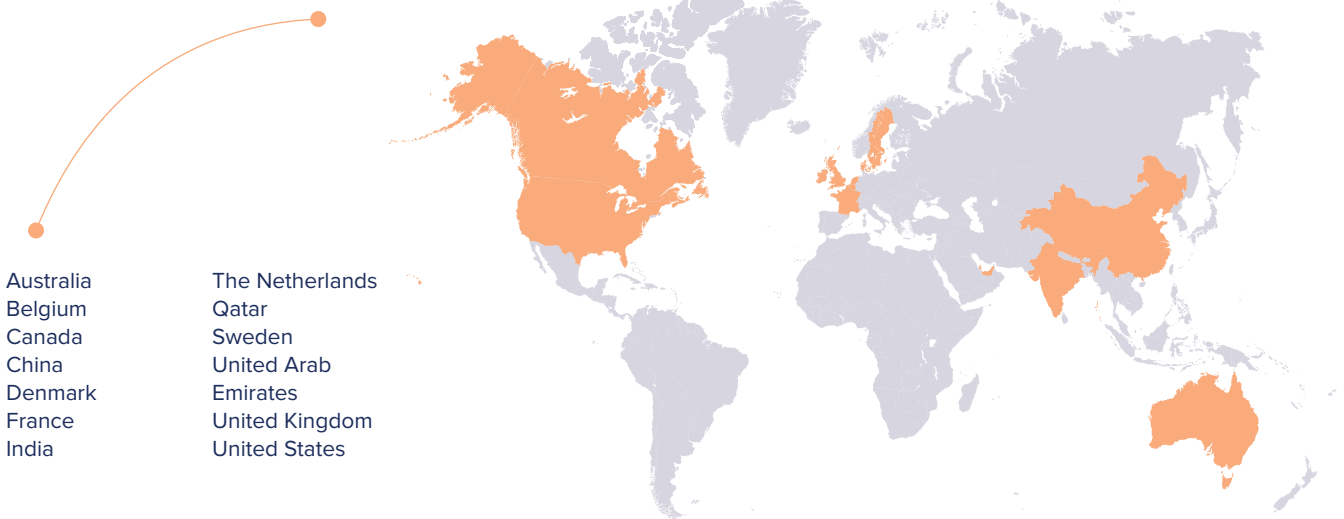
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Keolis, a world leader in shared mobility

With operations in 13 countries, Keolis is a global leader in the shared mobility market, facilitating the journeys of millions of people every day. As a committed partner to public transport authorities, we work with them to co-construct tailor-made, efficient and sustainable transport solutions, helping to create more attractive places to live and work and enhancing the passenger experience.

68,000
employees in 13 countries

300 public transport authorities have placed their trust in Keolis
13 modes of transport operated on an intermodal basis



World leader

in automated metros and trams



The leader in France

in urban transport



in transport for people with reduced mobility



in train station car parks with EFFIA



23,000

buses and coaches worldwide

4,500

vehicles running on alternatives to diesel and petrol

37,500

rental bicycles in France and the Netherlands

7

regional train networks in 5 countries

“A good year for Keolis thanks to the professionalism of our teams worldwide”

Against a backdrop of skill shortages and spiralling energy costs, Keolis saw an uptick in ridership and achieved significant contract wins in 2022. Keolis Chief Executive Officer Marie-Ange Debon looks back at the year’s highlights.



Marie-Ange Debon,
Chairwoman and Group
Chief Executive Officer

What’s your general take on 2022 for the Group?

It was a good year for Keolis. We rose to the challenges caused by the combined geopolitical and energy crises and I’d like to thank our 68,000 employees around the world for their contribution to our strong performance. As the pandemic finally relented, we consolidated our positions over the year, with ridership recovering in most but not all countries.

What were the year’s standout contract wins?

We sustained our business momentum, capitalising on our expertise in heavy transport modes. We strengthened our international portfolio with significant contract wins, including networks in Gothenburg in Sweden and Odense in Denmark. We successfully negotiated extensions on key contracts like the GTR/Thameslink in the United Kingdom and Skyport in Canada. In France, several clients renewed

“We have extensive experience coupled with an in-depth understanding of changing transport needs in the communities we serve.”

their trust in us for their urban networks, notably Bordeaux and Dijon. We won new contracts in Valenciennes and Perpignan, and recent developments in the Paris region offer major growth potential.

Keolis has undisputed expertise in multimodal transport, providing an increasingly seamless passenger experience. What developments did 2022 bring?

In addition to our extensive experience, we have acquired an in-depth understanding of changing transport needs from our Keoscopie observatory, which provides insights on current lifestyles to help develop next-generation mobility solutions, and from input from Hove, a newly created entity pooling all our digital expertise. Tasked with gathering, analysing and converting mobility data into innovative digital solutions, Hove's Patterns platform, for example, tracks mobility patterns across a given area. We also pushed ahead with the widespread rollout of open payment systems which are now available in Lyon and Besançon.

Wherever we operate, our goal is to provide people-friendly mobility services that allow everyone to travel easily and seamlessly throughout their area. Our extensive know-how and experience in multimodal and heavy transport modes enabled us to open Line B of the Rennes metro in France and to successfully operate the Doha automated metro throughout the FIFA World Cup in Qatar and the automated metro in Dubai for the 2022 Universal Exhibition.

What's the outlook for 2023?

There are several challenges ahead in 2023. Overall demand for mobility remains high but those who aspire to greater mobility don't always opt for public transport. Yet public transport can help consumers save money, cut carbon emissions and bridge the geographic divide by linking up services. We're pursuing ambitious low-carbon targets by devising more environmentally-friendly transport solutions with our partners. Another major challenge ahead is to strengthen our workforce. In 2022 we hired 50% more drivers than the previous year. Our priorities are to become the best place to work in the transport sector, to recruit more women and, working hand-in-hand with our partners, to enhance quality of life and the economies in the communities we serve.

I have no doubt in our capacity to meet future challenges head-on, thanks to our industry expertise and ability to reinvent our business.

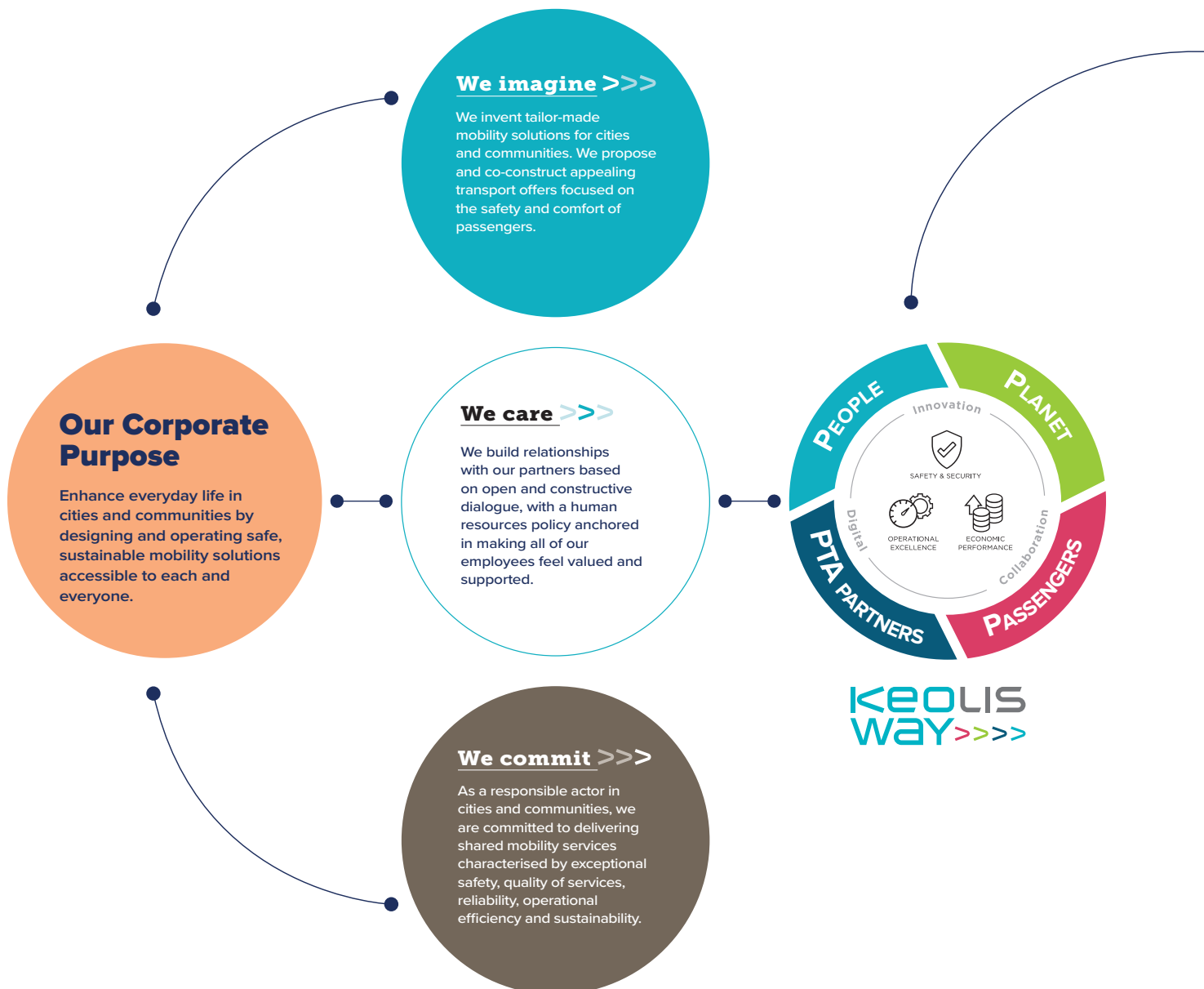
An **international** player with **multimodal** expertise

The Keolis Way corporate programme was implemented by around 90% of our subsidiaries in 2022 – a level of engagement on a par with the challenges faced by our rapidly evolving industry. Driven by its values and corporate purpose, Keolis is demonstrating its business model’s strengths and establishing itself as the leader in shared mobility.

Vision

Values

Approach



Strengths and initiatives

Structured around four pillars – people, passengers, PTA partners and the planet, the Keolis Way programme aims to deliver results in three key areas for the Group’s business: safety & security, operational excellence and economic performance. Underpinned by its commitment to innovation, collaboration and digital transformation, this continuous improvement process drives the success of the Keolis business model.

#People

The GEEIS Diversity certification

awarded by Bureau Veritas reflects Keolis’ commitment to promoting gender equality and diversity and our efforts to do so across our global footprint. Keolis is the first public transport operator to receive the certification.

#Passengers

With Unik,

the Group’s accessibility programme, Keolis is stepping up its actions in favour of inclusive mobility to ensure all passengers, whatever their additional needs or vulnerabilities, enjoy the same kind of positive experience.

#Planet

The Bus Energies Centre of Excellence

is dedicated to supporting PTAs and Keolis subsidiaries in their energy transition projects. Drawing on a network of correspondents based in France and around the world, as well as on the creation of local units, the Centre brings together all the Group’s expertise in alternative energy buses.

#PTApartners

Keoscopie,

the Group’s mobility trends observatory, provides invaluable insight into evolving transport behaviour. By monitoring and anticipating changing lifestyles and practices in partnership with passengers and local authorities, this innovative, forward-looking resource has helped improve the appeal of public transport by steering the development of new people-friendly solutions and services.

#Innovation

Lab Hoppen network

In partnership with public transport authorities, innovation labs have been set up in each major region of the world. Supported by the Group’s Innovation and Industrialisation department, they apply continuous open-innovation methods to develop tailored solutions to meet the mobility needs of citizens and communities.

#OperationalExcellence

The KIHM programme

is being implemented by many Keolis subsidiaries to improve network maintenance. An acronym for “Keolis Industrialises and Harmonises Maintenance”, KIHM is based on practices developed jointly with operating teams. It notably reduces breakdowns thanks to preventive maintenance measures.

#Safety

To ensure the safety

of passengers, staff and members of the public, Keolis is strengthening employee awareness, deploying dedicated tools and pursuing close ties with other safety and prevention stakeholders. Tackling gender-based violence and sexual harassment on public transport is a top priority. Group initiatives include employee training, “exploratory walks”, on-demand stops, prevention campaigns, emergency phones and support for women’s rights organisations like Fondation des Femmes.

#EconomicPerformance

Sustainable and socially responsible purchasing

Keolis’ purchasing policy is built on four key principles: regional sourcing and supporting the solidarity economy, protecting the security and working conditions of suppliers, reducing the environmental impacts of purchasing decisions and ensuring ethical and anti-corruption behaviour. It is one of the major drivers of the Group’s global CSR commitments.

Value creation model

Resources

People

- **67,600 employees**, 64% of whom are drivers
- **13,700 permanent new hires** worldwide
- **Training: Keolis Institute/CFA** (apprentice training centre)

Passengers

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

PTA partners

- Member of **the United Nations Global Compact**
- **Partnership with Fondation des Femmes**
- **Constant dialogue with PTAs** to develop public transport services
- **Founding member of the PIMMS*** initiative to facilitate access to essential public services

Planet

- **A portfolio of multimodal solutions** that are instrumental in reducing the environmental footprint of transport
- A growing fleet of more than **4,500 vehicles** powered by alternative energies
- **4.5 kWh** per km for commercial vehicles

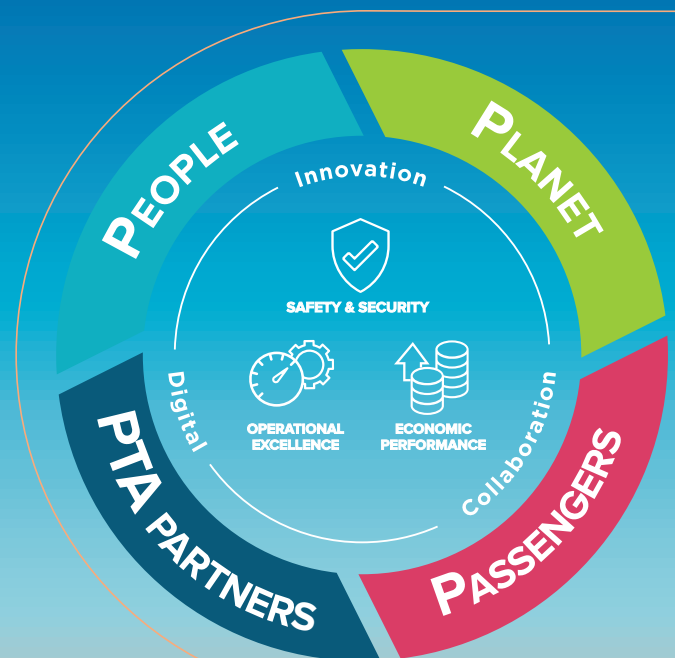
Key financial data

- **€6.7 billion** in revenue
- A stable, committed shareholder base
- Strong performance, with a net debt/EBITDA covenant at 2.7x

* PIMMS: shared multi-service information offices

Keolis business model

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



Keolis works with public transport authorities (PTAs) through outsourced public service contracts, public procurement contracts and technical assistance contracts. These arrangements define the scope and terms of collaboration between Keolis and the PTAs. In a partnership approach, Keolis shares its expertise in order to constantly improve the performance and quality of mobility services and assets.



Corporate purpose

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

Core values

We imagine
>>>

We care
>>>

We commit
>>>

Value created for and with the Group's stakeholders

People

- **64%** of employees received training over the year
- **90%** of employees work in a GEEIS** certified entity for gender equality
- **We@Keolis: 300** members of our internal network for diversity



Passengers

- **30 subsidiaries** have rolled out the Keolis Signature Service initiative to improve service quality
- **2 major areas of innovation:** understanding mobility and customer experience



PTA partners

- **59 projects initiated** by local nonprofits selected for support from Coups de Coeur solidaires*** since 2018
- **More than 120,000 school children** reached through safety awareness initiatives
- **€52 million invested** in the social and solidarity economy



Planet

- **59% of the Group's revenue from its transport business** covered by ISO 14001 certification for environmental management
- **27.3% of kilometres covered** by alternative energy-powered commercial road vehicles
- **65% of revenue generated** by French subsidiaries assessed by BIOM**** is redistributed to support local sustainable development



Economic performance

- **+€94 million** in free cash flow
- **+€209 million** in operational profitability
- **€1,600 million** ESG indexed loan
- **300 PTAs** place their trust in us in 13 countries

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

*** In partnership with the SNCF Foundation.

**** Independent agency that measures companies' contribution to sustainable development.

Contribution to the UN's SDGs

Since 2020, Keolis has continued to integrate the Sustainable Development Goals (SDGs) and has defined eight SDGs as key areas where Keolis can make the most positive contribution.



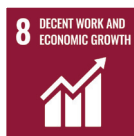
Keolis considers its employees as its primary asset. Through the Keolis Way transformation programme and Group-wide safety policy, Keolis looks out for its employees safety and physical and mental health by promoting wellbeing and combating discrimination in the workplace. This policy also covers the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



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



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



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



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



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



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



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

Financial performance

With revenues of €6.7 billion in 2022, Keolis confirms its robust fundamentals and resilience.

Revenues

€6.7Bn

in 2022

€6.3Bn
in 2021

€6.1Bn
in 2020

Recurring EBIT

€209M

in 2022

€204M
in 2021

-€23.5M
in 2020

Net recurring profit, group share

+€48M

in 2022

+€20M
in 2021

-€101M
in 2020

adjusted for exceptional items

Net debt (excluding IFRS 16)

€974M

Share of revenues covered by the ISO 14001 certification in 2022

59%

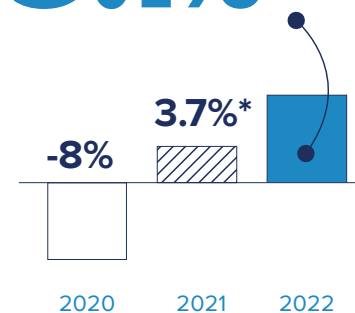
CSR strategy

€1,600M

amount of committed credit facilities indexed to ESG indicators

Organic variation in revenues (annual variation)

9.1%

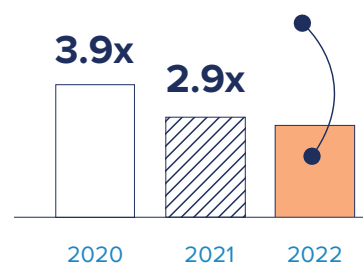


*+10.3% excluding the Wales & Borders scope effect

Leverage

Net financial debt / EBITDA*

2.7x



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



The Executive Committee

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

MEMBERS OF THE EXECUTIVE COMMITTEE

- | | | |
|---|--|---|
| 1. Annelise Avril ,
Group Director
Marketing, Innovation
and New Mobilities | 4. Sophie Durand ,
Group Director
Communications | 7. Arnaud Van Troeyen ,
Group Deputy Director
International |
| 2. Pierre Gosset ,
Group Director
Industrial Division | 5. Christelle Villadary ,
Group Chief Financial
Officer | 8. Bernard Tabary † ,
Chief Executive
Officer International |
| 3. Clément Michel ,
Group Director Human
Resources and
Transformation | 6. Marie-Ange Debon ,
Chairwoman
and Group Chief
Executive Officer | 9. Frédéric Baverez ,
Chief Executive
Officer France
and Chairman
of EFFIA |

† Bernard Tabary tribute

Keolis is deeply saddened by the death of Bernard Tabary, Chief Executive Officer International, on 19 March 2023.

The Supervisory Board, management team and staff will remember him as a leader who was greatly appreciated and valued by all. His expertise and commitment to public transport, which he embodied with unparalleled energy and warmth, will leave a profound mark on the company's history.

The Supervisory Board

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



Jérôme Tolot,
Chairman of
the Supervisory Board

MEMBERS OF THE SUPERVISORY BOARD

Jérôme Tolot,
Chairman of the
Supervisory Board

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

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

Alain Krakovitch,
Managing Director,
TGV-INTERCITÉS

Sylvia Metayer,
Board Director, former
Senior Executive
at Sodexo

Robert Tessier,
Board Director

Laurent Trevisani,
Deputy CEO Financial
Strategy, SNCF Group

Nathalie Wright,
IT and Digital
Transformation
Director, Rexel Group

“Our industry has a pivotal role to play in the energy, climate and socio-economic issues facing communities today. At a time when demand for transport is rising and energy and labour markets are under pressure, Keolis is determined to provide effective support to its public transport authority partners. With this in mind, the Supervisory Board is focusing – together with the Executive Board – on five key objectives: growing the appeal of transport sector jobs, increasing the number of women in our teams, ramping up the co-construction of low-carbon mobility solutions with our PTA partners, innovating to enhance the user experience on our networks and boosting the development of multimodal solutions to better serve communities, notably thanks to our digital expertise.”

Accelerating the transition to low-carbon mobility

In response to the climate crisis, industries around the world are now engaged in a race towards decarbonisation. With the transport sector accounting for around 20% of global CO₂ emissions*, public transport authorities are working hand-in-hand with researchers,

manufacturers and operators to tackle the climate emergency and meet their ambitious carbon reduction targets. Responsible consumption, alternative fuels, energy-efficient technologies: welcome to the era of low-carbon mobility!

400M

kilometres travelled on alternative fuels, equivalent to over one third of total operated kilometres and of which 45% using electric vehicles.

85%

increase in electric buses since 2019.

Aurélien Bigo,
energy transition specialist
focused on the
transportation sector,
Energy and Prosperity Chair



"Transport today is primarily powered by liquid fossil fuels. To accelerate the energy transition, we need to look beyond the opportunities offered by technology. Alone, they won't be enough to offset the increase in traffic caused by the rebound effect and overconsumption. What's needed is a much broader cultural and behavioural transformation by simultaneously activating five different carbon reduction levers: vehicle energy efficiency, energy decarbonisation, transport demand moderation, modal shift and vehicle load optimisation – via carpooling, for example. The last three levers offer significant added benefits because they also reduce urban congestion, sedentary behaviour and accidents. Our collective challenge today is to combine technology with restraint to encourage new consumer practices and develop solutions that promote active mobility and shared, low-carbon transport options."

What Keolis is doing

"Faced with the climate emergency, Keolis is firmly committed to helping its PTA partners accelerate the energy transition. Accordingly, the level of emissions associated with powering our vehicles has become a key factor in our management decisions. To reduce our energy use, we're taking action on several fronts at the same time, including training drivers in eco-driving techniques, limiting heating and air conditioning, and using regenerative braking in our metro networks. We're also helping our PTA partners decarbonise their fleets, through new tenders and during existing contracts, thanks to the alternative energies expertise housed in our centres of excellence. And, of course, we're relentlessly pursuing our day-to-day objective – enhancing the appeal of our mobility solutions to curb the use of private cars."



Antonia Höög,
Sustainable Development
and Engagement
Director

* Source: Key Climate Figures – France, Europe and World – December 2022, French Ministry of Ecological Transition and Territorial Cohesion (in French only)

Joëlle Touré,
General Delegate,
Futura-Mobility Think Tank



"At Futura-Mobility, we believe that technological innovation only makes sense if it benefits people, the planet or the community – or ideally, all three. Tomorrow's mobility solutions will need to address all these challenges between now and 2050.

They'll have to be better for the environment and biodiversity and more seamless to ease congestion in our cities. And they'll need to be more people-friendly, meaning they enhance safety, comfort, inclusion, accessibility and convenience to meet the diverse needs of both passengers and transport workers. We regularly communicate about the innovative services and solutions deployed by our community of mobility professionals. NaviLens, the app being tested by Keolis to help guide the visually impaired, is a good example. By raising awareness about these solutions, we hope to drive a change in attitudes so that accessibility is taken into account right from the project design phase. It's important to remember that we all have additional needs at some point in our lives, whether because of age, a disability or simply because we're carrying heavy bags! For us, accessibility is about making transport people-friendly for everyone."

What Keolis is doing

"Our approach is centred on understanding each individual and their needs, thanks to unique tools and resources like Keoscopie, our mobility trends observatory, and Patterns, which uses GPS data to analyse movement in a specific area. By paying close attention to passenger expectations and drawing on insights provided by PTAs and partner organisations, we're able to offer mobility solutions that are increasingly accessible, inclusive and people-friendly. In 2022, we launched vehicle crowding prediction systems to enable passengers to make informed decisions based on real-time predictive data. We also integrated personalised criteria into our journey planners, like walking speed and luggage, so that the proposed itineraries meet passengers' needs as effectively as possible. Emergency phones have also been trialled on our networks to allow passengers to travel more safely and stress-free. At Keolis, "Mobility as a Service" is not just about digital innovation. We're firmly committed to promoting intermodal travel and adapting our transport solutions to real-world needs to ensure a seamless and positive passenger experience from start to finish."



Annelise Avril,
Group Director
Marketing, Innovation
& New Mobilities

Developing **people-friendly mobility solutions** for everyone

After two years of Covid-related reticence, passengers are flocking back to public transport. This positive trend comes with new expectations in terms of comfort and convenience. Today, passengers want to be able to check vehicle crowding levels in advance,

choose from various proposed itineraries and move easily from one mode of transport to another. The key challenge for stakeholders in the shared, sustainable mobility ecosystem is to make services more people-friendly and more accessible – thereby enhancing their user appeal.

3.2Bn

journeys in 2022
on Keolis networks,
up **27%** versus 2021.

Over 50%

of citizens think more frequent public transport should be a priority for improving their mobility.

Source: Keoscopie studies in 2022.

Having a **positive impact** on all communities

While the “15-minute city” concept and micro-mobility solutions continue to gain traction, the private car remains the main mode of transport for many people for their daily journeys. Faced with soaring energy bills and climate change, public transport authorities are eager

to rechannel investments and revamp mobility plans by tapping into alternative energy sources, new technology and data-driven solutions. These are effective levers for providing tailor-made, high-performance mobility options that have a positive impact – including convincing people to leave their cars behind.

18%

more trips made by bicycle in the world's major cities by 2030, 15% more trips on foot and 6% more by public transport.

Source: Kantar, Mobility Futures Report, 2021.

Public transport accounts for

31%

of transport used by GenZ, compared with 25% for GenX and beyond.

Source: Kantar, New Generations' View of the Future of Mobility in a (post) Covid World, 2021.

François Rebsamen,
President of Dijon Métropole
urban community



“When Dijon Métropole selected Keolis Dijon Mobilités in 2017 to operate all its mobility services, covering public transport, bike share schemes, car parks, street parking and car pounds, it was a first in France. We crafted a new vision drawing on the complementary features of the various transport options available, with the focus on stepping up the shift towards more sustainable mobility. Our strategy at the Dijon Métropole urban community is geared to investing in an extension of the tram network, as well as active transport modes like cycling and walking, road space reallocation and the acquisition of low-emission vehicles. This includes plans to replace our entire bus fleet with hydrogen-powered vehicles by 2030 – another first-of-a-kind project in France, which we'll be delivering with the support of Keolis Dijon Mobilités as part of the 'end-to-end mobility' contract we renewed with them in January this year.”

What Keolis is doing

“Mobility is an integral part of the quality of life and appeal of a region. Keolis supports more than 300 public transport authorities around the world with bespoke multimodal value propositions, from demand-responsive transport and extra services for major events to night and 24/7 services, asset obsolescence management and much more. Drawing on our wide-ranging expertise, we meet the specific needs and demands of all cities and regions with a positive impact. This is reflected in the satisfaction rates we've achieved in Hyderabad (93%) and Dubai (95%) – two highly demanding metro operating contracts. This culture of partnership extends to all our stakeholders. Keolis is certified to the ISO 44000 collaborative partnership standard in London and Manchester. We have the know-how to launch a new network like Doha or operate a decades-old system like Boston and our innovative Patterns digital services tool helps refine transport services by analysing local mobility data. These are just some of the assets and levers we use to serve all our passengers for a better travel experience.”



Bernard Tabary,
Chief Executive Officer
International

Interview retained in honour of Bernard Tabary, who passed away suddenly on 19 March 2023.

Avrile Foras,
Deputy HR Director,
Keolis Lyon



"In a tight local labour market, we're taking action on several levels to attract more people to our industry. For a start, we've revamped the recruitment process to be more responsive. Initial contact is made by phone within 48 hours, followed by an interview within a week. If the interview's a success, training begins no more than three weeks later, whereas before candidates had to wait for up to three months. We're also strengthening ties with local employment organisations. For example, we've signed a charter issued by the MMIE – the local job centre for the Greater Lyon area – that compels companies to support the integration of people with low job prospects. We use alternative recruitment methods, without CVs, focusing on motivation and aptitude rather than experience. To address the gender imbalance in transport jobs, we take part in initiatives to enhance the image of technical disciplines and organise employment events specifically for women. And to help local transport authority SYTRAL Mobilités meet its objectives in areas including automating metro line b, developing new tram lines and the energy transition, we're implementing a skills development programme based on anticipated future needs."

What Keolis is doing

"We're taking proactive steps in partnership with other industry professionals in each geographic area to change people's perceptions of transport-sector jobs. Within Keolis, this means sharing best practices and pursuing a range of initiatives, including a referral recruitment programme, reaching out to new categories of job seekers and training more staff to drive vehicles and operate equipment. We're also developing resources at our driver training centres and our Tech Academy for maintenance staff. And because it's both a moral imperative and effective recruitment incentive, we're also working to achieve a better gender balance, greater diversity and more inclusion. These three aspects were the focus of our disruptive 2022 recruitment campaign, and are now an integral part of our performance and variable compensation system. Improving the skills of our workforce is another strategic pillar. We've expanded our training portfolio to include an energy transition course with modules for all staff, from management to operational teams. In addition, our fully revamped leadership training programme is ready to be rolled out in a pilot phase at around 15 subsidiaries in 2023."



Clément Michel,
Group Director Human Resources
and Transformation

While demand for transport is on the rise, staff shortages are affecting the industry in many parts of the world, particularly for driver positions. This challenging situation reflects a wave of post-pandemic departures, as well as an ageing workforce and changing expectations

about working hours. In response, operators are making every effort to improve the image of transport-related jobs, speeding up recruitment processes and developing new training programmes.

4th

in the 2022 Statista and Capital rankings of the top employers in France (passenger transport category).

More **inclusive career paths** to develop **local employment**

Main references

2022-2023

Keolis is a global leader in shared mobility, operating and maintaining urban, suburban and intercity networks for more than 300 public transport authorities worldwide. The Group's multimodal expertise spans a dozen different modes of transport.



METRO

Pioneer and global leader in automated metros – 330 km

9 networks in 6 countries: China, France, India, Qatar, the United Arab Emirates and the United Kingdom

452 km of metro lines in operation or under construction

1 network under construction in Ivory Coast



TRAM

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

26 tram networks worldwide (including 1 under construction and 2 for which Keolis provides technical assistance) **in 9 countries:**

- Australia
- Canada
- China
- Denmark
- France
- Qatar
- Sweden
- United Arab Emirates
- United Kingdom

Melbourne, the world's largest network with 250 km of double track

Greater Manchester, the UK's largest network with 96 km of track

Aarhus, Denmark's first light rail network



BUS AND COACH

23,000 vehicles worldwide

4,500 run on alternatives to diesel or petrol

City & intercity bus and coach networks: Australia, Belgium, Canada, Denmark, France, the Netherlands, Sweden, the United States

BRT (Bus Rapid Transit) bus and coach services: Australia, France, the Netherlands and the United States

Airport shuttles: Canada, Denmark, France, the United States



TRAIN

2,300 km of railway lines in operation

7 regional rail networks in service in 5 countries: Australia, France, the Netherlands, the United Kingdom, the United States



AUTONOMOUS VEHICLE

171,000 km covered

38,700 hours of operation

216,000 passengers transported

Since 2016, 50 deployments in Canada, France and Sweden



ON-DEMAND TRANSPORT

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



TRANSPORT FOR PEOPLE WITH REDUCED MOBILITY

France's leading provider of accessible transport

Numerous services in the United States and across France



SEA AND RIVER SHUTTLES

Services in Australia and France for almost 40 years



PARKING

No. 1 for combined car park and on-street parking contracts in France

No. 1 for train station car parks in France

No. 4 parking operator in Belgium

690 car parks and **75,200 on-street parking spaces** in **246 cities** in France and Belgium

164 park-and-ride facilities (P+R) in France and Belgium

1,059 electric charging stations in France and Belgium



BICYCLES

37,500 bicycles in France and the Netherlands (bikeshare services, long-term rentals, electric bikes, cargo bikes, special bikes, electric scooters, etc.)



CAR-SHARING

Numerous networks all over France



MEDICAL TRANSPORT

Leading nationwide ambulance provider in France with **4,200 medical vehicles** and **4,900 healthcare professionals**



CAR-POOLING

Numerous services in France



Discover all of the Group's references on www.keolis.com and in **About Us**

2. THE GROUP'S CSR STRATEGY

2.1 Corporate Purpose

Aware and convinced of the need to reinvent its models to better take into account the environment and create value for society and the regions, Keolis explained its corporate purpose in 2021: **“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 Keolis corporate project

Environmental and social emergencies, changes in lifestyles and mobility expectations, digitalisation, new health security requirements... the world is changing. Keolis seized this opportunity to transform itself by launching its corporate project in mid-2021.

The Keolis Way objectives are to:

- › strengthen a shared culture and working methods;
- › improve performance for the benefit of passengers, employees and all stakeholders.

Keolis Way offers a roadmap framework to all Group entities, regardless of their location, size or mode of operation. It sets the financial, operational and CSR goals and objectives to be achieved by 2025 at the Group level. Its composition is as follows:



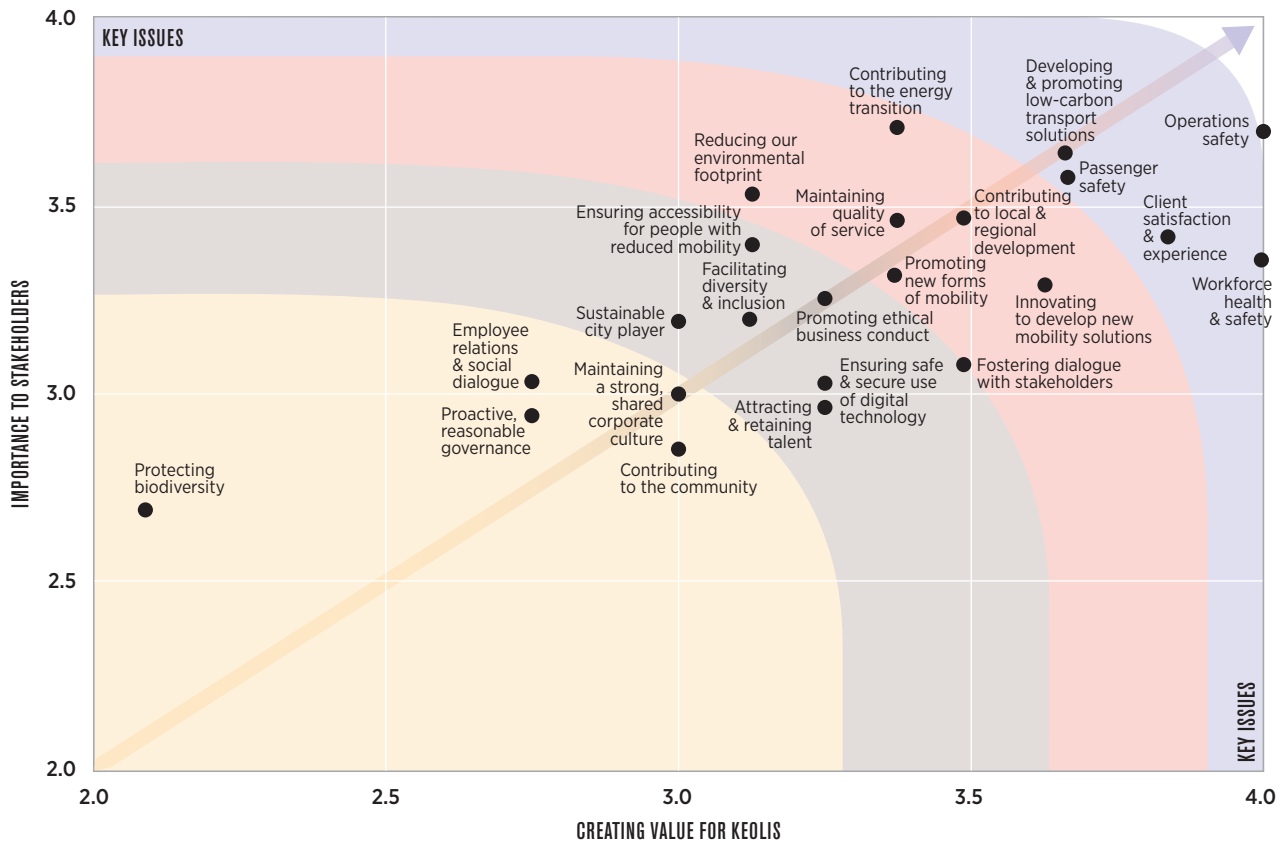
KEOLIS
Way >>>

2022 was the year of the operational roll-out of Keolis Way. By the end of the year, 90% of the Keolis entities had adopted the structure and objectives of Keolis Way, defining their own project adapted to local specificities and contexts. The progress of each of the Group performance indicators is monitored by the business lines concerned and by the Executive Committee.

2.3 Materiality of the issues

Keolis has defined the mapping of its main stakeholders, by interviewing them in order to know their expectations and their vision for the Group, and to identify with them the environmental, social and governance issues most likely to impact the business over the years to come. This work helped to build 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 matrix highlight issues where stakeholders' expectations are increasing:

- › 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;

- › to be a partner in the development of the regions: 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

PILLAR



Keolis Way	KPI
SAFETY AND SECURITY	
Health and safety	<ul style="list-style-type: none"> Frequency rate of workplace accidents
	<ul style="list-style-type: none"> Severity rate of workplace accidents
	<ul style="list-style-type: none"> Percentage of employees working under a safety management system certified according to ISO 45001 or 39001
Security	<ul style="list-style-type: none"> Number of partnership agreements with internal security forces
	<ul style="list-style-type: none"> 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
	<ul style="list-style-type: none"> Share of revenue covered by an ethics whistleblowing system
	<ul style="list-style-type: none"> Share of revenue covered by a Data Protection Officer
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
	<ul style="list-style-type: none"> Traction greenhouse gas emissions (all modes) in kgCO₂e/100km
Ecological transition	<ul style="list-style-type: none"> Share of revenue covered through ISO 14001 certification
	<ul style="list-style-type: none"> Share of recovered waste
Societal commitment	<ul style="list-style-type: none"> Average % of subsidiaries' revenue redistributed for Sustainable Development in the regions (BIOM assessment conducted in 2022)
	<ul style="list-style-type: none"> Number of students who benefited from an awareness-raising programme as part of school-based interventions
	<ul style="list-style-type: none"> 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
	<ul style="list-style-type: none"> Percentage of women in the total workforce
	<ul style="list-style-type: none"> Percentage of women in the total number of drivers/transport employees
	<ul style="list-style-type: none"> Percentage of workers declared disabled
Training/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
	<ul style="list-style-type: none"> Average seniority (years)
OUR PASSENGERS	
Client experience	<ul style="list-style-type: none"> Number of participants in the 8 IK PMR training courses
	<ul style="list-style-type: none"> Number of participants in the 22 accessibility and awareness-raising events
Accessibility	<ul style="list-style-type: none"> Total number of subsidiaries involved in Keolis Signature Services

Objective	2021 performance	2022 performance	Scopes covered
-25% Fr in 2023 & -10% Int in 2023	27.46	24.42	Keolis Group, excluding Keolis Santé
-	3.06	3.61	
38% in 2025 75% in 2030	22.4%	24.7%	Group transport activities
-	68	83	Transport activities in France
-	26%	40%	Group transport activities
-	100%	100%	The Keolis Group
-	89%	89%	The Keolis Group
-	74%	86%	Keolis Group in Europe
70% in 2025	37%	44%	Group transport activities
x2 in 2025 vs. 2019 (19.5%) x3 in 2030 vs. 2019	24.4%	27.3%	Group transport activities
-30% in 2030 vs. 2019 (129)	115	119	
80% in 2030	50.4%	58.6%	
-	62%	62%	
-	71.5%	64.9%	Transport activities in France
-	95,569	121,520	Group transport activities
-	36.1	51.5	Transport activities in France
95% in 2025	87%	90%	Group transport activities
24% in 2025	22.0%	21.8%	The Keolis Group
-	19.1%	19.0%	
-	5.1%	5.2%	Transport activities in France
80% in 2025	64%	64%	The Keolis Group
-	0.37	0.56	Transport activities in France
-	13.9%	16.7%	The Keolis Group
-	8.3	8.8	
-	527	487	Transport activities in France
-	315	459	Group transport activities
-	25	30	

2.5 Governance of non-financial issues

Reporting to the HR & Transformation Executive Department and alongside the Corporate Project, Security and Managerial Support Department, the Sustainable Development and Commitment Department is responsible for defining and deploying the Group's CSR strategy. The CSR roadmap is monitored at several bodies:

- › at the **Executive Committee**, at least once per quarter and according to the internal and external priorities of the Keolis Group;
- › at 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 2022 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.

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).

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 steers its CSR strategy through the SDGs

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 any Statement of non-financial performance.

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

2016

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

2015

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

2014

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

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

2022

- Keolis Bordeaux becomes the first "Company With a Mission" in the public transport sector
- Continued development of the financing strategy, incorporating ESG criteria
- Keolis, signatory of the Ecowatt Charter

3. KEOLIS WAY



3.1 Fundamentals: Health & Safety

The continuous improvement of safety is one of the fundamentals of our corporate project. All teams are constantly mobilised to ensure the safety of passengers, third parties, employees and partners. As security cannot be effective without a strong managerial commitment at all levels of the organisation, the development of a corporate culture that promotes the safety of our operations and our employees remains a key issue on a daily basis.

The Group's vision

The Group safety policy includes all aspects and players in health and safety at Keolis, specifying the vision, responsibilities and commitments in this area for the entire Group. It is communicated to all French and international entities and rolled out as a cornerstone of organisational principles and management practices.



Managerial practices

Keolis's vision in terms of health and safety is fully in line with its corporate culture and purpose. In concrete terms, health and safety issues are translated into proactive, simple and concrete managerial practices and rituals at all levels of the organisation: monthly reviews by the ELT (Executive Leadership Team) for the Group's safety briefings in the field.

At subsidiaries, the IMPACT Sécurité programme (Managerial Involvement for Continuous Improvement and Transformation) was developed to

anchor concrete rituals and guarantee a common base of managerial practices in terms of health and safety. More specifically, the IMPACT Sécurité programme consists of:

> five rituals:

- **field visits:** site visits (depot, workshop, line, etc.) meetings with staff are planned and monitored by the entity's management and implemented by all managers (at least one round per month per manager),
- **5 minute review:** safety communication reviews (5 to 10 minutes) are organised at a set frequency (daily or weekly) among managers and their teams,
- **HPI session:** the HPI (High Potential Incident) flashes shared by the Group are reviewed on a quarterly basis by the entity manager in order to identify valid learning for the entity requiring specific actions. In addition, all high potential incidents within the scope of the entity are reported, analysed and shared with the rest of the Group,
- **structured problem solving:** a problem reporting mechanism is set up for all staff (meetings, registers, digital application, etc.). All action points reported are recorded in a database reviewed monthly by the entity manager,
- **Safety Committee:** a Safety Committee, chaired by the entity manager, in the presence of his or her Management Committee, is organised at least quarterly in order to analyse the entity's safety performance and highlight the progress of the action plan;

> four practices:

- **identification and control of risks that kill:** annual workshops, involving representatives of all the business lines of the entity are organised in order to map the risks that kill and identify measures to control them,
- **safety and prevention on-boarding:** an on-boarding process enables new hires, subcontractors and visitors to be introduced to safety and presents the entity's most critical risks, as well as ways to protect themselves against them,
- **skills and authorisations management:** for each role in the organisation, the required skills are identified. Each employee has their skills and authorisations assessed annually. Personalised support is offered for employees experiencing difficulties (e.g. drivers with multiple accidents),
- **emergency and crisis preparedness:** emergency and crisis scenarios are listed, and emergency plans are drawn up accordingly and are the subject of communications, exercises and training for all personnel concerned.

The objective is to create a shared culture at the Group ensuring two elements that go hand in hand: operational excellence, on the one hand, and the health and safety of Keolis stakeholders (staff, passengers, partners, and third parties) on the other.

As part of this approach, health and safety issues were fully integrated into the "leadership" training that will be provided to the Group's managers during 2023. This training programme anchors health and safety as a managerial imperative at Keolis.



Managing our risks

Since risk management cannot be dissociated from the level of involvement of the teams, essential measures were co-constructed with the operational entities to control each of the critical risks (occupational health and safety, technical safety, property safety). Beyond the elaboration of standards, this approach aims to involve all business lines in the ongoing cultural transformation.

Action plan

The main focus of 2022 was the harmonisation of Keolis practices in terms of health and safety at work. This approach is based on the Group's security management guidelines, which ensure the formalisation of minimum requirements, aim to establish a harmonised framework for the practices and organisation of each subsidiary, and look to guarantee a solid foundation for the management of its daily activities. Based on the ISO 45001 and 39001 standards, these guidelines aim to extend the level of coverage of these certifications.

BEST PRACTICES

ISO 45001 certification in Dubai

With five new ISO certifications obtained in less than a year, Keolis-MHI, the JV that operates the Dubai underground railway, confirmed its know-how in risk management (Quality, Health and Safety, Environment) and consolidated the bond of trust with the public transport authorities and network passengers. These certifications recognise the quality of the working framework put in place to comply in structural fields: Quality (ISO 9001:2015), Environment (ISO 14001:2015), Occupational Health & Safety (ISO 45001:2018), Energy (ISO 50001:2018) and Risk Management (ISO 31000:2018)

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	2022	Objective
Percentage of employees working under a safety management system certified according to ISO 45001 or 39001	Group transport activities	< 15%	19%	21.9%	22.4%	24.7%	38% in 2025 75% in 2030

Management of the business line

Health and safety experts and ambassadors at Keolis provide their support and know-how to the entire hierarchical line for the deployment of managerial practices.

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 business areas.

It leads and coordinates exchanges at the business line through various channels. Thus, a Group newsletter dedicated to Health and Safety at Keolis, intended for top managers and the business line, and fed by the latter, was launched in 2022. This new communication channel aims to strengthen the sharing dynamics within the sector and to involve all Keolis employees. Two seminars on health and safety issues, bringing together the entire Group business line, were held in Tours and Paris to anchor the sharing rituals within the community and with the Group's other business lines.

Learning and improvement

With a view to continuous improvement and collective learning, a process for analysing the systemic causes of High Potential Incidents has been rolled out across all Group subsidiaries.

This approach encourages the entire Group to question the quality and effectiveness of its rituals, its practices, and its risk management processes, and therefore of the management system.

Initiated for High Potential Incidents related to the health and safety of staff, passengers and third parties, this continuous learning approach is intended to be developed across all business lines in order to make Keolis a learning company.

BEST PRACTICES

Deployment of the Restorative Just Culture thanks to the Next Platform approach in London

Keolis Amey has deployed an innovative approach that aims to change the way health and safety is perceived. This approach introduces new processes, builds trust and commitment and establishes a “Restorative Just Culture”.

The “Restorative Just Culture” focuses on the “why” of an accident and not the “who”, in order to improve safety and operational excellence. The approach ensures that the needs of the relevant stakeholders are covered in the response made.

The Restorative Just Culture approach introduced four new processes to help the Docklands Light Rail network become a learning organisation and engage its staff:

1. Critical reviews (to replace traditional security surveys);
2. Normal Work Environment Studies (a way to better understand the working reality of employees);
3. QHSE Innovation Lab (a method for generating innovative ideas to improve safety);
4. Controls and Critical Risks (increased focus on high-impact risks and controls to reduce them).

This programme is divided into three overlapping phases in order to be implemented in the organisation’s divisions: change the conversation, change the approach, change the outcome.



In 2022, the Keolis Group's performance on the key performance indicators related to accidentology was as follows:

Indicator	Scope	2018	2019	2020	2021	2022	Objective
Frequency rate of workplace accidents	Keolis Group, excluding Keolis Santé*	28.50	26.10	23.11	27.46	24.42	-25% France in 2023 -10% Int. in 2023
Severity rate of workplace accidents	Santé*	2.71	2.80	3.09	3.06	3.61	-

* Excluding Keolis Santé.

In addition, the digitalisation 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.



11.7



16.1

Security

Securing spaces and preventing petty crime **in transport** are essential components of **quality of service**. This is a clear expectation of all stakeholders (public transport authorities, client passengers, employees, etc.) in a context where the demand for safety and protection is at the heart of societal concerns.

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 fraud and all forms of delinquency and disturbance of the peace, based on the following strategy:

- › the development of a human presence (mediators, ticket inspectors and security agents) 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, 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.).

BEST PRACTICES

Keolis in Manchester, partner of a co-constructed safety policy

The “travelsafe” 2022-2024 programme, in which the Manchester Metrolink network is a stakeholder, is a very successful illustration of this safety policy. This partnership strategy promotes a safe and secure transport network in Greater Manchester Articulated around the following three major objectives:

- › Improve the perception of safety and security in public transport;
- › address and prevent crime and anti-social behaviour;
- › encourage ethical travel behaviour.

ACTION PLAN AND ACHIEVEMENTS FOR THE PAST YEAR

Management of the business line

The French network security-fraud community is managed by the Antifraud Security Department through bimonthly and thematic meetings, complemented by annual seminars. 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, the second **health, safety and security week**, organised in June 2022, made it possible to disseminate the safety culture more widely, through a round table dedicated to the prevention of attacks on staff and numerous actions deployed in the networks. For example, Keolis Denmark signed an agreement with the municipality and the police to strengthen the feeling of safety of client passengers, and Keolis Dijon Mobilités organised an awareness-raising workshop on the prevention of attacks on staff in contact with the public.

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 interest 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 2022, through the signature of local agreements (national police, municipal police and national gendarmerie).

Indicator	Scope	2020	2021	2022
Number of partnership agreements of Keolis networks with local internal security forces (national police, national gendarmerie and municipal police) signed and in force at 31/12/2022.	Transport activities in France	43	68	83

Prevention of harm to staff and passengers

Preventing attacks on passengers and staff is a priority for the Group.

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 for the prevention of assaults on staff in contact with the public” drawn up by the Group, an international version of which was disseminated in 2022. Among the notable actions implemented in 2022, 12 networks rolled out the trial of pedestrian cameras for controllers, in line with the Group’s recommendations.

BEST PRACTICES

Development of safety videos for drivers

In order to help managers develop a culture of reducing the risk of driver assault, the Institut Keolis and the Safety and Operations Departments teamed up to design seven short video sequences, played by trainers, staging typical situations of tension or conflict between drivers and passengers or third parties, likely to degenerate into aggression. Based on a typical situation, such as an altercation with another road user, the objective is to identify the recommended professional actions, and the recommended commercial attitude, to recall the procedures in force and to disseminate advice.

The fight against sexist harassment and sexual violence

Keolis has made this public policy a high priority for the Group. It is reflected in an action plan structured around three major components:

- › the development of awareness and training for all staff, through:
 - dedicated sessions of the **Stand Up programme**, a programme that offers simple but decisive actions to intervene safely when you are a victim of, or witness, street harassment, created by L’Oréal Paris, the NGO “Hollaback!”, and the Fondation des Femmes,
 - a specific e-learning module with Institut Keolis;

- › the provision to the subsidiaries of a preventive communication campaign for passengers, also rolled out on the technical assistance networks of Compagnie des Transports Strasbourgeois and of the SPL (local public company) for the operation of public transport and mobility services in the Greater Pau region in March 2022;
- › sponsorship of **Fondation des Femmes**, to commit the Group over the long term to the fight against violence against women and to gender equality.



In parallel with the Group action plan, many specific initiatives continued or were launched across all networks in 2022:

- › 12 of the Group’s largest networks in France offer on-demand descent services;
- › following on from 2021, Keolis Lyon organised a new women’s exploratory walk in 2022;
- › a system for reporting security incidents, including sexist and sexual incidents, was created in Bordeaux in 2022, based on the model of the existing one in Lyon;
- › testing of the “Demandez Angela” scheme was launched in Bordeaux, as well as in Lille and Besançon. This system allows a person who does not feel safe or feels harassed to find refuge with partner establishments, using the code name “Angela”.

	Scope	2020	2021	2022
Share of Group revenue covered by a system to prevent & combat sexist and sexual abuse	Group transport activities	21%	26%	40%

Inclusion projects through community service orders

Keolis has maintained its in-depth action by contributing to the prevention of re-offending through inclusion projects that welcome people sentenced to community service. In 2022, community service hours were performed in six networks in Lyon, Lille, Rennes, Tours, Dijon and Vesoul, i.e. one more than in 2021.



3.2 Fundamentals: Operational Excellence

Keolis's ambition is to be the benchmark in terms of the quality of service of its passenger transport networks. Our teams strive for operational excellence in operations and maintenance.

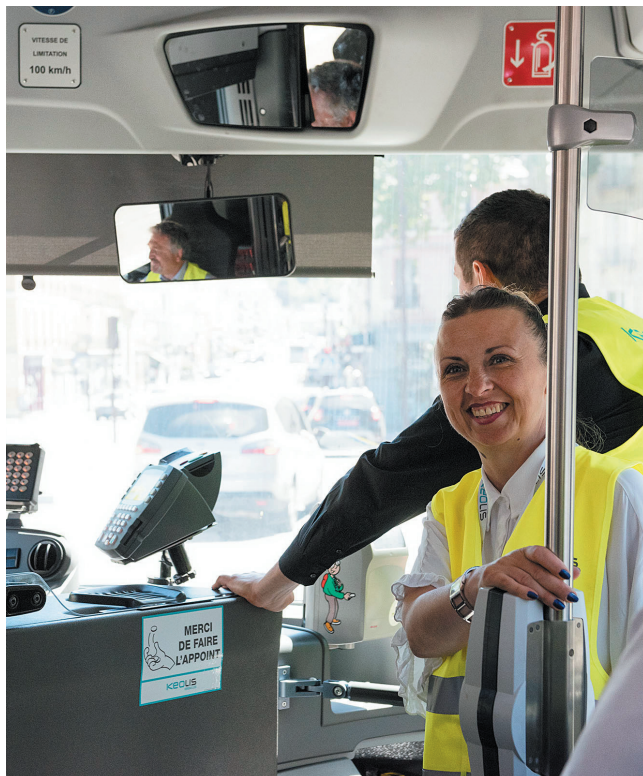
Operations

POLICY

The Group's **Operating Policy** describes all the key processes, the main missions, as well as the pillars, guidelines, tools and areas of performance linked to operations.

Operations in the subsidiaries rely on methods, processes, tools, and technical, managerial and behavioural skills to perform various missions that are essential in terms of quality of service, notably:

- > 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 Operating Policy. In addition to the priority given by the operating teams to safety, regulatory compliance and compliance with contractual commitments, they define basic requirements for managing the skills and knowledge of operating entities, their roles, the processes for cooperation with other functions (HSE, maintenance, marketing, HR, etc.), as well as the oversight and budgetary management rules. All of the key processes are described in guidelines or business-line handbooks, and made available to the Group's Community of Operators on the KeoSphere intranet.

The Group approach of **continuous improvement of operations, "KIHO" (Keolis Industrialises and Harmonises its Operations)**, is based on the fundamentals of the Operating Policy. Specific content has been defined to facilitate its deployment: management system, diagnostic and coordination tools, etc. This content enables the subsidiaries to measure their maturity, to identify the necessary corrective actions, to plan their continuous improvement and to specify their operator training plan. All Operational entities analyse and compare key indicators for the business (absenteeism and employee commitment, cost per km, fuel consumption, etc.) and have access to the performance of other comparable networks.

Network coordination

The Group Operations Department, within the Industrial Department, beyond defining the operating policy and principles, 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, the Human Resources Department and the Centres of Excellence.

ACTION PLAN AND ACHIEVEMENTS FOR THE PAST YEAR

In 2022, the Operations Department provided its subsidiaries with an operational maturity self-assessment tool, integrated into the KIHO approach, based on the ten fundamental requirements of the Operating Policy. Co-designed with pilot subsidiaries, this tool applies to all modes and regions in which the Group operates. A digital tool facilitates the sharing of best practices among subsidiaries. This self-assessment of the maturity of operating practices must be carried out at least once a year per network in order to make progress and improvement plans more objective and complete.

BEST PRACTICES

Real-time measurement tool at Keolis Tours

Keolis Tours has developed a real-time tool for measuring its quality of service: bus punctuality and regularity of trams/high-level bus services (HLBS). Modelled on the basis of contractual commitments, these indicators make it possible to measure performance at any time and from any IT workstation in the Company. Regulators can thus better “feel” the ground, act accordingly and also improve day after day. The other benefit is being able to observe any recurring difficulties and thus look for the root causes of certain drifts in punctuality/regularity. This is done through a process of continuous improvement and largely involving all the teams concerned.



BEST PRACTICES

Eco-driving training for bus and coach drivers

An eco-driving training module is made available to Keolis employees, in particular bus and coach drivers. Eco-driving is a key tool for reducing energy consumption, and therefore GHG emissions.

The module provides training in general principles (respect for engine speed, use of vehicle inertia, anticipation, acceleration management) and allows direct understanding through a practical application that compares two similar journeys with and without eco-driving. It also makes trainees aware of the benefits of eco-driving (ecological and economic benefits, driving comfort). An equivalent module is available on the simulator.

Maintenance & Asset Management

Maintenance and asset management activities concern all assets managed by Keolis, either as owners or on behalf of a public transport authority. These activities contribute to the operational excellence and the performance expected over time by our clients, the public transport authorities and client passengers, 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. Moreover, they 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”) approach 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, and makes it possible to share the Group’s best practices.

As part of the roll-out of this approach, Keolis has defined its 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 is in line with the requirements of ISO 55001 (industrial equipment management system). Keolis has also set up a support programme to drive change in its maintenance entities, based on a clearly established and shared roadmap.

In addition to these guidelines and their deployment, Keolis implements 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 in terms of maintenance and asset management.

Network coordination

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 FOR THE PAST YEAR

Several key actions were implemented in 2022.

The KIHM change support programme continued to be rolled out broadly in accordance with the developed roadmap (France, Belgium, Sweden, United Kingdom, Canada, USA). Its deployment was also initiated in Dubai.

The "Maintenance 4.0" programme continued to coordinate the deployment of numerous digital maintenance solutions on a large number of networks. It also steered the acceleration of the deployment of the Stratio tool at subsidiaries with Bus & Coaches activities, with nearly 1,700 vehicles equipped with the solution by the end of 2022. This solution is a vehicle monitoring and remote diagnosis tool. It makes it possible to retrieve information from vehicles in real time, which makes it possible to optimise maintenance and operating activities (eco-driving module).

As an extension of the actions launched in 2021, the Group's adaptation to the challenges of the energy transition has been greatly strengthened, with a particular focus on the impacts and changes in the maintenance businesses (training, specific authorisations, and technical, organisational or regulatory constraints). This coordination was carried out through expert meetings targeted by type of energy (gas, electricity and hydrogen in particular).

As part of the Keolis Way corporate project, the Maintenance Department built and deployed a maturity self-assessment tool in terms of Maintenance and Asset Management. This tool, co-constructed with the Group's subsidiaries, covers all modes and all regions. It will enable all entities to assess their level of maturity according to the Maintenance & Asset Management guidelines. The analysis of the results will help to plan the continuous improvement to be implemented in each entity and to build the associated action plan. The purpose of sharing the results of these self-assessments at the Group is also to improve exchanges and sharing among all Group entities.

BEST PRACTICES

Keolis Bordeaux Métropole

In 2021, the availability of the tram fleet in Bordeaux was below the target set for the maintenance teams. This decrease in availability had an impact on the quality of service offered to client passengers.

Looking to rectify and improve the availability of rolling stock and as part of a process of continuous improvement, Keolis Bordeaux Métropole reworked its maintenance management system. Several substantive actions were carried out: new managerial practices have left more room for the sharing of responsibilities and innovations led by staff; the employability of maintenance technicians has increased; working conditions, and management and coordination practices have evolved.

In 2022, the availability results returned to the target set (99.8%) and a precise roadmap was built to continue to change the organisation of rolling stock maintenance in order to deliver the commitments made in the framework of the renewal of our contract.

BEST PRACTICES - INTERNATIONAL

Smart Station in Dubai

In 2022, Keolis MHI launched a showcase initiative around the underground railway station of the future. It aims to present various solutions available thanks to new technologies, such as Artificial Intelligence, the Internet of Things or robotic technologies, including solutions that directly contribute to the efficiency of maintenance. Examples of the solutions presented are: the direct air quality control system, the maintenance of underground railways by a specialised robot, the printing of parts with a 3D printer.





3.3 Fundamentals: Economic Performance

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 roll-out 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	2020	2021	2022
		Share of revenue covered by a compliance officer	The Keolis Group	France 94%
		International 100%	100%	100%

Ethics whistleblowing system

KOMPLIANCE

The Keolis Group implements 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	2022
		Share of revenue covered by an ethics whistleblowing system	The Keolis Group	54%	54%	60%

ACTION PLAN AND ACHIEVEMENTS FOR THE PAST YEAR

2022 was marked by several highlights:

Use of an SNCF digital application to facilitate the updating 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. In 2021, 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. In 2022, the Group took over the digital application used by SNCF to facilitate the work of updating the corruption and influence peddling risk mapping planned

for 2023. The compliance officers were trained in this new tool in the last quarter of 2022.

BEST PRACTICES

Use of an automated form for the declaration of gifts and invitations

To facilitate the declaration of gifts and invitations, as provided for by the Group’s Gifts and Invitations procedure, the Group Finance and Legal Executive Department uses an automated form that is easy to complete by the employee concerned and which automatically feeds into a file in the form of a record.

Review of the Group's whistleblowing and sponsorship procedures

In October 2022, the Keolis Group whistleblowing procedure, Keolis Ethic Line (KEL), was updated to incorporate the new provisions of the law of 21 March 2022 aiming to improve the protection of whistleblowers, as well as the provisions of the law of 27 March 2017 on the duty of care of parent companies and ordering companies.

In addition to the traditional channels for reporting malfunctions, it is thus possible to exercise the right to alert by reporting, on a secure platform, any conduct or situation that would be contrary to the Group's code of conduct for the prevention of corruption and influence peddling or any serious infringement or risk of serious infringement of human rights and fundamental freedoms, the health and safety of people, as well as the environment, in connection with the activities of the Group or its stakeholders, who now also have access to the system.

The Sponsoring and Charitable Actions procedure was reviewed at the end of 2022 to strengthen the controls and the chain of approval, notably according to the amount of a transaction.

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 not all countries where the Group operates are covered by standards equivalent to the **GDPR**, in November 2019, Keolis defined and disseminated 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 FOR THE PAST YEAR

In addition to the procedures already in place, many actions were undertaken during 2022, 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;
- › providing directors and managers with a Group toolkit on the Europe scope to help them bring their entities into GDPR compliance;
- › raising awareness among all Group employees.

Awareness

As part of raising employee awareness of personal data protection issues, an e-learning course for all managers was rolled out in 2021. This e-learning programme in French and English covers the major principles of regulation in a light-hearted manner. In order to raise awareness among as many people as possible, this e-learning programme has been made mandatory for each new employee since September 2022, as well as for employees already in place. Regarding the latter, a communication note was issued in November 2022 recalling its mandatory nature. Specific awareness-raising activities were carried out, notably on the France scope (for example: video protection/video surveillance, HR, Operations, etc.), regular information on the subject was provided in an internal GDPR/Cyber risks newsletter, and an "ethics day" was organised.

Tools available to managers

In order to help directors and managers better understand and apply the various principles and rules of the Group's Konformité programme, the Group's Legal, Compliance and Insurance Department provided two toolkits on "Prevention of corruption and influence peddling" and "Protection of personal data (EU scope)". The purpose of the latter is to:

- › recall the rules and principles that all Group Entities must comply with in terms of personal data protection in Europe;
- › serve as a support by grouping the various tools and procedures available to the Group in a single document;
- › develop the right reflexes to ensure compliance with the Group's fundamentals.

These two toolkits were communicated to all the directors of the Keolis Group entities in November 2022.

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. The Privacy by Design approach continued in 2022.

Sharing best practices and coordinating the community

In 2022, the sharing of best practices also continued, notably via the "**Keolis for the Protection of Personal Data (KPDP)**" community, on the internal collaborative platform, as well as by continuing to coordinate the network of DPOs and contacts in Europe.

BEST PRACTICES

Awareness-raising within Keolis Rennes

Following its awareness-raising campaign launched in 2021 targeting 259 employees, Keolis Rennes launched a second, more targeted awareness-raising campaign on 8 November 2022, targeting 185 employees. This campaign includes a personal data protection and cybersecurity component.

Raising awareness of personal data protection, as for the 2021 campaign, was based on the Keolis Group e-learning programme.

At the end of this campaign, which ended on 31 December 2022, awareness-raising benefited 67 employees in 2022, *i.e.* awareness-raising for a total of 142 employees in two years, 75 employees having been trained in 2021.

In order to complete this awareness-raising and to take effective action on data protection, 32 Keolis Rennes employees followed the ANSSI MOOC focused on data security. All participants obtained the certificate of achievement with an average score of 92%.

Indicator	Scope	2019	2020	2021	2022
Share of revenue covered by a DPO for the countries concerned by this regulation	Keolis Group in Europe (EEA excluding France)	62% (France)	62% (France)		
		99%	99%	74%	86%

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.

Sustainable procurement

The Keolis Group's purchases account for more than €2.2 billion in annual expenditure, from several tens of thousands of suppliers around the world. Keolis's sustainable purchasing approach makes it possible to implement 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 client passengers. Through its corporate project Keolis Way, the Company has chosen to place CSR at the heart of its purchasing policy. Keolis has made two commitments to be achieved by 2025:

- supplier assessment: the amount of expenditure from suppliers whose risk control and CSR performance has been assessed by a third party must reach **70% of the Group's expenditure** (detailed below);
- selection of suppliers: during consultations, according to the level of operational and financial risks of the purchasing families concerned, **20% of the score awarded** to applicants must be **dedicated to CSR criteria**.



In order to achieve these objectives, in addition to the application of Keolis commitments and requirements to the supply chain (Sapin II and Vigilance), Keolis is gradually deploying a **Keolis standard of CSR requirements by purchasing family**. Notably, it makes it possible to increase the use of employees with disabilities or who are part of professional integration programmes, to promote the use of products that are respectful of people and the environment, and to systematise the life cycle analyses of equipment or vehicles purchased and to develop the circular economy.

In addition, in order to reduce the carbon footprint of its supply chain, Keolis works hand in hand with the suppliers that emit the most GHG (greenhouse gases) on plans to reduce their emissions.

GOVERNANCE

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. The subject is also presented at supply chain meetings in France. In addition, as responsible purchasing is becoming an increasingly central issue in the expectations of the public transport authorities, a dedicated working group was set up to bring together the Group's sustainable purchasing performance manager, the buyers and the CSR managers of the subsidiaries concerned.

Risk management and supplier relations

RISK MAPPING

Following the first mapping of CSR risks in purchasing, carried out in 2018, a new and more precise analysis, based on the Group's expenditure data by purchasing category, was carried out in 2022 for the various procurement categories (70% of the criteria used for this analysis made it possible to identify the purchasing families presenting a risk in terms of the environment, social & human rights and ethics). This made it possible to more clearly identify the purchasing families presenting a high risk in terms of the environment, social & human rights and ethics, and on which risk mitigation actions must be strengthened.

KEY DOCUMENTS AND PROCESSES

Each manager and employee working in purchasing 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 (see chapter in the Compliance programme). 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 “biodiversity contribution” clause set up in 2020 and inviting suppliers to participate in reforestation projects according to the revenue they make from the Group, has made it possible to plant more than 35,500 trees worldwide since 2020.

SUPPLIER ASSESSMENTS

Keolis ensures that its suppliers share and respect its social, environmental and ethical ambitions by continuing to deploy **third-party assessments of suppliers’ CSR performance**, notably *via* the EcoVadis solution. These assessments encourage suppliers to manage their CSR risks and integrate Sustainable Development issues into dialogue with suppliers.

Currently, 86% of the suppliers included in the Keolis EcoVadis network have a CSR risk management level of more than three out of five. As these assessments encourage companies to improve their performance and Keolis encourages its suppliers to implement a corrective action plan, 68% see their score improve when they are reassessed.

BEST PRACTICES

Keolis joins the “For a committed digital” initiative

Digital technology is now identified as a growing source of greenhouse gas emissions and pollution. IT equipment can be replaced while all or part of it is reusable or at least recyclable. Most of the components of IT equipment can be reintegrated into new equipment and thus give it a new lease of life. In order to limit the impact of the end-of-life of its IT equipment, Keolis set up an initiative at all its French subsidiaries to recover unused equipment. To ensure that this approach also has a societal impact, the organisation “*Pour Un Numérique Engagé*” makes it possible to participate in the solidarity economy by employing people with disabilities and supporting an association with a positive impact.



Indicator	Scope	2020	2021	2022	2025 target
Percentage of expenses covered by a third-party assessment of the CSR performance of suppliers*	Group transport activities	29% (France)	37% (France and Australia)	44% (all countries combined), of which 55% in France	70%

* This is the statement at 31 December 2022 of amounts purchased from referenced suppliers, based on extracts from invoices.

In 2022, a significant amount of supplier data analysis was carried out, notably in countries outside France, in order to calculate the indicator for the entire Group. Major suppliers, particularly in risky purchasing families, have finalised the assessment of their CSR performance.



7.2, 7.3



11.6



13.2



3.4 Pillar: our Planet

Energy & ecological transition

Keolis is committed to the ecological transition, the fight against climate change, the reduction of atmospheric pollution, the improvement of energy efficiency and the protection of resources (water, soil, commodities, biodiversity), as well as to anticipating the impacts of climate change in order to leave the most positive environmental legacy possible for future generations.

POLICY

Keolis' ecological, energy and carbon transition policy is defined on the basis of the significant environmental issues identified for its activities and is fully integrated into the Keolis Way. 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 its energy efficiency and reducing its GHG emissions;**
- **increasing the rate of waste recovery;**
- **controlling water consumption.**

The Sustainable Development and 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** 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.

These challenges are also highlighted in the Group's corporate purpose and three objectives have been set for 2030:

- › **reduce greenhouse gas (GHG) emissions: by reducing traction carbon intensity by 30%** (all modes combined in gCO₂e/100 km) compared to 2019;
- › **reduce air pollution: by doubling by 2025 and tripling by 2030 the kilometres operated by alternative energy road vehicles replacing diesel and gasoline** compared to 2019;
- › **control its environmental impact:** by rolling out ISO 14001 certification for 80% of its revenue by 2030.



ACTION PLAN AND ACHIEVEMENTS FOR THE PAST YEAR

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

- › energy transition:
 - promote the energy transition and low-carbon levers at the Group and among the Public Transport Authorities (PTAs): development of eco-driving and eco-friendly behaviours, 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 know-how and operational experience from both a technical and economic point of view (analysis of the total cost and support in obtaining grants and financing);
 - raise the awareness of all employees in the challenges of the energy transition;
- › deploy certified industrial processes that respect ecosystems and local residents;
- › deploy a sustainable purchasing policy, notably by purchasing energy from renewable sources (guarantee of origin), by reducing and recovering waste, or by participating in the local circular (and social) economy;
- › strengthen the qualitative and quantitative protection of water resources: installation of rainwater harvesting systems (134 sites equipped in 2022), recycling of wastewater from vehicle washing (133 sites equipped in 2022) and reduction in the use of chemicals;
- › contribute to the preservation/restoration of biodiversity (installation of beehives and nesting boxes, ecological management of green spaces, etc.).

Keolis: experience and technical know-how at the service of our clients

Keolis supports the PTAs to meet their energy and carbon transition needs and operates various modes of transport (train, underground railway, tram, bus, coach, PMR, trolleys) through its networks and notably its fleets of **alternative energy vehicles** replacing diesel (electric, hydrogen, biogas, biodiesel, etc.). Examples include: operation of more than 20 underground railway/tram networks worldwide, operation of electric high-level bus services (HLBS) in Amiens and Bayonne (France) and Odense (Denmark), operation of biodiesel buses in Hinnerup (Denmark) and in Sweden, technical assistance for hydrogen buses in Pau, and operation of numerous NGV bus networks (Lille, Bordeaux, Besançon, Nancy (France), Perth (Australia), Foothill and Las Vegas (USA)).

This in 2022, **the fleet of road vehicles using alternative energy to diesel and petrol amounts to more than 4,500 vehicles**, up by 4% compared to 2021. This trend demonstrates the acceleration of fleet renewal by the public transport authorities towards solutions to reduce greenhouse gas emissions.

In line with the actions carried out in recent years and in response to the strained energy situation in 2022 and in the coming years, notably in Europe, Keolis has launched two flagship measures to prepare and anticipate the adaptation of our subsidiaries to this new context:

EcoWatt Charter: Led by RTE and ADEME, EcoWatt is a citizen scheme that enables French people, businesses and local authorities to adopt responsible energy consumption and thus contribute to ensuring the due supply of electricity to all. By signing the EcoWatt Charter, Keolis has committed to participating in the deployment of best practices in terms of electricity consumption in various ways: as an employer through awareness-raising actions for our employees/partners/suppliers; as a relay of the EcoWatt signal to our client passengers; as a responsible consumer through actions to moderate or delay our electricity consumption.



Sobriety Plan: a toolbox has been developed to enable each subsidiary to address this subject according to its level of maturity and available resources and thus facilitate the implementation of their Sobriety and Efficiency action plans. The analysis focuses on actions to be implemented in the short and medium term while prioritising actions that can be easily deployed and whose costs are minimal.

BEST PRACTICES

Keolis Denmark is testing the use of solar panels on bus roofs:

In order to meet the strong expectations of measures to reduce the greenhouse gas emissions of its activities, Keolis Denmark has chosen to equip its fleet of thermal vehicles with solar panels installed on the roofs. In addition to lowering emissions, it also reduces fuel consumption and optimises battery and generator life.

Indicator	Scope	2018	2019	2020	2021	2022	Target 2030 vs. 2019
Group Commercial Traction greenhouse gas emissions (all modes) in gCO ₂ e/km	Group transport activities	1,285	1,293	1,262	1,152	1,191	-30%
Percentage of kilometres travelled by alternative energy commercial road vehicles		19.5%	19.5%	21.2%	24.4%	27.3%	multiplied by 3

The increase in commercial traction greenhouse gas emissions in 2022 compared to 2021 is explained by the integration of new networks, some of which have provided a transport capacity proportionally greater than the increase in CO₂e emissions.

Keolis committed to the deployment of the ISO 14001 environmental management system

To reinforce and have its 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, industrial risk management (pollution).

Indicator	Scope	2018	2019	2020	2021	2022	2030 target
Share of revenue covered through ISO 14001 certification	Group transport activities	43.6%	44.2%	46.2%	50.4%	58.6%	80%

The scope of coverage was extended in 2022 with the certification of all the activities of Keolis Lyon and Keolis MHI Dubai, notably. To continue this momentum, a roll-out and support plan for the subsidiaries by 2030 was defined to ensure the gradual and smooth inclusion of the subsidiaries.

BEST PRACTICES

Keolis Caen recovers its waste

Following the opening of the tram network in Caen in 2019, Keolis Caen saw its waste recovery rate drop. A significant amount of sand is used in the operation of the tram (the sand makes it possible to increase the adhesion of the tram wheels on the tracks). In order to remedy this, a recovery solution was identified with a service provider. After recovering the sand spread on the tracks, it is stored in the depot before being recovered by a service provider who will recycle it for construction activities (noise barrier). In 2022, several dozen tonnes were recovered.

BEST PRACTICES

Recycling of washing water by Keolis Sweden

Keolis Sweden is implementing several initiatives to reduce the environmental impact of its activities. For example, bus washing water recycling systems have been deployed to achieve a rate of 80% of reusable water. The washing products are all Nordic Ecolabeling certified (biodegradability and non-toxic criteria for the environment, packaging design). The energy purchased is also certified «*Bra Miljöval*» (Good choice for the environment in Swedish), which ensures that renewable energy production facilities have a low impact on the environment.



Indicator	Scope	2018	2019	2020	2021	2022
Share of recovered waste	Group transport activities	64%	61%	65%	62%	62%

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.

As major players in their employment areas, Keolis's subsidiaries also contribute to the development of each region through the creation of direct and indirect jobs.

Indicator	Scope	2020	2021	2022
Number of hires on open-ended contracts with	The Keolis Group	7,117	9,927	13,677
	Group transport activities			

CSR commitment of the Keolis networks

In order to consolidate and strengthen their commitments in the regions in which they are located, several Keolis networks have committed to CSR labelling processes based on the international CSR standard ISO 26000.

In addition, Keolis was the first operator to obtain, for one of its subsidiaries, Keolis Bordeaux Métropole Mobilités, which became the delegatee of the Bordeaux mobility network as of 1 January 2023, the status of "Company with a mission". This status makes it possible to organise the Company's actions around CSR objectives and the interests of its stakeholders and with a revised governance in this respect.

The objectives selected were:

- › act for the energy transition and the reduction of the carbon footprint;
- › support employee development by promoting integration and social innovation;
- › develop all forms of mobility and ensure that of the most vulnerable groups;
- › forge partnerships in the regions.

Keolis Bordeaux Métropole, which operated the Bordeaux network until 31 December 2022, had already been CSR-certified for several years.



Other Keolis subsidiaries have also seen their CSR excellence recognised through ISO 26000-based certifications. This is the case, for example, with Cykleo (Committed CSR) or Keolis Languedoc-Grands Causses (Lucie Label).

BIOM

Since 2015, **the Keolis Group has had a partnership with Biom Work**, an independent rating agency. It assesses the impact of a company on the region: local presence, 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, 10 Group subsidiaries have undergone this exercise in 2022. The average reflects the general performance of the subsidiaries and illustrates Keolis's contribution to the regions, to the creation of local jobs and to the attractiveness of the regions.

Indicator	Scope	2018	2019	2020	2021	2022
Average % of subsidiaries' revenue redistributed for Sustainable Development in the regions (BIOM assessment conducted in 2022)	Transport activities in France	66.9	66.1	66.3	71.5	64.9



6.3, 6.4



8.4



11.6



12.2, 12.4, 12.5

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;
- › raising awareness about safety, fraud prevention 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 calm interactions that are more favourable to dialogue with passengers.

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

BEST PRACTICES

Raising awareness among secondary school students about wearing seat belts in buses

Keolis Littoral carried out an awareness-raising action in partnership with the Nouvelle-Aquitaine Region to raise awareness among secondary school students about the importance of wearing seat belts on school buses. For this, a bus that lies on its side and can reproduce the situations of an accident as closely as possible was used. This event was also an opportunity to raise students' awareness of the problems that a bus driver may encounter (for example: safety rules, blind spots). In total, 250 school children were involved in this action.



Indicator	Scope	2019	2020	2021	2022
Number of students who benefited from an awareness-raising programme as part of school-based interventions	International transport activities	114,278	44,446	95,569	121,520

Social and Solidarity Economy

In 2022, Keolis made purchases amounting to €51.5 million from Social and Solidarity Economy (SSE) players in France.

In addition, temporary employment companies under framework contracts also promote Disability and Inclusion by offering, as far as possible, assignments to people excluded from employment; during 2022, Keolis developed a partnership with a dedicated network of agencies.

BEST PRACTICES

Keolis develops its inclusive purchasing

To further contribute to the employment of people who are far removed from it, Keolis continues to develop its partnerships with organisations in the disability (French STPA) and integration through economic activity (French SIAE) sectors. All reports, greetings cards and Pulse magazines are now printed by an adapted company and all the French subsidiaries can call upon a framework agreement with an adapted company for the collection and treatment of office waste.

Indicator	Scope	2019	2020	2021	2022
Amount of purchases from Social and Solidarity Economy players (€M)	Group transport activities	29.5	32.2	36.1	51.5
Of which inclusive purchases (disability and integration through economic activity sector) (€M)		14.7	14	17.6	17.9

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 ten other partners. The PIMMS National Union is an association whose missions are to facilitate the population’s access to public services and social rights and to create jobs and professionalisation paths towards sustainable and qualified employment.

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.

In 2022, 16 Keolis networks were PIMMS partners in France. They supported more than 209,000 people during the year. More than 400,000 mediation actions, on board vehicles or on platforms, were recorded for Keolis, in particular in the Rennes, Dijon, Cenon and Caen PIMMS.

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 ten 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 people 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. In 2022, two projects led by associations operating in regions where Keolis is active internationally were supported by the SNCF Foundation. One in the city of Dakar in Senegal and the second in the city of Melbourne in Australia.

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 isolated people, 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 2022.





3.5 Pillar: our People

Employee engagement

The Group operates in a competitive environment, punctuated by calls for tenders, mobilisations and launches of new networks, which require strong employee involvement and commitment.

POLICY

Keolis has a strong conviction: the performance and success of projects are closely linked to employee engagement.

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

ACTION PLAN AND ACHIEVEMENTS FOR THE PAST YEAR

Engagement survey

Keolis has developed a Group engagement barometer, which was rolled out in 2020 among all employees in all countries. It makes it possible to measure and monitor employee perception at each level of the Company on an annual basis, according to five axes: commitment, employer brand, leadership, quality of life at work and corporate project. The results of these surveys are accessible to managers, for their teams and reporting lines. They can thus, based on a comprehensive collection of their employees' perceptions, define and implement appropriate action plans aimed at strengthening the commitment of the teams, with the support of Management and Human Resources teams.

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

- ▶ the **KeoMouv'** programme, launched in 2021, 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, etc. Several events were offered to employees in 2022. For example, a race to raise funds for Pink October. Nearly 2,500 employees took part in this race, covering **143,257 km**;
- ▶ 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. 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 from 2020 to 2022;
- ▶ since 2020, the **My Keolis Services** application has simplified the administrative 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

Keolis Chambéry

In order to strengthen communication among management and all employees, the teams have set up rituals to ensure regular moments of discussion as part of the *"Tous Synchro"* corporate project: *"Kfé du mardi"*, *"Lun'Directeur"*, and the *"Tous Synchro"* forums (workshops led by the services on various subjects with regular participation by external speakers).

BEST PRACTICES

Keolis UK is committed to the well-being of its employees at work

In October 2022, the **Keolis teams in London** prepared a "Danceathon" project to reduce stress and anxiety called "Step Together". The aim is to encourage passengers and employees to take a break from their workday and to load up with endorphins by performing salsa or sambas.

Keolis in Manchester, as part of its ongoing commitment to prioritise the mental health and well-being of its employees, signed a partnership with the University of Salford to ensure free and confidential access to interviews with mental health professionals for all its employees.

BEST PRACTICES

"We Care: Health is wealth" – Keolis HYDERABAD

In July 2022, the Human Resources team organised a "WE CARE" event dedicated to the health and well-being of employees. On this occasion, employees were able to have their eyesight and general health checked, or simply to have a consultation with a doctor free of charge.

185 employees were able to benefit from this scheme.

BEST PRACTICES

Kisio app dedicated to CSR, open to all Company employees, in partnership with CitizenWave

In order to create cohesion among all employees around its CSR approach, Kisio Services & Consulting has partnered with CitizenWave to offer employees a dedicated application. It is designed to initiate, energise and support everyone's commitment to Sustainable Development. This application makes it possible to stay informed (CSR news, awareness-raising courses and reference documents and actions carried out by Kisio) and to be a player in the CSR approach by publishing its opinions, ideas and best practices related to Sustainable Development. This application is accessible in SAS mode and on mobile phones.

PERFORMANCE INDICATOR AND ASSOCIATED TARGET

Indicator	Scope	2020	2021	2022
Rate of departures	The Keolis Group	8.9% (France)	13.9%	16.7%

Indicator	Scope	2019	2020	2021	2022
Average length of service in years	The Keolis Group	9.0	8.9	8.3	8.8
		Group transport activities	Group transport activities		

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 supports its employees in view of the changes in the mobility sector (energy and digital transition, new forms of mobility, etc.) in line with its strategic development objectives. In 2022, 3.53% of payroll was invested in training, representing more than three times the French legal obligation.

Indicator	Scope	2018	2019	2020	2021	2022	2025 target
Percentage of employees who received training	The Keolis Group	63%	68%	61%	64%	64%	80%
		Group transport activities	Group transport activities	Group transport activities			

INSTITUT KEOLIS

In France, 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 2022, Institut Keolis focused on four main areas of training:

1. raising awareness among all staff of the issues of **diversity**, disability and sexist and sexual abuse;
2. the professionalisation of practices in terms of **operational excellence** through the KIHM (Keolis Industrialises and Harmonises its Maintenance) and KIHO (Keolis Industrialises and Harmonises its Operations) programmes (150 employees trained in at least one of the two programmes in 2022);
3. skills development on the **energy transition** for directors, managers, maintainers and drivers with a curriculum of more than 20 training programmes (more than 1,300 people trained in 2022);
4. the reinforcement of a training course for the Group's top managers: new on-boarding programme, coaching in public speaking in English, digital training in partnership with MIT (Massachusetts Institute of Technology).



4.4



8.6



10.2

RECRUITMENT AND TRAINING OF YOUNG PEOPLE

As Keolis attaches particular importance to the recruitment and training of young people, several measures are in place.

GRADUATE PROGRAMME

Also known as «**Pépinière**», the **Graduate Programme**, created in 2008, aims to train future managers in operations, maintenance, marketing and mass transit (*i.e.* transport systems with very high footfall in large cities). The courses, which last from 12 to 18 months, are divided into periods of practical training and immersion in France or abroad to enable young graduates to better understand the transport professions. In 2022, 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 licence for two years. Over a total period of six months, addressing theoretical and practical training, then an internship in a company, apprentices benefit from a training course which leads to a Professional Diploma of Public Transport Driver on the Road (TP CTR). This project addresses two issues:

- › the growing shortage of drivers in the labour market, by offering a real complementary recruitment tool;
- › a societal issue, to facilitate access to employment *via* paid training that provides a diploma, with an open-ended contract.

In 2022, the Campus Mobilités welcomed 191 apprentices.

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 2022, Keolis welcomed 19 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 related to Keolis's professions and challenges.

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 purpose of the Group's **Strategic Workforce Planning** approach is to have the right number of people, with the right skills, in the right place and at anticipate and plan for needs regarding resources and skills – in terms of quantity and quality – in view of the Company's strategy.

It also contributes to the construction of the HR roadmap, and notably the design and implementation of policies and HR action plans (recruitment, mobility, career management, training, remuneration) in response to business needs. Pilots addressing three priority areas – new skills, key

know-how 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.

BEST PRACTICES

Manager training on the reduction of accidents and absenteeism (EFFIA)

As part of the prevention of absenteeism and workplace accidents, a dedicated training course was set up and rolled out at EFFIA in 2022, for all managers. The main topics discussed were as follows:

- › fundamentals adapted to the Company: definition, types of absences, key indicators;
- › regulatory environment;
- › causes of absenteeism;
- › means of action (manager kit): daily managerial actions, re-on-boarding interviews, medical check-up;
- › methodology for conducting the re-on-boarding interview (in-depth theory and practice).

In 2022, nearly 150 EFFIA managers benefited from this training. Modules will continue to be implemented in 2023 to finalise this first upgrade phase, as well as to train new managers.



Equality, diversity and inclusion

Keolis is a major player in the regions, and aims to attract and retain a variety of profiles (women, men, young people, seniors, people with disabilities, refugees, etc.), in the image of society and its citizens, 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 combatting all forms of discrimination. The Group's objective is to **give everyone the opportunity to access sustainable and local employment and to develop within the Company 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' commitment to encouraging fair career management, promoting diversity in recruitment, guaranteeing fair pay, ensuring non-discrimination and promoting work-life balance. In 2022, the Group extended its certifications to GEEIS Diversity, which has become its standard. This certification extends the assessment of companies to other criteria such as age, disability, social or ethnic origin, sexual orientation.

BEST PRACTICES

The Keolis Amey Docklands programme for women (United Kingdom)

The "Women in KAD Development Programme" initiative aims to support, through a dedicated professional development programme, the access of women to positions of responsibility and to increase the visibility of female role models internally. The first cohort currently has ten women from the Company's different business lines.

The 12-month programme includes mentoring, individual career coaching sessions, as well as the opportunity to work on cross-functional projects aimed at improving the Company.

Several indicators will be monitored to assess the success of the programme, such as commitment to the programme and the achievement of career objectives and participant satisfaction.

It is planned that this system will be renewed in 2023, with new employees.

BEST PRACTICES

KBM commits against homophobia

Since May 2022, a train of the Bordeaux tram has taken the colours of the pride flag on the occasion of the international day against homophobia, transphobia and biphobia.

In addition to the rainbow colours on tram lines, **Keolis Bordeaux Métropole** installed posters of the SOS homophobia campaign "be and love" inside all trains.

RECRUITMENT BEST PRACTICES

Keolis Île-de-France

Keolis Argenteuil Boucles de Seine, accompanied by local partners, organised several recruitment sessions entirely dedicated to female candidates.

During the October session, around ten candidates took part in collective information meetings, theoretical and practical tests, and individual motivation interviews.

BEST PRACTICES

Keolis Downer – Yarra Trams

In order to increase the number of women candidates for tram driver positions by 30%, the HR teams have created, for the first time, permanent part-time tram driver positions offering greater flexibility and work/life balance. Thanks to this change in HR practice, the attractiveness of this position for women has greatly increased.

Following the recruitment campaign specifically conducted for these new contracts, 1,811 applications were received, of which two-thirds of the candidates were women.

Indicator	Scope	2018	2019	2020	2021	2022	2025 target
Percentage of employees exercising a GEEIS-certified activity	Group transport activities	75%	87%	87%	87%	90%	95%
Percentage of women in the total workforce	The Keolis Group	20.8%	21.4%	21.7%	22.0%	21.8%	24%
Percentage of women in the total workforce who are drivers/transport employees	The Keolis Group	17.8%	17.6%	18.0%	19.1%	19.0%	-
Percentage of women in the total workforce who are managers	The Keolis Group	33.0%	35.7%	35.4%	35.7%	36.4%	-



5.1, 5.2, 5.5, 5.c



10.3, 10.4

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 – #DiversityDrivesUsForward – was launched in June 2022 on social networks and in the press, and at Group level and in the subsidiaries. It highlights Keolis’s vision of diversity and inclusion and targets all business lines. Adopted by numerous French and international subsidiaries, this campaign illustrates Keolis’s desire to welcome all talent.



BEST PRACTICES

Diversity & Inclusion Index

In 2022, Keolis took the opportunity to participate in the Diversity and Inclusion Index experiment launched by Élisabeth Moreno, former Delegate Minister to the Prime Minister in charge of Gender Equality, Diversity and Equal opportunities.

This experiment, unprecedented in France, made it possible to present, to voluntary organisations (including L’Oréal, BNP Paribas, Adecco, etc.) a survey aimed at measuring the diversity related to social, geographical or cultural origins within their organisations.

In a French context where ethnic statistics are prohibited, this questionnaire was developed to comply with the recommendations of the French Data Protection Commission (CNIL) and the legal requirements set by the General Data Protection Regulation (GDPR) while strictly respecting the rules of voluntary service, anonymity and data confidentiality.

Four voluntary subsidiaries took part in this questionnaire: KSA, Keolis Pyrénées, Keolis Littoral, EFFIA.

Index Diversité et Inclusion

Questionnaire

Indicator	Scope	2018	2019	2020	2021	2022
Percentage of workers declared disabled	Transport activities in France	4.7%	5.6%	5.2%	5.1%	5.2%

BEST PRACTICES

An innovative way of recruiting

The Group’s Diversity & Inclusion commitments are supported by innovative recruitment actions. For example, the job dating carried out by the Keolis Lyon subsidiary: #jenesuispasunCV.

Carried out in conjunction with specialised partners, this approach makes it possible to recruit by freeing the process from traditional tools, such as the CV, in order to attract talent from all backgrounds and with diversified career paths.



TARGETING THE LONG-TERM UNEMPLOYED

Through its subsidiaries, Keolis continues to develop partnerships with organisations located in its regions to integrate people for whom access to employment is more difficult, for example with **École de la 2^e chance**, which works to integrate young people without qualifications or employment, or with associations for integration through sport such as **APELS (Association Pour l’Éducation Par le Sport)**.

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 fourth consecutive year, Keolis held a recruitment stand at the **Hello Handicap virtual fair**. In 2022, 73 subsidiaries published job offers, generating nearly 300 applications (vs 200 in 2021). 353 jobs were published and 54 interviews were carried out.



3.8



8.5, 8.8



10.4

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, the internal network of employees “we@keolis”, created in March 2021, continued its expansion in 2022. This network aims to accelerate 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.

In 2022, more than 400 employees, women and men, joined the network and eight events were organised on the theme of diversity (inspiring career paths, sharing of best practices, etc.).

Social dialogue

The quality of social 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.

European Works Council

The **European Works Council**, which includes **19 members of seven 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 (such as the corporate project, the organisation,

governance, Corporate Social Responsibility, calls for tenders, business issues, the employment situation, collective programmes, and monitoring of these issues) but also the financial statements, budgetary 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.

Local organisation

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. To foster even more constructive social dialogue, Keolis provides the staff representatives of its entities with significant resources that go beyond those required by law and regulations.

ACTION PLAN AND ACHIEVEMENTS FOR 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 know-how, the sharing of experiences and the dissemination of cross-functional practices.

Indicator	Scope	2019	2020	2021	2022
Conflict rate in France (excluding conflicts relating to national issues)	Transport activities in France	0.18	0.12	0.37	0.56

BEST PRACTICES

Employee consultation on Cykleo’s CSR progress

Since 2020, SEC representatives have been informed of Cykleo’s progress on CSR. They are also involved in updating the Group’s single occupational risk assessment document. To do this, workshops are organised to closely match the reality on the ground on the assessment of the risks related to Cykleo’s activities.

As part of the Engagé-RSE label received by Cykleo in 2022, elected representatives were also interviewed by an independent auditor so that they could express their opinion on CSR governance at Cykleo.



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 following 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 FOR THE PAST YEAR

In 2022, the consequences of the pandemic (lockdown, mobility habits and behaviours, new forms of work) continued to have an impact on footfall. It varies between 70 and 110% depending on the country compared to the pre-Covid baseline of 2019. In France, for example, the average is around 90%.

A clear improvement was noted compared to 2021 (around 20% increase in footfall) thanks to the various actions that are part of the Group's Reconquête Voyageurs (passenger recovery) plan. Structured around five areas (Hygiene, Safety, Comfort, Offering and Client Engagement), this plan has made it possible to develop numerous projects across the Group or at the subsidiaries. Particularly significant actions have been taken to make public transport more attractive, several of which are listed below.

1. Growth of services

In 2022, some urban areas underwent major changes to their transport offer to make their network more attractive: introduction of new heavy-duty modes (underground railway-tram) and/or a complete overhaul of the bus network with improved services:

- › new underground railway Line b in Rennes: launched in September 2022, it includes 15 stations over 13 km and the creation of three park-and-ride facilities; it carried 80,000 passengers/day after the first month of the launch;
- › overhaul of the bus network in Orléans, with part of the fleet made up of electric buses (around fifty vehicles), and extension of Résa TAO, the dynamic on-demand transport service to supplement or replace regular route services;
- › since 6 July 2022, Keolis has been operating the T13 tram-train line between Saint-Germain-en-Laye and Saint-Cyr-l'École in the Yvelines department in around 30 minutes (12 stations over a 19 km line).

2. Improved passenger information: on-board users

Keolis innovates and improves the entire passenger information chain, a lever for client comfort and reassurance. In 2022, Keolis rolled out projects in several networks aimed at informing clients of the number of on-board users in the following service on their underground railway, tram, bus, etc. This information is available on the platform and/or on the digital passenger information apps, and allows clients to make the best choice in terms of routes and mode of transport, or even to shift schedules, thus contributing to the spreading of peak hours. Thus, information on on-board users on buses and trams is available on the passenger apps in Orléans and Besançon.

In Lyon, an experiment is being carried out at the Sans Soucis underground railway station (Line D) on the number of on-board users in the approaching service. The latter is indicated by coloured indicator lights above each door.

3. Investment in soft and shared mobility

The year was rich for alternative mobility: many larger and/or diversified bicycle fleets (self-service bikes and hired bikes) (Agen, Montluçon, Quimper, Riom, Metz), launches of bicycle boarding services on coaches (Arras, Menton, Lyon), an experiment with a bicycle and bicycle parking offer for employees in Nancy, and the organisation of numerous «*Défi sans ma voiture*» ("Without my car challenge") initiatives (Dijon, Tours, Lyon, Chambéry, etc.) which provide support for modal change.

A self-service car-sharing service was launched in Caen and carpooling has been developed in several regions: five new carpooling lines in Alès (10 in total), two new lines in Bourg-en-Bresse.

To promote the complementarity between public transport, walking and cycling, notable initiatives on guidance plans and signage have been implemented: intermodal and Rose des Modes plans in Lyon, signage campaign for pedestrian connections in Bordeaux, and "nudges" in Dijon.

In Rennes, Keolis offers two carpooling services:

- › Covoit'STAR: the real-time app for *à la carte* carpooling (through reservations);
- › Star't, the regular carpooling line: a solution for free carpooling and without a reservation between specific stops in the municipalities of Le Rheu, Pacé, Saint-Grégoire and Cesson-Sévigné. Star't is a carpooling line that operates from Monday to Friday from 7 a.m. to 8 p.m. with guaranteed departures. It already has 3,800 registered members, with an average waiting time of nine minutes.

4. Developing client knowledge and winning over clients

In addition to the post-Covid mobility monitoring survey programme, the Keoscopie programme focused on French youth (overview of 18-30 year-olds) through a sociological study on their aspirations, lifestyles and expectations, and the associated consequences on mobility.

Keolis also launched a major study to better know and understand the uses, expectations, motivations and obstacles of non-subscribers to public transport. This study should make it possible to enhance conquest and loyalty commercial actions in order to engage an increasing number of citizens in virtuous and shared mobility.

In 2022, Keolis undertook a comprehensive modernisation programme for client engagement tools and materials called Passenger Booster, and now provides more than 80 employees at the networks with a digital platform listing all public transport communication and promotion actions.

BEST PRACTICES

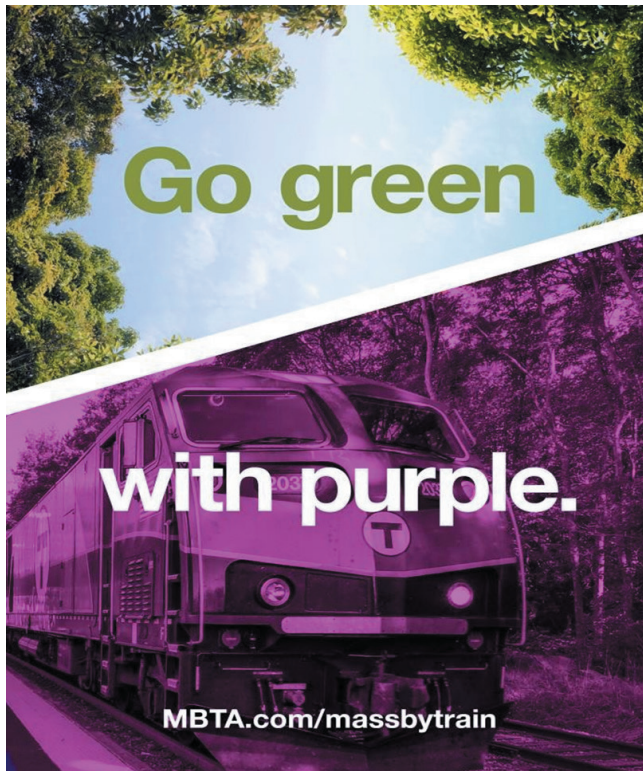
**GOING GREEN –
Keolis Commuter Services à Boston**

In this post-pandemic period, passengers have new travel needs and habits. In April 2022, Keolis Commuter Service took the opportunity to launch a marketing campaign to highlight the environmental benefits of the use of public transport compared to the private car.

This campaign aims to inform passengers of the significant impact of their use of transport on the reduction of carbon emissions and the duration of their journey.

The campaign included radio ads, billboards, social media posts, station signage, on-screen advertising and a dedicated page on the website.

This campaign aimed to encourage users to choose the suburban train and to bring back passengers after the pandemic while promoting virtuous mobility for the planet, in particular by highlighting the difference in GHG emissions between trains and cars.



BEST PRACTICES

**Launch of Hove,
Keolis’s digital solutions manufacturer**

In March 2022, Keolis launched a new entity: Hove. A wholly-owned subsidiary of the Group, Hove specialises in the design and deployment of digital tools, including Navitia (passenger information platform) and Patterns (travel analysis platform).

The purpose of “Patterns” is to improve understanding of mobility within a region, to guide the transport offer, to measure its performance and to facilitate passenger travel.

Based on the use of daily GPS data, Patterns makes it possible to:

- › track all movements in a region;
- › identify the modes of transport used (walking, cycling, car, public transport);
- › continuously map the evolution of mobility and modal segments;
- › ensure the dynamic monitoring of the carbon footprint of mobility.



5. Client culture development

The **Keolis Signature Service** programme (France and international) aims to improve the quality of service of staff in contact with clients. It has been rolled out in 30 subsidiaries, including five this year (Dubai, Shanghai, Lille, Perpignan and Chambéry).

At the end of 2022, this programme, which consisted in having staff in contact adopt service behaviours and attitudes that were visible to client passengers, had already involved more than 15,000 employees.

Keolis continues to demonstrate its impact on passengers with various indicators:

- › a decrease in complaints: following employee training on the Hyderabad underground railway network, a 60% decrease in client complaints related to the attitudes of employees was recorded;
- › increase in the network’s recommendation rate: following the training of employees on the Adelaide rail network, an 11-point increase in the Net Promoter Score (44 to 55) with greater proactivity observed among employees.

This year, the KSS programme won the 1st prize (gold trophy) of the CX Awards organised in France by Relation Client and *relationclientmag.fr* in the Internal Transformation category. This award recognises Keolis’s ability to continuously develop its client culture and to demonstrate that it is doing so.



At the same time, other French networks have chosen to commit to a new certification, “**Pacte Voyageurs**”, overseen by Kisio in partnership with AFNOR for certification audits.

The objective for Keolis is to improve all of its subsidiaries in terms of service quality and have said service recognised by obtaining a Label based on three levels (Common Practice, Proactive Approach, Excellence), with client-oriented practices.

This approach makes it possible to harmonise the practices of all subsidiaries and increase the quality of service provided to clients.

Two subsidiaries have been certified (Keolis Sud Lorraine and Keolis Sodetrav) and nine were in the process of doing so at the end of 2022: Keolis 3 Frontières, Keolis Quimper, Keolis Thionville-Fensch, Keolis Côte d’Opale, Keolis Chaumont, Keolis Arras, Keolis Châlons en Champagne, Keolis Mont-Saint-Michel and Keolis Touraine.

Keolis CX awards

Aware of the importance of the client passenger experience, the Keolis Group launched a new cross-functional marketing campaign in 2022: the Keolis CX awards.

It aims to reward and promote the best client experience initiatives.

After reviewing more than 40 applications received from subsidiaries around the world, five projects were highlighted:

- › category 1. People at the service of clients: Keolis Downer – Roaming Staff deployment, Library & Keolis Signature Service training;
- › category 2. Digital services for clients: Keolis Nancy – Réseau Stan: launch of the virtual agency;
- › category 3. Satisfaction of and listening to the client for a successful client experience: Keolis Rennes – La Fabrique STAR, citizen consultation platform;
- › category 4. Communication campaign and/or system serving clients and citizens: Keolis Commuter Services – Our Passenger and Planet: Going green;
- › category 5. We@Keolis Special Award: Keolis Amey Metrolink – Safer streets initiative.

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):

Indicator	Scope	2019	2020	2021	2022
Total number of subsidiaries involved in Keolis Signature Services	Group transport activities	16	19	25	30

Accessibility

Universal accessibility is a major priority for the Keolis Group, with teams working on a daily basis to ensure inclusive mobility that takes into account everyone’s needs. The accessibility of offers and services is a key lever for improving the appeal of public transport and increasing the potential for modal shift. Thus, travel comfort at each stage of the client journey is at the heart of Keolis’s actions.

POLICY

In 2022, the Keolis Group implemented a structured “UniK” approach as part of its new Group Accessibility Policy.

UniK aims to meet the specific needs of each passenger by taking into account their potential vulnerabilities, whether visible or not, whether permanent or temporary.

In order to simplify and facilitate the mobility experience at all stages of a trip, it guides the design, deployment, coordination and promotion of increasingly inclusive and better adapted mobility services.

To implement an effective accessibility policy and contribute to a more supportive and inclusive society, Keolis has made several commitments in its new Accessibility Policy, among them:

- › promote an Accessibility culture in all networks, whether specialised or regular, by developing the skills of all employees in the areas of inclusive mobility and caring service relationships;
- › coordinate and co-construct mobility offers and services with our local and national partners: associations, institutions;
- › innovate to offer new accessible services to passengers;
- › develop the skills of all employees in the areas of inclusive mobility and thoughtful service relationships;
- › support and advise PTAs by providing them with the Group’s know-how and expertise in inclusive mobility;
- › lead a community of experts on disability and vulnerability issues.

ACTION PLAN AND PROJECTS OVER THE PAST YEAR

Developing an accessibility culture across the Group is a major challenge for Keolis. Several actions took place this year to strengthen it, notably:

- › the launch of a structured approach called “UniK” in support of the Group’s Accessibility and Client Promises Policy, together with the creation of a visual identity;



- › continued training and awareness-raising actions for employees in charge of Accessibility at the operational entities through specific business line webinars: review of various disabilities, presentation of new legislation/regulations impacting services, exchange of best practices, benchmarks. In addition, a new e-learning module was launched for all employees, “Duly welcoming and supporting vulnerable groups” (available in French and English). In October 2022, the Group’s PMR training programme was rewarded at the Palmes de la Relation Client ceremony. Keolis was elected winner of the Citizen Experience Award;

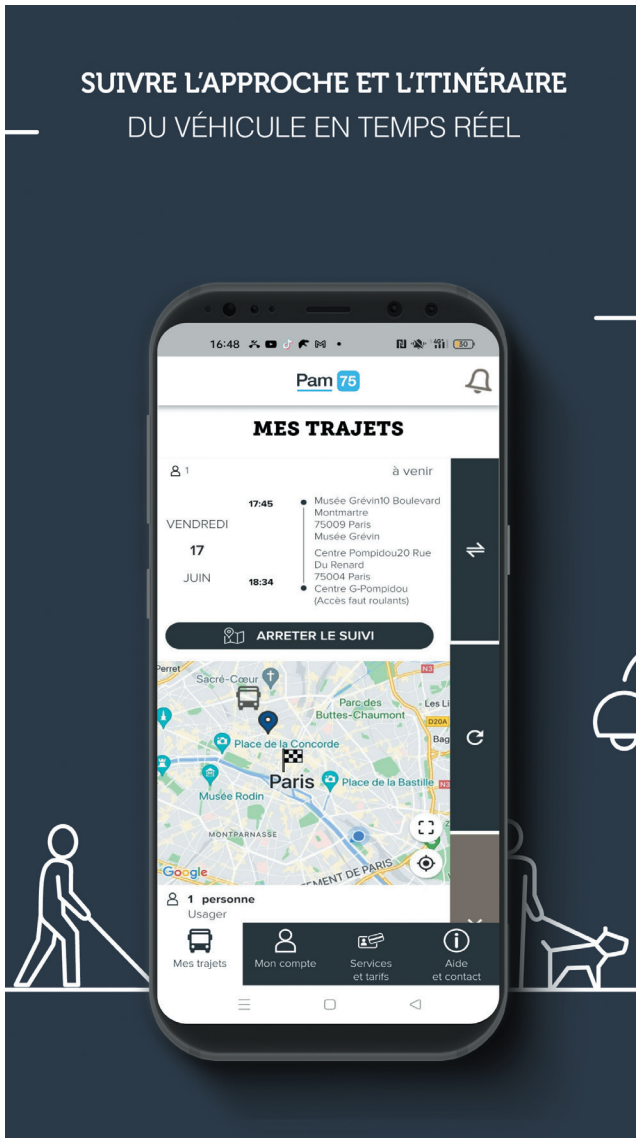


- › creation of a new Group brochure on accessibility – “Towards universal mobility – Accessibility for all” – available in French and English. It highlights the Group’s main principles, convictions and references in terms of accessibility and inclusive mobility. Thanks to the help of Association Valentin Haüy (AVH), the PDF versions were designed and tagged to be accessible to people with visual impairments, notably those who use speech synthesisers.



Keolis continued its close partnerships with structures and associations to develop accessible services and offers:

- › in 2022, the drafting of a framework contract with the Handéo association to perpetuate the Cap’Handéo Services de Mobilité certification was initiated;
- › a webinar dedicated to the S3A approach (acronym for Welcome, Support and Accessibility in French) was held in partnership with UNAPEI (French National Union of Associations of Parents, People with Mental Disabilities and Their Friends). Joint discussions were organised with associations, including AVH, at the round table on 5 October, the “National Day of the Blind and Partially Sighted: Perspectives and Innovations for Accessibility” organised by Kellogg France, as well as during the Smart City award ceremony for the PAM 75 mobile app.



Keolis also continued its innovation strategy aimed at testing new systems to improve universal accessibility and the client passenger experience:

- › the FACIL'iti solution, installed on the TCL website in Lyon, was tested over several months in 2022. FACIL'iti is a digital accessibility solution that makes it possible to adapt the display of a website according to different types of weaknesses (visual fatigue, colour blindness, imprecise gestures, etc.) and thus improve browsing comfort;
- › after the Versailles and Bordeaux bus networks, the Navilens QR code guidance solution is being tested on the Yarra Trams network in Melbourne, Australia, in partnership with the Guide Dogs Victoria association.

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	2022
Number of participants in the 9 IK PMR training courses	Transport activities in France	623	641	556	527	487
Number of participants in events and accessibility awareness	Group transport activities	NC	NC	357	315	459

Indicator	Scope	2021	2022
Number of subsidiaries with telephone accessibility services (Elioz, Acceo, Roger Voice)	Transport activities in France	12	21



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 systematically exchanges and works with the entire local, national and international ecosystem to understand the local specificities of each region and to 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.

For example, as part of the presidential and legislative elections in 2022 in France, Keolis, which is a member of the National Union of Industrial and Commercial Public Services, participated in the drafting of a white paper. This document details 20 levers that public authorities could rely on to meet the new expectations of citizens and presents the changes facing public industrial and commercial services (*Services Publics Industriels et Commerciaux* – SPIC) (e.g. new mobility needs, new forms of poverty and social exclusion, individualisation of lifestyles,

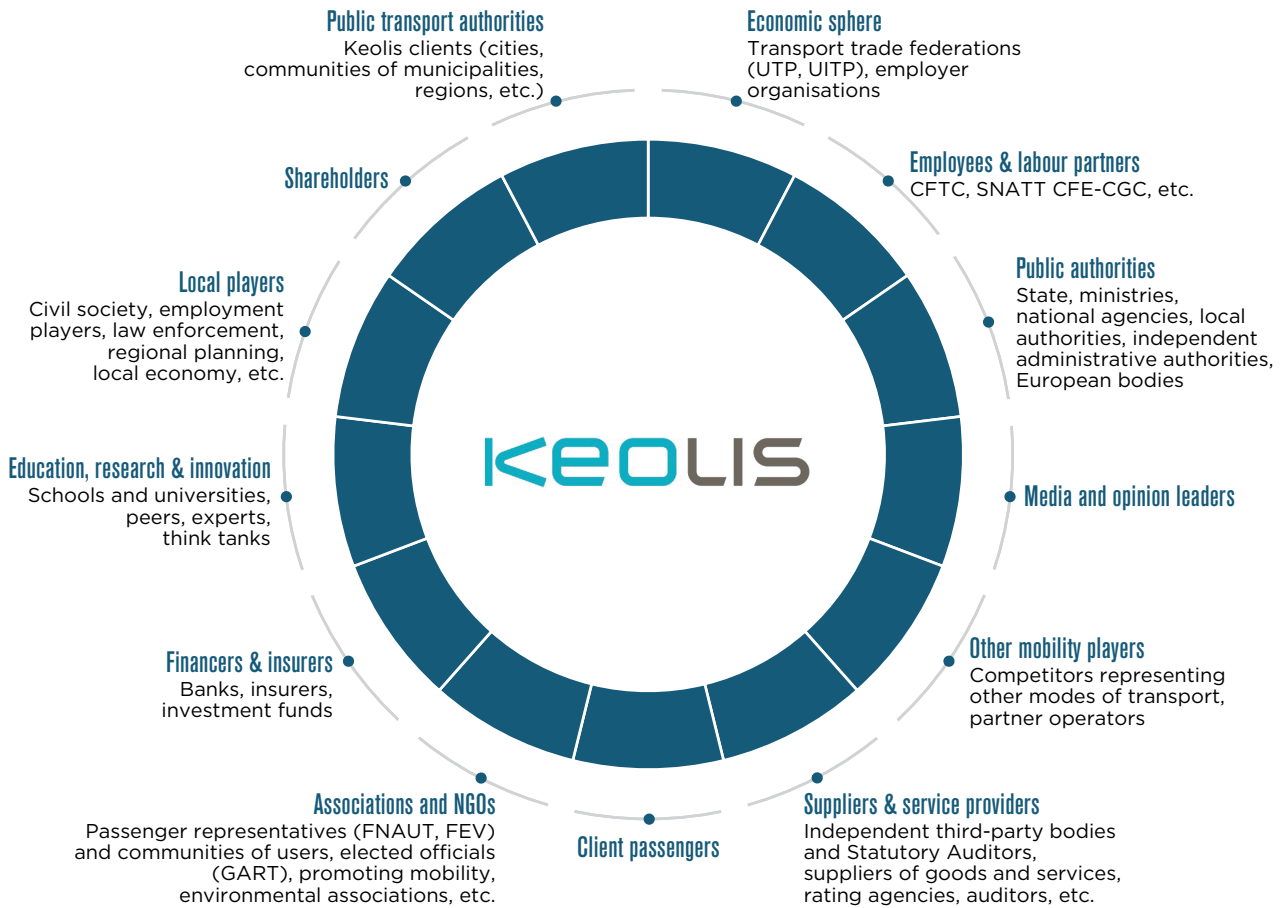
ageing of the population). The major role played by SPICs in the ecological transition is also presented.

In 2022, throughout the year, Keolis actively participated in the work of the UTP (*Union des Transports Publics et Ferroviaires*) commissions to show the extent to which public transport is an investment in the future, in several areas: the ecological transition (e.g. strong lever to achieve the national and European carbon neutrality target by 2050), economic (e.g. urban public transport and rail transport operators provide 260,000 local and non-offshorable jobs) and labour (e.g. providing better access to employment for the population through mobility solutions).

At the same time, Keolis continued its discussions with the members of the Transport Commission of the *Régions de France* association on the difficulties of recruiting drivers and the identification of solutions to reduce this phenomenon.

Keolis also works with partners and structures that are experts in mobility, such as Avenir Transport, an association that aims to make it easier for members of parliament to understand the issues related to the various modes of transport and transport infrastructures, TDIE, a think tank specialising in transport, which aims to shed light on the debates and questions concerning infrastructures and mobility, and Futura Mobility, a forward-looking and innovative think tank for mobility manufacturers.

MAPPING OF THE KEOLIS GROUP'S STAKEHOLDER TYPOLOGIES



GROUP STAKEHOLDER COMMITTEE

2022 saw the 12th 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 Keolis commercial news, a presentation of the initiatives carried out by the Group on the themes of accessibility in transport and the development of the use of bicycles. For the first

time, the invited stakeholders were also asked to give their opinions on the Group’s strategic issues in the coming years for a mobility player, as well as the form that the dialogue between Keolis and its stakeholders should take.

Local stakeholders

In order to identify stakeholders and their expectations, local mappings are drawn up at subsidiary level. Thus, certain claims may be anticipated. Keolis also provides its subsidiaries with tools and methods, in particular its materiality matrix, to assist them in drawing up this mapping and then initiating and engaging in dialogue with their stakeholders.

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 targeting the same scope as the financial consolidation of GROUPE KEOLIS S.A.S. It therefore includes EFFIA S.A.S., Cykleo, Keolis Santé and, for the first time in 2022, Kisio and Hove.

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 2022.

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 a core 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;
- › business risk mapping, such as environmental analysis for the environmental section.

Each year, the Sustainable Development and 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 2022. 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: this rate includes assaults; it does not take into account all ongoing dispute procedures.

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 of the Keolis networks with internal security forces (national police, national gendarmerie and municipal police) signed and in force at 31 December 2022.

Share of revenue of subsidiaries that have implemented actions to prevent and combat sexist and sexual abuse: The actions taken into account are alight 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. The expenses covered by this indicator are purchases by the Keolis Group in the "management" sense and not in the "accounting" sense. This is the statement at 31 December 2022 of amounts purchased from referenced suppliers, based on extracts from invoices:

- › the portion of the amount invoiced in euros over the year to suppliers of goods and services that have undergone an EcoVadis CSR assessment;
- › the years reported relate to the year N-1 of the SNFP, due to the verifications necessary to categorise the various expenses.

% of bus and coach vehicles using alternative energies to petrol and diesel: ratio of the number of road vehicles (excluding service vehicles) powered by alternative energies over the total number of road vehicles (excluding service vehicles).

Greenhouse gas emissions from commercial 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.

Number of open-ended hires: Number of employees hired on open-ended contracts during the year.

Average of % of revenue of subsidiaries redistributed for sustainable regional development (BIOM assessment): Percentage of revenue of subsidiaries assessed by BIOM in 2022 redistributed for sustainable regional development on average.

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

Amount of purchases from Social and Solidarity Economy players (€M):

- › revenue (excl. tax) in euros generated over the year from structures from the Social and Solidarity Economy sector (so-called solidarity purchasing) including inclusion structures (Disability and Professional Integration) and statutory structures (cooperatives, SCOP, associations);
- › including the amount paid specifically to inclusion structures divided between structures (so-called inclusive purchasing) 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: $(\text{Total exit} - \text{excluding end of fixed-term contracts and transfers}) / [(\text{headcount at the beginning of the period} + \text{headcount at the end of the period}) / 2]$

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.

Number of subsidiaries with a telephone accessibility service: Number of subsidiaries that have rolled out one of the following services: Elioz, Acceo, Roger Voice.

6. THE GROUP'S WORKFORCE

At 31 December 2022, the 67,566 employees of the Keolis Groupe were distributed as follows:

France	39,920
United States	5,212
Australia	5,985
Sweden	5,012
Belgium	2,592
Netherlands	1,466
United Kingdom	2,079
United Arab Emirates	1,774
Denmark	1,504
India	1,254
Canada	768

(Keolis' employees in China and Qatar are not shown in this table, as Keolis is a minority shareholder.)

7. 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 violations of human rights and fundamental freedoms, the health and safety of people or the environment in the Groupe Keolis S.A.S. Statement of non-financial performance, which serves as a vigilance plan. During the first non-financial risk mapping exercises, issues related to the duty of care were integrated and the CSR strategy was reviewed accordingly, in order to have an integrated risk management and vigilance plan.

Over the last two years, SNCF, the majority shareholder of the Keolis Group, has been required to draw up a vigilance plan, including Keolis within its scope. As part of this consolidation exercise, Keolis is reviewing 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 Commitment Department, in coordination with all the Group's functional departments (HR, audit, legal, etc.).

The topics related to the duty of care are part of the scope of the Group's bodies such as the Executive Committee and the Innovation and Sustainable Development Committee of the Supervisory Board.

Risk mapping

Under the aegis of the SNCF Group, in 2022, the Sustainable Development and Commitment Department organised an update of the risk mapping of serious breaches in the three areas of application of the Duty of Care law. Interviews to update the 2021 ratings of vigilance risks were conducted with each of the departments concerned (e.g. Security, Safety, HR, Environment), as well as the monitoring of the evolution of action plans related to the minimisation of risks. For each risk, the probability, impact and margin for improvement were rated.

The following major risks are monitored by Keolis:

› environmental:

- soil and water pollution,
- air pollution,
- contribution to climate change,
- overconsumption of energy,
- overconsumption of water;

› human rights and fundamental freedoms:

- discrimination,
- lack of social protection;

› health and safety of people:

- operational accident,
- major industrial accidents,
- psychosocial risks,
- occupational risks,
- serious malicious acts and terrorist attacks⁽¹⁾,
- non-adaptation to climate change;

› tier 1 suppliers and subcontractors:

- risk of serious harm in one of the three areas at a supplier or subcontractor.

(1) 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	<ul style="list-style-type: none"> 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 Ageing of equipment 	<ul style="list-style-type: none"> Pollution of soil, subsoil, surface water or groundwater Biodiversity damage
Air pollution	<ul style="list-style-type: none"> Emissions of atmospheric pollutants (particles, VOCs, NOx) during the maintenance and operation of vehicles and infrastructures 	<ul style="list-style-type: none"> Emissions related to the daily activity of transport networks Fleet of energy-consuming vehicles that emit a large amount of air pollution 	<ul style="list-style-type: none"> Impact on the health of local residents Biodiversity damage
Contribution to climate change	<ul style="list-style-type: none"> Poor management of the greenhouse gas emissions reduction trajectory 	<ul style="list-style-type: none"> Dependence of the carbon trajectory on many external factors (PTA 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 tools for the deployment of energy saving and efficiency actions, provision of a customised regulatory monitoring tool, framework agreements for the management of certain types of waste, coordination of the network of correspondents to share best practices, etc.

The mitigation and prevention actions presented in the Our Planet pillar cover these risks. The actions presented in the Purchasing section of the Economic Performance Fundamental and in the Operational Excellence Fundamental also contribute thereto.

Implementation and outlook

In 2022, Keolis carried out significant work with the aim of reinforcing the prevention of risks of damage to the environment. This work is in line with the projects launched in 2021 as part of the Keolis Way:

- › expanded involvement in the calculation of greenhouse gas (GHG) emissions;
- › calculation of Scope 3 of GHG emissions (so-called indirect emissions);
- › continued ISO 14001 Group certification, with a sample of subsidiaries audited by AFNOR to verify the compliance of their environmental management systems with the standard's requirements. In 2022, six French and international subsidiaries were successfully audited, allowing the renewal of the Group's certification;
- › development of a sobriety and energy efficiency toolbox, made available to Keolis subsidiaries.

In addition, through the Statement of non-financial performance, the Sustainable Development and 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 2023, particular emphasis will be placed on the deployment of energy efficiency measures in the Keolis networks. The scope of the Group's activities covered by the ISO 14001 standard will also continue to be increased. The aim remains to improve Keolis' control of environmental risks.

MONITORING OF ENVIRONMENTAL PERFORMANCE INDICATORS

Indicator	Scope	2020	2021	2022
Carbon intensity (gCO ₂ e/100 km)		126	113	119
Share of ISO 14001 revenue	Group transport activities	46.2%	50.4%	58.6%
Percentage of kilometres travelled by alternative energy commercial road vehicles		21.2%	24.8%	27.3%

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 for the mental health of people Impact on career development Ostracism
Lack of social protection	<ul style="list-style-type: none"> Seriously injured employee who is unable to work and has no resources if there is no health system and/or support from the employer Employee not reporting an accident or illness because they are unable to take care of themselves in the absence of coverage Countries with little or no maternity leave 	<ul style="list-style-type: none"> Less stringent national regulatory context No Group standard 	<ul style="list-style-type: none"> Serious harm to the health of an employee or subcontractor Precariousness

Risk management policy

Keolis is committed to diversity and inclusion through a dedicated equal opportunities policy. It comprises six commitments, aimed at combatting all forms of discrimination. 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.

Keolis uses the **Gender Equality European and International Standard (GEEIS) certification process, an internationally recognised label.** This certification is a formal recognition of Keolis' commitment to encouraging fair career management, promoting diversity in recruitment, guaranteeing fair pay, ensuring non-discrimination and promoting 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.

Implementation and outlook

In 2022, several actions were carried out with the aim of strengthening the prevention of the risks of serious violations of human rights and fundamental freedoms:

- › conducting GEEIS audits at the subsidiaries to assess diversity policies;
- › recruitment campaigns under the theme of diversity.

MONITORING OF PERFORMANCE INDICATORS RELATING TO HUMAN RIGHTS & FUNDAMENTAL FREEDOMS

Indicator	Scope	2018	2019	2020	2021	2022	Objective
Percentage of employees exercising a GEEIS-certified activity	Group transport activities	75%	87%	87%	87%	90%	95% in 2025
Percentage of women in the total workforce	The Keolis Group	20.8%	21.4%	21.7%	22%	21.8%	24% in 2025

Health and safety of people

Risk	Example scenarios	Risk factors and causes	Potential consequences
Operational accident	<ul style="list-style-type: none"> Urban bus accident Coach accident on a road or motorway: crash, leaving the road or falling into a ravine or river Underground railway or tram accident: fire in a tunnel Railway accident: train derailment or collision 	<ul style="list-style-type: none"> Technical failure Deteriorated traffic conditions, exogenous to the activity Degraded working conditions due, for example, to a labour shortage Human error or insufficient training in operations, maintenance, driving Non-appropriate supplier selection criteria 	<ul style="list-style-type: none"> Injury or death of passengers, third parties or employees Accident affecting the region
Industrial accidents	<ul style="list-style-type: none"> Explosion at a Keolis site classified as an installation classified for environmental protection (ICPE) Fire in a car park or storage area 	<ul style="list-style-type: none"> Commissioning of alternative energy vehicle fleets and associated infrastructure Insufficient or inadequate training Non-compliance with security instructions by service providers or subcontractors 	<ul style="list-style-type: none"> Environmental pollution Injury to employee(s) or partner(s)
Psychosocial risks	<ul style="list-style-type: none"> Management of teams with a serious impact on mental health (harassment, etc.) Major accident impacting mental health Verbal or physical assault on employees in contact with clients 	<ul style="list-style-type: none"> Lack of team management training Marked peak in activity Difficulties in recruiting for jobs under pressure 	<ul style="list-style-type: none"> Workplace accidents Overworking
Occupational risks	<ul style="list-style-type: none"> Electric shock, road risk, fall, etc. Handling of hazardous products (solvents, diesel, etc.) 	<ul style="list-style-type: none"> Employee exposure to hazardous substances Work at height, heavy load handling, etc. Insufficient personal protective equipment Poor application of safety procedures and lack of training 	<ul style="list-style-type: none"> Workplace accidents Musculoskeletal disorders Occupational illnesses Death
Non-adaptation to climate change	<ul style="list-style-type: none"> Extreme climate event impacting operations: flooding of an underground railway in operation, hot weather, cold waves, etc. 	<ul style="list-style-type: none"> Climate change Lack of adjustment of vehicles, infrastructure and transport systems to extreme climate events 	<ul style="list-style-type: none"> Situation or accident resulting in illness, injury or death of an employee, passenger or partner

Risk management policy

Ensuring the safety of its employees and client passengers is the Group's priority. Safety is listed as the first fundamental of the Keolis Way. Keolis has a "zero fatal accidents" vision for all of its activities worldwide. The Group's safety policy covers both occupational health and safety and operational safety.

The safety management guidelines are based on the identification of risks. It formalises minimum requirements, and aims to establish a harmonised framework for the practices of each subsidiary and to guarantee a solid foundation for day-to-day management. It aims to enable the implementation of prevention measures, their deployment and their monitoring in line with both the Group's standards and requirements and the contexts of each entity.

In addition, each subsidiary must identify its occupational risks that could impact the physical or mental health of employees, partners and subcontractors. In France, the Single Risk Assessment and Prevention Document summarises measures to prevent occupational risks. Internationally, the "risk register" has the same purpose.

The risks presented above are addressed through these systems. The mitigation and prevention actions presented in the Safety and Security Fundamental cover these risks. The actions presented in the Operational Excellence and Ethics Fundamentals, as well as in the Planet pillar and the Our People pillar also contribute to the prevention and mitigation of these risks.

Implementation and outlook

In 2022, Keolis continued its mobilisation to develop a common framework for a management and safety culture through, for example, the development of "safety rituals" integrated into managerial practices (for example: field visits by managers, "5-minute security" reviews with teams, sharing of experience on High Potential Incidents). High Potential Incidents are events that have or could have had major consequences for Keolis (e.g. death, interruption or disruption of services, major equipment accident, reputational impact).

In 2022, the first climate change adaptation plan was structured at the Group level. This was notably the case during workshops on the rating of risks related to global warming and the identification of preventive measures, in which the QHSE representatives of the networks took part. This mobilisation will continue in 2023 with the creation of a Group mapping of climate change risks.

Lastly, the Safety and Human Resources Departments carry out monthly safety reports for the entire Group. The results are notably shared during the Safety, Security and Prevention Committee meetings.

Monitoring of performance indicators relating to personal health & safety

Indicator	Scope	2020	2021	2022	Keolis Way objective
Frequency rate of workplace accidents	Group transport activities	23.11	27.46	24.42	-25% in France and -10% internationally, in 2023
Severity rate of workplace accidents		3.09	3.06	3.61	-
Percentage of employees working under a safety management system certified according to ISO 45001 or 39001		21.9%	22.4%	24.7%	38% in 2025 75% in 2030

Tier 1 suppliers and subcontractors

Risk	Example scenarios	Risk factors and causes	Potential consequences
Serious harm to a supplier or subcontractor	<ul style="list-style-type: none"> A Group supplier is found liable in a case involving serious harm to the environment, safety, or human rights and fundamental freedoms A service provider does not allow its employees to benefit from an Employee Representative Body, to take their annual leave, or does not provide sufficient personal protective equipment A major diesel leak is observed at the maintenance site of a transport subcontractor 	<ul style="list-style-type: none"> Less stringent or no national regulations Unfavourable cultural context Lack of visibility on control based on purchasing models (purchases made locally without the intervention of a buyer) Some purchasing families are particularly exposed to risk (tyres, energy, works, etc.) Non-compliance with the Group's requirements Default of a supplier or subcontractor 	<ul style="list-style-type: none"> Major environmental pollution Injury to the physical or mental integrity of suppliers, subcontractors or employees on their own supply chain

Risk management policy

Reinforced by the entry into force of the law on the duty of care, Keolis's CSR policy applies to its activities and purchases, which account for more than €2.2 billion in expenses from more than 25,000 suppliers in the 13 countries in which the Group operates.

Purchasing risks are monitored based on an anchored and shared mapping. Six families out of eleven are monitored more closely, as they are considered to be the most sensitive. Appropriate actions were carried out accordingly, depending on the means of control.

The mitigation and prevention actions presented in the Sustainable Purchasing section of the Ethics Fundamental cover these risks. The actions presented in the Business Ethics section also contribute to these efforts.

Implementation and outlook

In 2022, several actions were carried out with the aim of improving the prevention of the risk of serious harm by a Keolis supplier or subcontractor, such as:

- ▶ purchasing guidelines based on CSR criteria are being developed and will continue to be developed, by major purchasing family;
- ▶ an online tool for monitoring suppliers on social security contributions, corporate identity and undeclared work was rolled out in France and internationally.

A flagship measure of the relationship between Keolis and its suppliers/subcontractors, the CSR performance of the latter continues to be assessed by a third party, with the share of expenses covered increasing from 2021 to 2022, increasing from 37% to 42%. With a view to continuous improvement, Keolis encourages its suppliers to implement a corrective action plan when necessary.

MONITORING OF THE PERFORMANCE INDICATOR RELATING TO TIER 1 SUPPLIERS AND SUBCONTRACTORS

Indicator	Scope	2020	2021	2022	Keolis Way objective
Percentage of expenses covered by a third-party assessment of the CSR performance of suppliers	Group transport activities	29%	37% (France and Australia)	44% (worldwide) of which 55% France	70% in 2025

In 2022, a significant amount of supplier data analysis was carried out, notably in countries outside France, in order to calculate the indicator for the entire Group. Major suppliers, particularly in risky purchasing families, have finalised the assessment of their CSR performance.

In 2023, the emphasis will be on conducting social audits of suppliers, in order to verify practices in terms of respect for human rights and labour law.

Internal control systems

The Keolis Group's risk mapping is updated at least annually by the Internal Audit and Control Department, which consults all departments, ensuring that the main non-financial risks, and vigilance, are included.

In addition to the monitoring systems specific to each theme and carried out by the corresponding business lines, the Group's Audit and Internal Control Department has an internal control self-assessment tool: the "10 Essentials", which has been gradually rolled out since 2020. In 2022, the "10 Essentials" fully replaced the historical tool used by Keolis, the Book of Internal Control.

Launched in 2020, the "10 Essentials" are internal control guidelines designed to ensure that the Group complies with regulations and that operational risks are covered by appropriate controls. The risks of serious harm to the environment, personal health and safety, as well as social issues are also covered therein. The "10 Essentials" consist of 10 areas (security, cybersecurity, contractual commitments, prevention of corruption and competition law, safety and crisis management, the environment, segregation of duties, personal data, accounting controls, human resources) and 72 control points (37 of which require supporting documentation). The "10 Essentials" are managed in a dedicated tool.

Since 2020, a total of 126 French subsidiaries have self-assessed themselves using the "10 Essentials" system. In 2022, the system will be rolled out in the remaining active French subsidiaries.

The guidelines continued to be rolled out internationally by being adapted to the various local regulations. It increased from three international subsidiaries covered in 2021 and a total of 18 in 2022. All the geographical areas in which Keolis operates are concerned (North America, Europe, the Middle East, Australia, India).

The results of the internal control campaigns are presented to the Executive Committee, the Audit and Ethics Committee, the various departments concerned, the focal points in each of the 10 areas and the Internal Control Department of SNCF.

Whistleblowing system

As of 2018, all the Keolis Group subsidiaries have implemented 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.

The Keolis Group has a professional whistleblowing system, the "Keolis Ethic Line" (KEL), which was designed to include the areas covered by the law on the duty of care.

All French subsidiaries were instructed to consult the employee representative bodies in order to integrate the code of conduct into the internal regulations and to adhere to the KEL system.

Through dedicated whistleblowing guidelines, the Group also required international subsidiaries to have a whistleblowing system.

In 2022, the KEL system enabled the reporting of two compliant alerts that were received and processed, except for one for which the investigation is still ongoing. They relate to cases of:

- › discrimination;
- › fraud.

MONITORING OF THE PERFORMANCE INDICATOR RELATING TO THE DEPLOYMENT OF THE WHISTLEBLOWING SYSTEM

Indicator	Scope	2018	2019	2020	2021	2022
% of revenue covered by an ethics whistleblowing system	The Keolis Group	54%	54%	60%	89%	89%

Group Tax Policy

Background

As a company present in various countries outside France, the Keolis Group recognises the key role of taxation in the budget and development of the countries in which it operates. Keolis supports the project on Base Erosion and Profit Shifting (BEPS – the OECD set of recommendations to combat tax evasion) and is convinced that increased tax transparency contributes to reducing unfair tax competition and, as a result, benefits its business.

Keolis applies the following guiding principles:

- ▶ act as a responsible tax citizen, in compliance with applicable tax laws and regulations;
- ▶ encourage ethical and transparent business practices;
- ▶ encourage an open and trust-based dialogue among tax policy-makers and companies;
- ▶ commit to providing transparent and accessible information to tax administrations in order to facilitate their understanding of its tax strategy.

Keolis' commitments

The Group's tax policy includes four key commitments shared with SNCF:

1. COMPLIANCE – PAYING THE RIGHT AMOUNT AT THE RIGHT TIME

Keolis undertakes to comply with applicable tax laws and regulations wherever the Group operates. For Keolis, compliance means paying the right amount of tax in the right place at the right time. This involves disclosing all relevant facts to the tax authorities, and possibly requesting any reductions and incentives that may be applicable.

2. RESPONSIBILITY IN THE ORGANISATION OF THE TAX STRATEGY

In structuring its commercial activities, Keolis takes into account, among other things, the tax laws of the countries in which it operates, with a view to sustainably maximising value for its partners or employees.

Any structure that is put in place will have commercial and economic substance and will take into account the potential impact on the Group's reputation and integrity. Keolis will not implement artificial arrangements purely for tax purposes.

For cross-border transactions, Keolis applies the OECD standards and ensures that the transfer pricing policies implemented within the Group comply with the arm's length principle.

3. EFFECTIVE TAX RISK MANAGEMENT

Given the scope of its activities and the volume of its tax obligations, the Group may be exposed to risks relating to the interpretation of national or international tax provisions.

Keolis acts actively to identify, assess, monitor and manage these risks in order to ensure that its actions remain compliant. Where there is significant uncertainty or complexity, external advice may be sought, particularly with regard to the Group's international tax obligations.

4. CONSTRUCTIVE RELATIONS WITH TAX AUTHORITIES

Keolis does not take tax positions likely to compromise its reputation and probity in the eyes of the public, the tax authorities or the public transport authorities. Keolis always responds openly and honestly to any request for information from the competent authorities.

Each year, the SNCF Group, of which Keolis is a subsidiary, files a "Country by Country Report" (CbCR), in accordance with international recommendations and French tax law, including Keolis in its scope.

5. REGISTERED OFFICE SUPPORT FOR SUBSIDIARIES

The Group's Tax Department supports its various subsidiaries in order to ensure their tax compliance, according to the various local contexts, by:

- ▶ participating in periodic meetings with accounting managers;
- ▶ responding to specific questions from subsidiaries either in writing or orally (as would a tax consultancy).

Lastly, each subsidiary has tax officers.

8. REPORT BY THE INDEPENDENT THIRD PARTY

(For the year ended 31 December 2022)

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 auditors of Groupe Keolis S.A.S. (hereafter "the entity") and in response to your request, we have performed work designed to provide a reasoned opinion expressing a moderate level of assurance on the historical information (observed or extrapolated) of the consolidated Statement of non-financial performance, prepared in accordance with the entity's procedures (hereafter the "Guidelines") for the year ended 31 December 2022, (hereafter respectively the "Information" and the "Statement"), presented in the management report and prepared on a voluntary basis in accordance with the provisions of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code.

Conclusion

Based on the procedures we performed, as described in the "Nature and scope of our work" section, and on the information we obtained, nothing has come to our attention that would lead us to believe that the consolidated Statement of non-financial performance is not in compliance with the applicable regulatory requirements and that the Information, taken as a whole, is presented, accurately, in accordance with the Guidelines.

Comments

Without calling into question the conclusion expressed above and in accordance with the provisions of Article A. 225-3 of the French Commercial Code, we make the following comment:

No key performance indicators are presented for policies relating to operations, maintenance and dialogue with stakeholders.

Preparation of the Statement of non-financial performance

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

Management is responsible for:

- › selecting or establishing suitable criteria to prepare the Information;
- › preparing, on a voluntary basis, the Statement in accordance with the legal and regulatory provisions, including a presentation of the business model, a description of the principal non-financial 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);
- › preparing the Statement in accordance with the entity's Guidelines as mentioned above; as well as
- › implementing such internal control as it deems necessary to enable it to produce Information that is free from material misstatement, whether due to fraud or error.

The Statement was prepared by the Management Board.

Responsibility of the Statutory Auditor

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 accuracy of the historical information (observed or extrapolated) provided pursuant to Article R. 225105 I-3 and II of the French Commercial Code, namely the results of the policies, including key performance indicators, and the measures relating to the main risks.

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 (notably with regard to the information provided for by Article 8 of regulation (EU) 2020/852 (green taxonomy), where applicable, the vigilance plan and the plan to fight corruption and tax evasion);
- › 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

Our work described below was performed in accordance with the provisions of Articles A. 2251 *et seq.* of the French Commercial Code, the professional doctrine of the Compagnie Nationale des Commissaires aux Comptes (CNCC) relating to this type of engagement, notably the technical opinion of the CNCC, Intervention of the Statutory Auditor – Intervention of the ITO – Statement of non-financial performance in lieu of a verification programme, and the international standard 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 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 six people between September 2022 and March 2023 and took a total of four weeks.

We were assisted in our work by our specialists in Sustainable Development and Corporate Social Responsibility. We conducted 19 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 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 covers each category of social and environmental information provided for in Article L. 2251021 III;
- › we verified that the Statement presents the information set out in Article R. 225-105 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:
 - assess 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 certain risks (safety, dialogue with stakeholders, client experience, employee commitment and sustainable purchasing), our work was carried out at the level of the consolidating entity; for other risks, work was carried out at the level of the consolidating entity and in a selection of entities, namely Rennes, Bordeaux Métropole, Métropole Orléans, Courriers Île-de-France, Porte du Dauphiné, Épinal, Littoral, Touraine, Cykleo, Sverige, Rail Service Virginia, Amey Docklands, MHI Dubai;
- › 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 out with a selection of contributing entities, namely Rennes, Bordeaux Métropole, Métropole Orléans, Courriers Île-de-France, Porte du Dauphiné, Épinal, Littoral, Touraine, Cykleo, Sverige, Rail Service Virginia, Amey Docklands, MHI Dubai, and covers between 20% and 21% of the consolidated data 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, 30 March 2023

One of the statutory auditors
PricewaterhouseCoopers Audit

Amélie Wattel
Partner

Aurélié Castellino-Cornetto
Sustainable Development Director

APPENDIX: LIST OF THE INFORMATION WE CONSIDERED MOST IMPORTANT

KEY PERFORMANCE INDICATORS AND OTHER QUANTITATIVE RESULTS

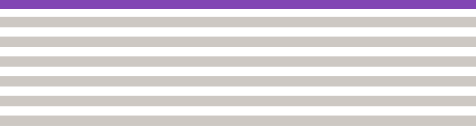
- › Health and safety: number and proportion of employees working under a safety management system certified according to ISO 45001 or 39001, frequency rate of workplace accidents, severity rate;
- › Security: subsidiaries that have rolled out the campaign, number of partnership agreements with the internal security forces signed and in force, share of Group revenue covered by a system to prevent & combat sexist and sexual attacks;
- › Operation and maintenance: networks affected by general interest works, fundamental requirements, vehicles equipped with the Stratio tool;
- › Ethics and GDPR: number of DPOs, employees whose awareness was raised, employees who followed the MOOC, average score, share of revenue covered by DPO, by a compliance officer, by a whistleblowing system;
- › Purchases: € of expenditure, number of suppliers, suppliers included in the EcoVadis network with a score higher than 45/100, share of improvement when reassessed, share of expenditure covered by a third-party assessment of suppliers' CSR performance;
- › Transition: number of sites equipped with rainwater collection and vehicle wash water collection systems, vehicle fleet and its evolution, commercial traction greenhouse gas emissions, proportion of kilometres travelled by alternative energy commercial road vehicles, % of employees covered by the ISO 14001 standard compared to the revenue of subsidiaries, share of recovered waste (consumption);
- › Societal: PIMMS partner networks, people supported and mediation actions, number of hires on open-ended contracts, number of students who benefited from awareness-raising initiatives, % of subsidiaries' revenue redistributed on average for the Sustainable Development of the region, purchases from Social and Solidarity Economy actors (€M) including inclusive purchases;
- › Diversity and inclusion: Hello Handicap offers and interviews, proportion of employees with a GEEIS certification for professional equality, proportion of women in the total workforce (including drivers/transport employees, managers), proportion of workers declared disabled;
- › Training: payroll trained, training programmes including energy transition, number of apprentices and VIE, number of EFFIA managers trained, proportion of employees trained;
- › Social dialogue: conflict rate, coverage rate of employees by IRP and Cykleo data (employees, establishments, bicycles, parking spaces, self-service stations);
- › Engagement: departure rate and average length of service;
- › Client experience: subsidiaries committed to KSS, footfall data, number of electric vehicles, T13 stations, carpooling lines, Star's subscribers, net promoter score;
- › Accessibility: number of commitments, levers, jobs, training participants, subsidiaries with an accessibility telephone service.

QUALITATIVE INFORMATION (ACTIONS AND RESULTS)

- › Health and Safety: IMPACT sst programme, deployment of the Restorative Just Culture;
- › Security: Keolis Amey best practice, Travelsafe strategy, women sponsorship;
- › Operations: self-assessment tool, real-time measurement tool at Keolis Tours, training in eco-driving of buses and coaches;
- › Maintenance: KIHM change support programme, roll-out initiated through Keolis MHI Dubai, Stratio tool, Keolis Dubai Smart Station best practice;
- › Ethics: new SNCF application tool, automated best practice form for declaring gifts and invitations, professional whistleblowing procedure;
- › GDPR: provision of a Group toolkit to directors and managers, awareness-raising e-learning made mandatory, awareness-raising at Keolis Rennes and MOOC participation;
- › Purchasing and ecological transition: suppliers with the highest GHG emissions, 2022 risk mapping analysis, "For a committed digital" initiative, Lyon and Dubai ISO 14001 certification;
- › Societal: Languedoc-Grands Causses (Lucie Label), two projects supported by the SNCF Foundation;
- › Diversity & Inclusion: extension of certifications to GEEIS Diversity, Diversity Drives Us, "Diversité & Inclusion" Index, Yarra Trams best practice;
- › Training and development: Institut Keolis Qualiopi certified, KIHO training, Energy Transition training, EFFIA best practice training for managers on accidents and absenteeism;
- › Engagement: barometer, Danceathon by Amey Docklands, Keo' Mouv app, Maison Bleue, We Care health is wealth;
- › Client experience: new underground railway Line B in Rennes, passenger booster, Keolis CX awards;
- › Accessibility: citizen experience award 2022 - 3rd place, Cap-Handéo, guidance solution by QR codes Tram Australia;
- › PD Dialogue: 12th annual external stakeholders' committee.

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