

2022 Integrated Report

# Shared Ambitions

By your side to meet today's **mobility challenges.**



KEOLIS

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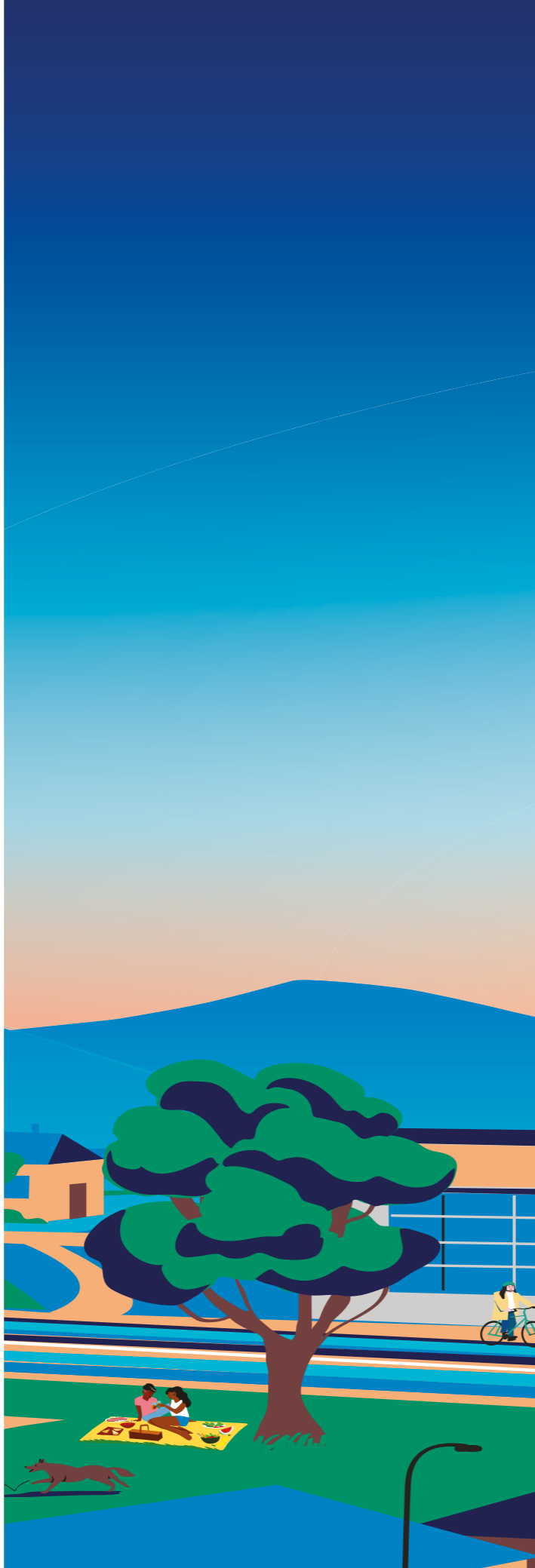
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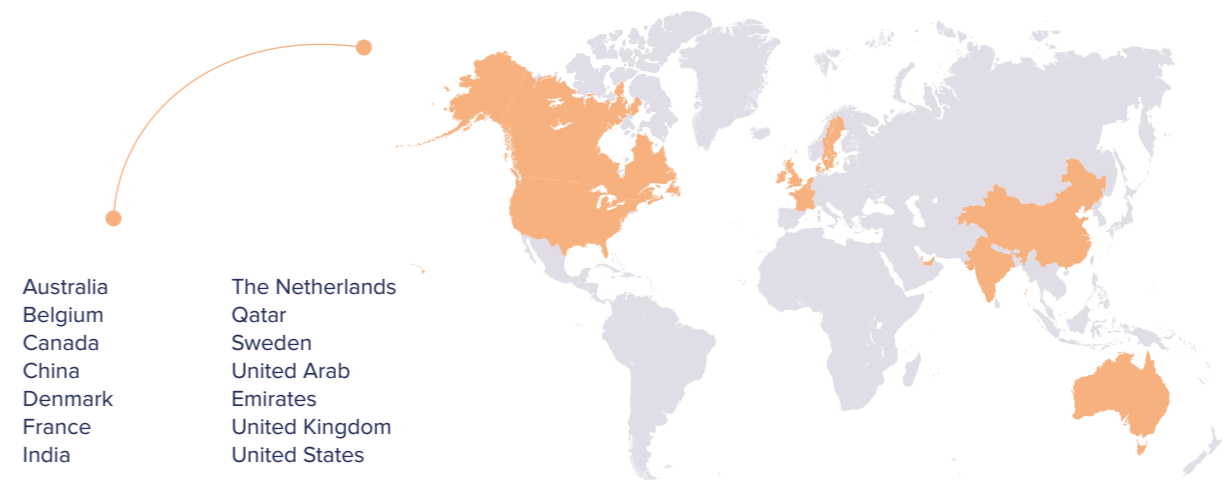
## PROFILE

# Keolis, a world leader in shared mobility

**W**ith 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?

**I**t 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 their trust in us for their urban

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

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.

# 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.



# Business 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

## STRATEGY

## BUSINESS MODEL

## Activities

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



## 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
- **Two major areas of innovation:** understanding mobility and customer experience



### PTA partners

- **59 projects initiated** by local nonprofits selected for support from Coups de Cœur 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.



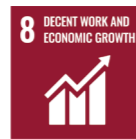
Keolis considers its employees as its primary asset. Through the Keolis Way transformation programme and Group-wide safety policy, Keolis looks out for its employees safety and physical and mental health by promoting wellbeing and combating discrimination in the workplace. This policy also covers the 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, *Kompliance*, in 2013. The programme sets out the right kinds of behaviour, as well as those prohibited by law and by the ethical conception of business. It helps each employee to adopt the right attitude to prevent and manage the risks they may face. The Keolis Ethic Line (KEL) professional alert system allows employees to signal their concerns.

# Financial performance

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

Revenues



Recurring EBIT



Net recurring profit, group share



adjusted for exceptional items

Net debt (excluding IFRS 16)



Share of revenues covered by the ISO 141001 certification in 2022

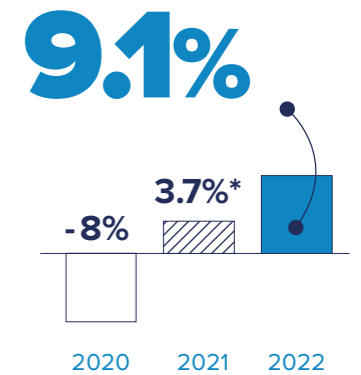


CSR strategy



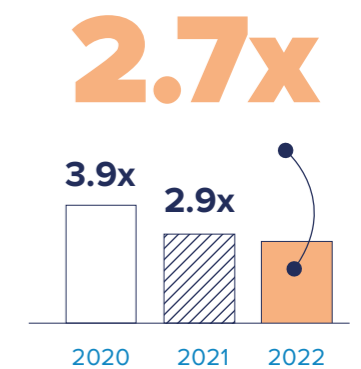
loan indexed to ESG indicators

Organic variation in revenues (annual variation)



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

Leverage Net financial debt / EBITDA\*



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





GOVERNANCE

# The Supervisory Board

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

## 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



Jérôme Tolot,  
Chairman of  
the Supervisory Board

**“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.”**

# 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

**2. Pierre Gosset**,  
Group Director  
Industrial Division

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

**4. Sophie Durand**,  
Group Director  
Communications

**5. Christelle Villadary**,  
Group Chief Financial  
Officer

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

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

**8. Bernard Tabary †**,  
Chief Executive  
Officer International

**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.



# Accelerating the transition to low-carbon mobility

**I**n 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 CO<sub>2</sub> 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!

## 400 M

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

**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.”

**Dan Ravn,**  
CEO of Odense Letbane



“With Denmark aiming to be carbon neutral by 2040, the transport sector will have to make a contribution – and Odense is looking to achieve that goal even earlier, in 2030. Currently, most journeys in the city are made by passenger car, but since opening in late May 2022, the new tramway has already quintupled ridership on routes previously served by busses: when passengers see rails, they prove more willing to switch – and businesses invest along the lines, too. We are Denmark’s second tramway: the first, in Aarhus, is also run by our operations and maintenance provider Keolis. Our partnership started during construction in 2018, and thanks to Keolis’ knowledge both of obtaining approval for tramways in Denmark and of running them worldwide, we opened the line on schedule and ran at 98% availability from the start. Today, we count over 500,000 riders per month, with high rates of passenger satisfaction.”

## 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, Keolis Group

## 85%

increase in electric buses since 2019.

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



# Our solutions for a faster transition to **low-carbon mobility**

In France and around the world, Keolis is working with its PTA partners to develop and implement a range of low-carbon mobility solutions. From fleet conversion and the measurement and analysis of CO<sub>2</sub> emissions to smart charging and training in eco-driving techniques, here's how Keolis uses collective intelligence to build synergies and generate new opportunities.

## Aalborg, Denmark

# 100%

Keolis has strengthened its position as a carbon-free public transport operator with a new 100%-electric interurban bus network in Aalborg, Denmark.



## Antibes, France

Keolis has inaugurated a new sustainable bus depot in Antibes. A large-scale symbol of the Group's commitment to meeting mobility needs while protecting the environment, the depot is self-powered via 75 square metres of rooftop solar panels and features a system that enables it to recycle 95% of the water used to wash vehicles.

## Nancy, France

### A tool for monitoring the modal shift and CO<sub>2</sub> emissions

Keolis and its Hove subsidiary developed a tool in 2022 that collects and analyses a region's mobility data. Once processed, this data can be used to measure the greenhouse gas emissions associated with different modes of transport. Named Patterns CO<sub>2</sub>, the tool collects users' anonymised GPS data and then analyses their movements. By identifying each transport mode, it allows continuous monitoring of the impact of mobility policies and projects on a particular geographic area.

# 5,000

bus and coach drivers trained in eco-driving techniques

The 5,000 drivers trained each year in eco-driving techniques at its regional training centres are further evidence of Keolis' commitment to enhancing safety and reducing CO<sub>2</sub> emissions. By practising on vehicles equipped with sensors, participants learn to minimise fuel consumption and adopt a more environmentally-friendly driving style.

## Alès, France

Accelerating the energy transition via a multimodal approach

Keolis has been helping the French city of Alès transition to a cleaner public transport network since 2021. Solutions implemented to date include a hydrogen-powered bus, the conversion of the city-centre shuttle fleet to electric power, a 100% increase in the number of e-bikes available, the deployment of France's first public carpooling network and the introduction of 50 electric scooters to help people complete the "last mile". This multimodal approach to the energy transition has two key objectives: boosting public transport ridership and increasing revenue by 28%.



**Pierre Gosset,**  
Group Director  
Industrial Division,  
Keolis

### **PARTNERSHIP BETWEEN KEOLIS, IVECO FRANCE AND FORSEE POWER**

**“This alliance represents an important step in improving battery knowledge. By serving as a testing ground, the Aix-en-Provence network and its fleet will help to reduce energy use in the long run by offering a more accurate assessment of how batteries perform in real-time situations and the factors that affect their life span.”**



## Sweden

**Deployment of a smart charging solution**

To speed up the electrification of its bus fleet, Västtrafik, the Swedish public transport authority for the Gothenburg region, invested in Charge Eye. This innovative fast-charging solution has already been implemented in Gothenburg and will soon be deployed in the city of Lund, where Keolis has been awarded a multimodal operating contract.

# Developing people-friendly mobility solutions for everyone

Over **50%**

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

Source: Études Keoscopie 2022.

**A**fter 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.

**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.”

**3.2Bn**

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

**Marie Zehaf,**  
Vice President of  
Grand Besançon with  
responsibility for  
transport and parking



“In the Greater Besançon area, we’ve been tapping into Keolis’ expertise since 2018 to come up with initiatives that meet the specific needs of our communities and citizens. One of the results of this collaboration is the Ginko Mobilités customer service centre, which was inaugurated in May 2022. The centre covers all our Ginko mobility services, from buses and trams to e-bike hire and carpooling, but also Facility Park’s parking solutions, the Citiz carsharing and VéloCité bike-sharing services, and the sale of tickets for regional express trains. Staff handle all inquiries with the same level of care to ensure that every user finds a sustainable mobility solution adapted to their situation. In line with our commitment to a more inclusive network, we’re rolling out the Ezymob app, which makes it easier – and safer – for people with a visual impairment to move around on buses and trams and in transport hubs. In 2023, our efforts will focus on the tram network. In partnership with Keolis, we’re going to look at ways of easing rush-hour congestion so we can continue to offer passengers an efficient and comfortable public transport experience.”

## What Keolis is doing

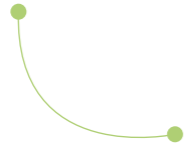
“Our approach is centred on understanding each individual and their needs, thanks to unique tools and resources like Keoscopie, our mobility trends observatory, and Patterns, which uses GPS data to analyse movement in a specific area. By paying close attention to passenger expectations and drawing on 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,  
Keolis



# Our solutions for people-friendly daily travel



Better understanding and effectively meeting passengers' needs are also part of the major mobility challenges ahead. Working closely with public transport authorities worldwide, Keolis has made innovation and digitalization of its solutions a cornerstone of its strategy to improve the passenger experience and provide safe, dependable and accessible networks that meet the day-to-day needs of all travellers.

## Orléans, France

### RésaTAO, the new Orléans Métropole on-demand transport service

In January 2022, Orléans Métropole and Keolis Métropole Orléans introduced their new RésaTAO service. In addition to a fleet of more modern, comfortable and eco-friendly buses, the network features one of the most advanced on-demand services of its kind. Passengers can book journeys several days ahead and up to five minutes before they need to set off. This innovative new travel tool was built exactly with the needs and expectations of people across the Orléans area in mind.



## Lyon, France

### Real-time metro crowding information

A trial underway at Lyon's Sans Souci metro station lets waiting passengers know in real time how crowded the next train is. LED displays above each door show the level of occupancy of each carriage, so that passengers can choose to wait in front of the least crowded carriage for a more enjoyable journey.

## Hove, the Keolis Group's new digital subsidiary

In March 2022, Keolis launched Hove, a new entity dedicated to devising digitally-enabled mobility solutions. Hove's 110 digital experts develop applications that provide a smoother passenger experience, such as Nativia, a real-time journey planner allowing users to find the best routes to get from A to B using all available means of transport.

## Melbourne, Australia

### Real-time information on tram networks

In Melbourne, passengers can now follow the journey of each tram in real-time with the help of their smartphone. The tramTRACKER technology provides digital information to passengers, including arrival times and anticipated disruptions, through a system of QR codes available across the entire network.

## Lille, France

### Code-word campaign to help people stay safe on public transport

In Lille, the Ask for Angela scheme was extended to all seven Ilevia network customer service centres in March 2023, following an initial experiment involving three of them in November 2022. Adopted in various forms in several countries, Ask for Angela is a consumer facing campaign which allows people who feel like they are in an unsafe situation to ask staff for assistance discreetly using the "Angela" code word. Being involved in the Ask for Angela campaign reflects Keolis Lille Métropole's commitment to ensuring everyone feels safe when travelling by public transport.



## Besançon, France

### Ginko Mobilités: an agency bringing together all mobility services

In May 2022, Keolis Besançon Mobilités opened a new customer services centre in the heart of the city. Closer to passengers and accessible to people with reduced mobility, the Ginko agency now covers all of the shared and virtuous mobility solutions offered by the Grand Besançon Métropole area.

## Strasbourg, France

### Strategic and operational support

Compagnie des transports strasbourgeois (CTS), which operates Strasbourg's Eurométropole urban transport network, renewed its technical assistance contract with Keolis in January 2023 for a further four years. One of the key objectives is to improve day-to-day efficiency in order to offer optimal and more eco-friendly services. Under the contract, Keolis is providing support for the extension of Line G of the Bus Rapid Transit (BRT) network, due to begin in December 2023 (covering at least 5 more kilometres and 12 new stations). This is the first stage in a project to revitalise the Réseau Express Métropolitain (REME) network by 2027.

# Having a positive impact on all communities

**W**hile 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.

**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.”

**Doran Barnes,**  
CEO of Foothill Transit



“The California region is particularly impacted by climate change. Aware of its role to play, Foothill Transit was one of the first US transit agencies to adopt a zero-emission bus program. The deployment of this project was made possible through close-knit partnerships, like the one we share with Keolis, which provided valuable expertise in identifying and addressing operational challenges. Such knowledge sharing is crucial to public transit’s success and has enabled us to broaden the positive impact of zero-emission fleet initiatives, not just here in California, but across the globe. As part of its contract, extended for four years in 2023, Keolis will continue to support us to provide a service that efficiently and effectively meets our communities’ needs: an increasingly safe, reliable and sustainable transportation system.”

## 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, Keolis Group

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

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.



# Our solutions to ensure a positive impact on cities and regions

Keolis works with public transport authorities to meet the major mobility challenges in the cities and regions we serve. We offer a tailored approach based on close attention to needs on the ground and joint development of solutions. From Bordeaux to Doha and Hyderabad to Rennes, Keolis helps its PTA partners to implement more innovative, efficient and sustainable mobility solutions.

## Dubai, United Arab Emirates

In Dubai, Keolis is working with local partners to build an innovation laboratory, which will help expand our expertise in passenger flow management around large-scale events.

## Hyderabad, India

### Keolis extends its contract in Hyderabad

In March 2022, L&T Metro Rail Hyderabad Limited extended the Keolis contract for the maintenance and operation of its automated metro system by three years. Through a continuous improvement approach, this partnership has enabled the network to achieve an overall passenger satisfaction level of 93%.

## Doha, Qatar

### FIFA World Cup 2022: an exceptional operation

On match days, between 450,000 and 850,000 spectators were able to travel smoothly and safely on the public transport network thanks to an exceptional operation by RKH Qitarat and Qatar Rail. To achieve this success, the two partners hired 3,700 new people, delivered 96,000 hours of training and conducted 9,000 hours of resilience testing.

## United Kingdom

### Keolis wins new London contract

In March 2022, Keolis was awarded a new three-year contract (through Govia, our joint venture with Go-Ahead Group) to operate and maintain the Govia Thameslink Railway (GTR), the UK's largest network and one of the busiest in the country.

# 3,800 spaces

To adapt and meet the needs of the 2 million visitors expected during the Route du Rhum transatlantic yacht race, the Saint-Malo metropolitan area created 3,800 new parking spaces with EFFIA, its parking services provider.

## Rennes, France

### City reimaged with new Line b

In September 2022, almost 20 years after Line a entered service, Rennes officially opened Line b of its light metro system operated by Keolis. To ensure transport services are aligned with actual needs and expectations, Rennes Métropole invited passengers to share their views and recommendations at [fabrique.star.fr](http://fabrique.star.fr). Users submitted 65 ideas to improve their experience on the network.



## Mont-Saint-Michel, France

In Mont-Saint-Michel, Keolis and EFFIA won the contract to operate and maintain the parking facilities and shuttle services. In 2023, the diesel shuttle buses will be converted to biofuel.

## Bordeaux, France

### Keolis Bordeaux Métropole Mobilités: a mission-driven company

In 2022, when its contract for the operation and maintenance of the entire Bordeaux metropolitan area network was renewed, Keolis Bordeaux Métropole Mobilités officially announced its status as an *entreprise à mission* — a French legal framework where businesses pursue a stated social and environmental purpose with a set of sustainability goals. The announcement is a first in the public transport sector in France. The operator unveiled 15 action plans covering the key areas of CSR, with specific goals. These include an 80% reduction in CO<sub>2</sub> emissions from traction energy. The collaboration, which began in January 2023, will create two new tram links using existing infrastructure, introduce seven new express bus routes and develop on-demand transport, river bus routes and bicycle hire services.



## Île-de-France, France

### T13 tram: all the comfort of a train

Keolis' new T13 tram-train has been in service since July. This new hybrid mode of rail transport combines the comfort of a train and the performance of a tram. The service links Saint-Germain-en-Laye and Saint-Cyr-l'École and runs seven days a week from 6 am to midnight. A new mobility solution in the Yvelines area, southwest of Paris, where nearly 21,000 daily commuters are expected by 2027.

# More inclusive career paths to develop local employment

**W**hile 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.

**86.5%**

of Keolis employees worked in a GEEIS certified entity at end-2021 (goal for 2025: 95%).



**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."

**4<sup>th</sup>**

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

**Carole Delga,**  
President of the  
Regional Council  
of Occitanie



"In our region, we grasped the scale of the nationwide labour shortage affecting our sector very early on. To prepare for the upcoming shortfall in drivers on our regional transport network liO, at the beginning of last year we launched a major recruitment campaign with the industry and our partners, including Keolis. The ambitious aim was to recruit 550 school bus drivers. The results were very satisfactory. By September, when the French school year starts, we'd already recruited around 300 new drivers. The campaign was successful because everyone played their part. The Region united, informed and provided funds for training, and the transport operators – notably Keolis – stepped up and did the hiring, with support from Pôle Emploi and OPCO Mobilités for training funds. In human resources, as in many areas, forward planning is the key to dealing with tricky situations!"

## 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,  
Keolis



# Our solutions for creating local jobs and inclusive careers

At a time when upheavals in the labour market are impacting the entire public transport sector, Keolis is stepping up efforts to attract and retain new talent and offer more inclusive career pathways. Recruitment drives, an enhanced candidate experience, new training opportunities, candidate referral programs, advertising campaigns – Keolis is pulling out all the stops to develop the attractiveness of its professions across the regions.

# 21.8%

women in the Group as of the 3<sup>rd</sup> quarter of 2022 (goal for 2025: 24%)

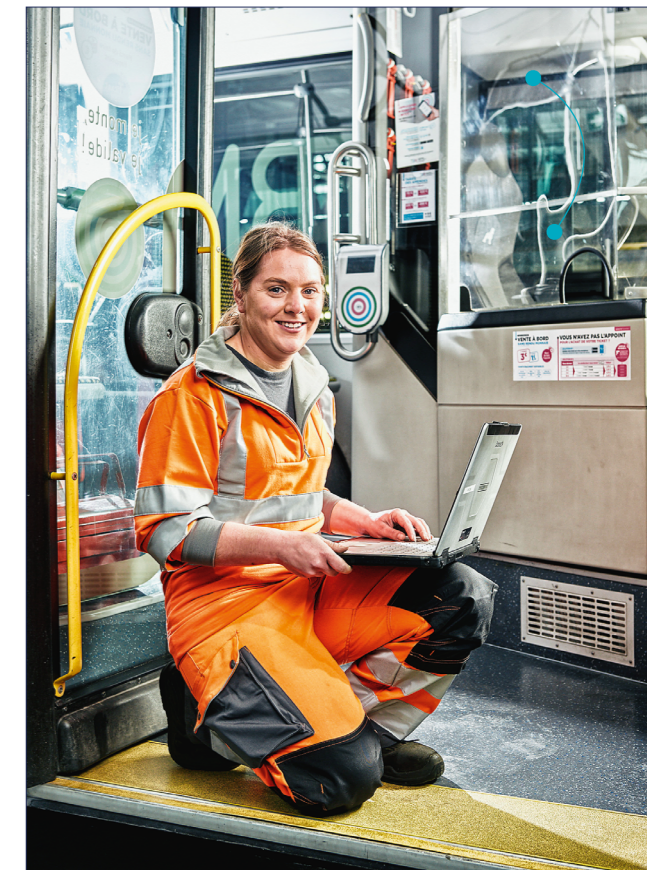
Rolled out in 2022, Keolis' disruptive global recruitment campaign #DIVERSITYDRIVESUSFORWARD illustrates that talent has no boundaries, colour, gender, limits, orientation or age.



## Bayonne, France

Three initiatives to enhance employee wellbeing in Bayonne

In just one year, Keolis simultaneously implemented three quality programmes in Bayonne: Keolis Signature Service (KSS), Keolis Industrialises and Harmonises Operations (KIHO) and Keolis Industrialises and Harmonises Maintenance (KIHM). The goal? To meet performance, safety, wellbeing and environmental requirements in collaboration with passengers, PTAs and employees. This co-construction process, which is central to the programmes, allowed staff involved to enhance their sense of purpose.



## Dubai, United Arab Emirates

### Keolis MHI Dubai obtains gender equality certification

Only six months after launching operations in Dubai, Keolis MHI – where 30% of the workforce is female – was awarded the Gender Equality European & International Standard (GEEIS) certification. With a workforce featuring 39 different nationalities, the Group is pursuing efforts to promote genuine equal opportunities and diversity in all its geographies.

### ReKroute: Keolis steps into action

In June 2022, Keolis rolled out a dynamic recruitment campaign called ReKroute to help fill 1,000 job vacancies throughout France. Actions aimed at specific goals were put in motion: raising the profile of the Group and the career opportunities it offers, improving its candidate sourcing strategy, attracting candidates from more diverse backgrounds and building employee loyalty. Other initiatives will be implemented in the months ahead to meet recruitment needs and make the Keolis employee experience a differentiating factor vis-à-vis public transport authorities.

# 130,000

orders taken by JUSSIEU secours France teams using KOMAND, an innovative software solution developed by Keolis Santé for the Mon Patient 2022 project, part of the digital transformation of ambulance services.

# 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](http://www.keolis.com) and in **At a glance**

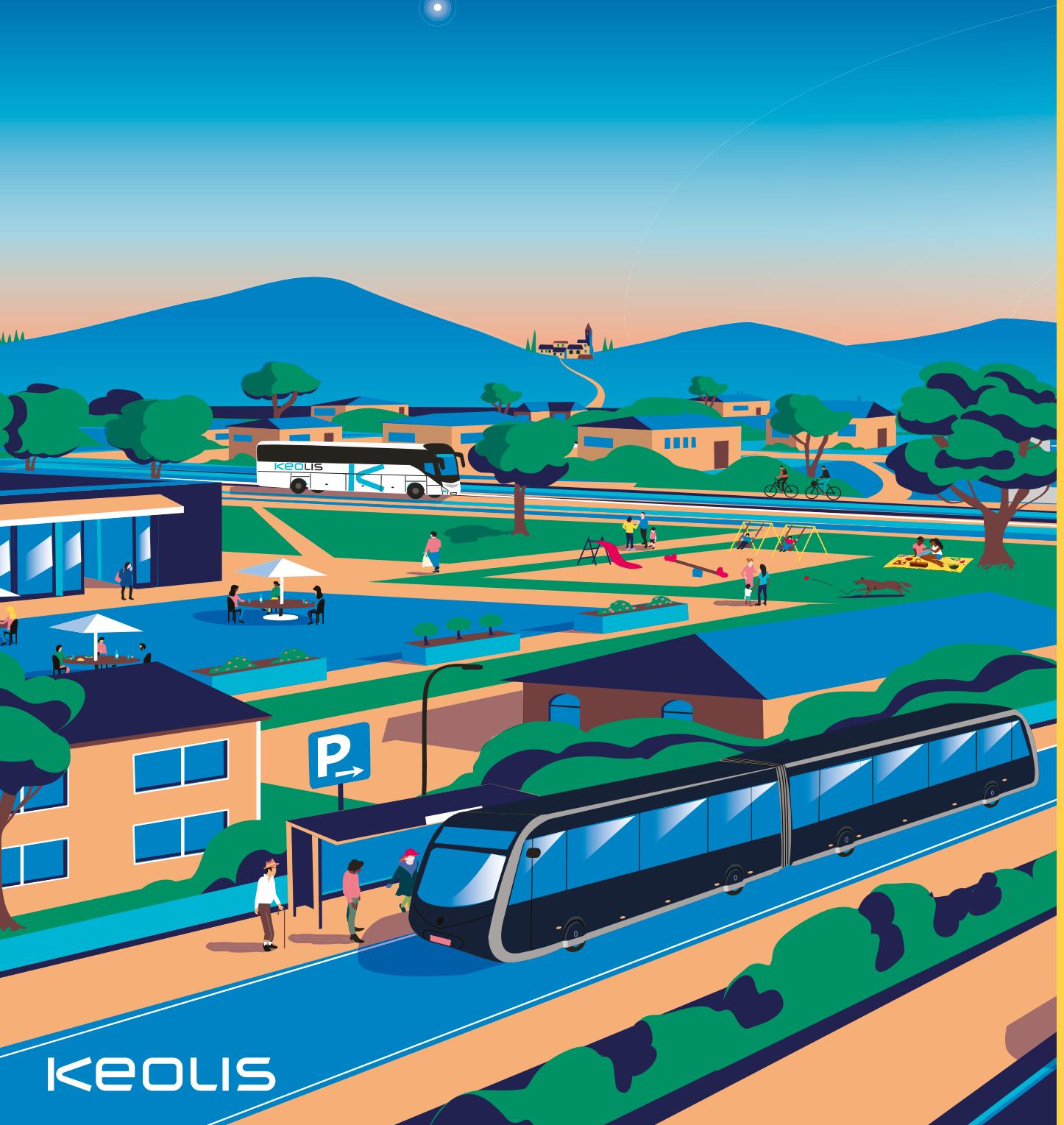


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