An aerial photograph of a coastal town built on a hillside. In the foreground, a modern high-speed train with a white, red, and black livery is traveling on tracks that run parallel to a rocky shoreline. A large, well-maintained green field, possibly a sports field, is situated between the train tracks and the town. The town itself consists of numerous houses and buildings, some with red roofs, nestled on the slope. The sky is overcast with grey clouds.

2018

ANNUAL REPORT

BUILDING INCLUSIVE  
AND SUSTAINABLE MOBILITY

KEOLIS

# CONTENTS



**P.4** OUR CONTRIBUTION TO THE COMMON GOOD



**P.6** Vision and ambition



**P.10** Governance



**P.14** Strategy and guiding principles



**P.20** Performance and results



**P.26** OUR COMMITMENT TO TRANSPORT AUTHORITIES AND PASSENGERS



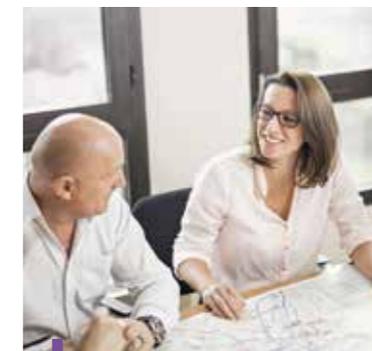
**P.28** Re-imagining the passenger experience



**P.40** Contributing to the vitality of local communities



**P.52** Handling all modes



**P.64** Acting responsibly

**2004:** Keolis becomes a signatory of the United Nations Global Compact

**75%**  
of our employees work in a GEEIS-certified subsidiary

**3.3 billion**  
passengers carried in 2018, half of them outside France

Nearly  
**50%**  
of Keolis' turnover is from its international activities

# COMMON GOOD

Our vision is based on inclusive, safe and environmentally friendly mobility. We adhere to ethical values and responsible commitments that contribute to our strong performance.



*Mobility is at the heart of people's lives. It should be accessible, shared, integrated and contribute to improving the quality of life in communities.*



Keolis **turnover** in 2018:

**€5.93 billion**

Partner to more than

**300**

**public transport authorities**  
in 2018

## INTERVIEW WITH JEAN-PIERRE FARANDOU

### JEAN-PIERRE FARANDOU

*Group Executive Chairman, Keolis*

#### **How did the Group perform in 2018? Could we say that 2018 has been a record year?**

**Y**es, considering Keolis is now an established player among the top three worldwide with a turnover of close to €6 billion in 2018. Beyond these excellent results, I would underline the fact that our growth is consistent. We've seen annual sustained increases of over 10% for almost 15 years now.

Our results are due to a combination of several factors. On the one hand, we are renowned on the market for our expertise in passenger insight and experience, and on the other, we are recognised for the quality of our offer and our services, as well as for the robust relations we build with the public transport authorities (PTA) ●●●

*We work on a results-guaranteed basis and we offer transport authorities a trustworthy partner both in terms of operational project roll-out and in the support and advice we can provide.*

”

and our capacity to innovate. And this is why we are chosen for large-scale projects. In 2018, we won Denmark's second light rail network, the whole rail network of Wales in the UK, multimodal transport services in Chambéry and Nancy, and several parking contracts in France through our subsidiary EFFIA. In parallel, we launched automated metro networks in Asia (Shanghai and Hyderabad), and in 2019, in the Middle East (Doha).

Our success also comes from the quality of the proposals we make to PTAs in a landscape characterised by the growing challenges of sustainable mobility and personalised transport. We provide pioneering solutions including real-time on-demand shared transport in Bordeaux, Sydney and Southern California, and open payment in Dijon.

#### What is your vision of mobility?

**M**obility is at the heart of people's lives. It must be inclusive and accessible whilst remaining a public service managed or regulated by the transport authorities. However, the fundamental right of mobility for all faces many challenges due to major transformational issues like the transition to greener energies and ageing populations.

Across the world, we are seeing citizens wanting to take part in resolving these issues. At Keolis, we believe that mobility should be a process of co-construction with the communities, their citizens and local economic and social stakeholders.

We are moving from a market of subsidised public transport to a more global market of people-centric mobility. Individuals want integrated mobility solutions that offer a whole mix of services accessible from one single platform. The way we see mobility is based on strong partnerships between the transport authorities and the transport operator. The latter must now take on the role of a partner, a facilitator, as opposed to the role of simple operator.

#### What are the fundamentals for responding to market expectations?

**F**or Keolis, two factors remain fundamental: our operational excellence and our highly innovative solutions. We are second to none when it comes to our core business attributes of passenger safety, punctuality and cleanliness in all our networks. The results are illustrated in international studies and our client satisfaction survey.

We believe, and this is a part of our DNA, that we have to satisfy not one, but two kinds of customers: the transport authorities and our passengers – their satisfaction is at the heart of our activity. To this end, we have defined a chart of service standards called Keolis Signature Service. And we are committed to deepening our understanding of passengers' expectations with our Keoscope surveys.

In addition to these solid historic foundations, we have rolled out our continuous improvement programme called KeoLife across our 300 subsidiaries. And in 2018, we established the Digital Academy, a digital training programme open to all Keolis employees. Our commitment to advancing learning and collaboration allows us to respond to PTAs' expectations in terms of innovation and guiding change.

#### What strengths can the Group harness to pursue its strategy?

**O**ur strengths are apparent in our financial fundamentals as well as our long-established role as a pioneer and our capacity to innovate. We are a Group that has developed deep and diverse expertise and skills and fosters a collaborative work ethic by championing knowledge sharing across our networks.

We are open-minded as shown by our projects with diverse partners from business, start-ups, local communities and higher education. Keolis lies at the heart of a real ecosystem of expertise and this gives us the opportunity to go out and find new skill sets wherever they are.

Projected increase in global demand for public transport:

**+ 21%**  
between now  
and 2030

The open market value in countries where Keolis is present:

**€70 billion**

I am also proud to say that we are a supportive group that pulls together for the success of our projects and our subsidiaries. Our employees are committed to the cause of sustainable mobility and work hard to achieve results in their respective regions. We are uncompromising in our dedication to shared mobility.

#### What are the perspectives for 2019?

**W**e are convinced that mobility solutions must be multimodal and intermodal and we want to provide a greater range of solutions. We will launch pioneering solutions, such as the first completely electric Bus Rapid Transit (BRT) in Amiens and Bayonne and the first hydrogen-fueled BRT in Pau in France. We also want to showcase our new dynamic mobility solutions, like MaaS (Mobility as a Service) and real-time on-demand transport as well as tomorrow's modes like autonomous shared cabs which will complement or substitute bus routes. We will also continue to promote digital platforms, as we do with One Park, a parking space booking app.

This turnkey solution approach is at the heart of passengers' needs. Sharing it with the PTAs places them at the heart of an ecosystem and gives them the tools to successfully implement their mission – the provision of mobility services adapted to each and everyone's needs.

*We are convinced that mobility solutions must be multimodal and intermodal. This is a vision that we roll out across all our networks, based on our comprehensive understanding of communities.*

”



## A PERSPECTIVE BY JOËL LEBRETON

THE ROLE OF THE SUPERVISORY BOARD IS TO DEFINE KEOLIS' CORPORATE STRATEGY. SUPERVISORY BOARD CHAIRMAN, JOËL LEBRETON, SEES 2018 AS THE LAUNCH YEAR FOR THE GROUP'S NEW ROADMAP, A COURSE THAT WILL RUN UNTIL 2022.

This roadmap builds on the decisions taken in 2012 regarding shareholder structure, governance and management. The Group's growth ambition remains constant, enhanced by a new strategic positioning objective – adapting Keolis to society's social and technological mobility transformations and making the company a real integrator of mobility services.

The year 2018 is therefore the first for delivering this ambitious new growth plan. And results are in line with the Supervisory Board's expectations.

We continued our strong international growth which will enable us in 2019 to hit the symbolic target of 50% of our business outside France.

*In 2017, we saw the growth cycle initiated in 2012 come to a close as the Supervisory Board mapped out a new route for the next phase of 2018-2022 with ambitious incremental revenue targets.*



Our performance has improved due, in particular, to the changes in our organisation. The Group has also invested heavily in innovation (new mobilities, digital technology, autonomous vehicles, etc.) in its bid to prepare the future.

The business successes we have notched up in France and internationally, prove that our brand is aligned with the reality of our sector. Keolis maintains very close links with the transport authorities, passengers and its own employees.

Finally, in a year of many great achievements, I would like to draw particular attention to the contract awarded by Transport for Wales – the biggest win in the history of Keolis. It fully demonstrates our ability to play a federating role and not just an operational management role. Within this extremely innovative contract, the Group is responsible for the overall performance of an integrated system (modernisation of the infrastructure and the rolling stock, operations, investment in stations and passenger services, etc.) that will benefit the entire country of Wales. In this sense, it is a ground-breaking contract and additional testimony to the successful course the Group and its teams charted in 2018.

## THE SUPERVISORY BOARD

### JOËL LEBRETON

Supervisory Board  
Chairman

### MOKHTAR ABDALLAOUI

Director, Investments,  
Infrastructure, CDPQ,  
Québec

### PATRICK BASTIEN

Director of Infrastructure,  
CDPQ, Paris

### MARTINE GEROW

Chief Financial Officer  
of American Express Global  
Business Travel

### ALAIN KRAKOVITCH

Managing Director  
SNCF Transilien

### NORMAND PROVOST

Corporate Director

### CLAUDIA SCHLOSSBERGER

Independent Director

### LAURENT TREVISANI

Deputy Chief Executive  
Officer, EPIC SNCF

### NATHALIE WRIGHT

Digital and IT Transformation  
Director & CEO Rexel Nordics



### NATHALIE WRIGHT

Member of the Keolis Supervisory  
Board, Digital and IT Transformation  
Director & CEO Rexel Nordics

*Keolis has understood the importance of adapting to an increasingly digital economy.*



Keolis' ambition to be an operator of all mobilities means that the company understood very early on in the game and ahead of others the importance of adapting to an increasingly digital economy.

This transformation is crucial at a time when citizens expect increasingly personalised services, whether they are in transport or other sectors. Here too, the Group has laid the groundwork by investing in the development of technology and sector-specific data and by experimenting with new services such as autonomous shuttles. Keolis is thereby anticipating the future in a market where change is only going to accelerate.

### Breakdown of capital:

70% SNCF

30% CDPQ  
(Caisse de dépôt  
et placement du  
Québec)

4

specialised  
supervisory  
committees: Audit &  
Compliance,  
Compensation &  
HR, Investments &  
Strategy, Safety & Risk

24

meetings  
of the Investments  
& Strategy  
Committee



*The new Keolis organisation reflects both our growth and our goal to consolidate our position at a global level.*

# THE EXECUTIVE COMMITTEE IN 2018

- 01 **ASMA AÏDI**  
*Executive Director, Operational Performance and Transformation*
- 02 **THOMAS BARBELET**  
*Executive Director, Marketing, Brand and Communications*
- 03 **ARNAUD VAN TROEYEN**  
*Deputy CEO International*
- 04 **JACQUES DAMAS**  
*Executive Director, Security, Safety, Environment and CSR*
- 05 **BRUNO DANET**  
*Executive Director, Human Resources and Organisation*
- 06 **JEAN-PIERRE FARANDOU**  
*Group Executive Chairman*
- 07 **KATHLEEN WANTZ-O'ROURKE**  
*Executive Director, Finance and Legal*
- 08 **BERNARD TABARY**  
*CEO International*
- 09 **LAURENT KOCHER**  
*Executive Director, New Mobilities*
- 10 **FRÉDÉRIC BAVEREZ**  
*Executive Director France and Chairman of EFFIA*

# OUR COMMITMENT TO SERVE THE PUBLIC INTEREST

**A**s a pioneer and leader in shared mobility, we are convinced that mobility should serve the public interest. Shared mobility addresses the major demographic, environmental, social and economic challenges of today and tomorrow. Furthermore, it is a contributing factor to the vitality of each region and to the well-being of citizens, making cities and regions more enjoyable places to live in.

Our conviction that we play an essential role in society goes hand in hand with the need to act responsibly in every one of our actions. Consequently, we have developed our corporate social responsibility (CSR) strategy on the basis of principles and commitments. It is integrated into our business plan, guiding all our activities and ultimately is a means of leveraging performance.

Based on an approach of continuous improvement as well as a system of transparent benchmarks, our CSR policy is evolutive and dynamic. In order to bring it into line with new expectations and regulations, it was updated in 2018. This approach – designed to be co-constructive in its nature – involved 55 subsidiaries accounting for 80% of our activity, our company boards and our Stakeholders Committee (including Global Compact).

Year on year, the respect shown for our principles and commitments by our 65,000 colleagues, which also apply to our purchasing policies, have produced real progress; both our results indicators and observers have confirmed this. Ecovadis, an independent, sustainable ranking platform, rated us amongst the top 3% of the best CSR actors in the sector, globally.

## 42%

of our employees work in a subsidiary with **ISO 14001 certification**

## 75%

of our employees work in a subsidiary with **GEEIS certification** (Gender Equality European & International Standard)



## 3,487

**alternative energy vehicles** in operation in 2018

## 3,533

**vehicles equipped with eco-driving support systems**

## A pro-active, structured CSR strategy

### 3

#### Principles

##### Dialogue

Ongoing dialogue with the transport authorities, our subsidiaries and their stakeholders.

##### Fair practices

Prevention of corruption and protection of personal data in order to respect the increasingly stringent regulations (public procurement, GDPR, etc.).

##### Human rights and fundamental freedoms

Respect and fostering of international norms (combatting all types of discrimination, safeguarding freedom of association) recently reinforced by the Due Diligence Act.

### 4

#### Commitments

##### For our passengers

Ensuring the safety of our passengers, making mobility accessible to all and offering a passenger experience which provides a convincing alternative to private cars.

##### For our workforce

Providing employees with working conditions that promote their happiness in the workplace in areas including health, safety and wellbeing, skills management, respecting human rights in matters of diversity, professional equality and handicap.

##### For the environment

Three-tiered approach that acts on energy efficiency and diesel energy alternatives to limit climate change, treat waste products and reduce water consumption.

##### For local communities

Acting locally in communities in order to promote economic and social development by favouring actions in solidarity, education and culture.

# 65,000 EMPLOYEES COMMITTED TO 'ONE KEOLIS'

KEOLIS' CONTRIBUTION TO SERVING THE PUBLIC INTEREST IS A DAILY MOBILISING FORCE FOR OUR 65,000 EMPLOYEES. IT IS A STRENGTH THAT DIFFERENTIATES US AND ONE THAT WE ACTIVELY CULTIVATE, RALLYING THE WORKFORCE AROUND THE 'ONE KEOLIS' MINDSET, A COMBINATION OF FIVE KEY ELEMENTS THAT FORGE OUR IDENTITY AND DRIVE OUR PERFORMANCE.

## Our values to guide every employee every day

At Keolis, our actions are driven by three core values that unite teams whilst differentiating us from our competitors.

### WE IMAGINE

We invent tailor-made shared mobility solutions and innovate to create attractive transport solutions focused on passenger comfort.

### WE CARE

We place our passengers at the heart of all our activities and build strong relationships with the transport authorities based on open dialogue and transparency. The respect of every employee is the foundation of our human resources policy.

### WE COMMIT

We honour our contractual commitments to the transport authorities in relation to safety, service quality, reliability and operations. We also act in all circumstances as a responsible provider of shared and sustainable mobility in the cities and regions where we operate.

## KeoLife: our corporate programme of continuous improvement

Deployed in each of our 300 subsidiaries since 2013, the KeoLife programme of continuous improvement is a project that unites us, enabling our entire workforce to speak the same language and share the same set of standards across the Group. In this way, we all pull in the same direction for the benefit of the regions and their passengers. The programme, built around seven workstreams (safety, client experience, partnering with PTAs, economic performance, operational excellence, employee engagement, social responsibility) provides each subsidiary with a common framework to continuously improve its performance using self-assessment tools to track individual progress and build specific action plans inspired by other subsidiaries' best practices.



# 508

events

were organised across our subsidiaries during KeoLife week in 2018



## KeoPeople: engagement – a management priority

Our managers know that strong company performance is directly related to engaging and motivating our employees every day. Based on this conviction, we created KeoPeople in 2018, a project that is dedicated to the Group's new managerial model. Its objective is to define the best practices that can improve our employees' engagement levels. Co-developed with on-site managers, KeoPeople will constitute the main lever for promoting employee engagement within the KeoLife programme in 2019. And like the latter, it will enable subsidiaries to assess their own performance and provide them with a set of standards and common tools to help them improve manager-employee relations for the benefit of operational excellence.

## KeoSphere: best practices are just a click away

We want to make Keolis one of the best learning and collaborative companies because we know that knowledge and expertise sharing boosts performance. As our workforce is spread over 300 subsidiaries and 16 countries, we created KeoSphere to facilitate exchange and foster internal cohesion. Much more than an intranet, this online platform allows colleagues to share their experiences, advise each other or work together on projects. It also enables us to collate and share best practices and put together the case studies that add valuable input to our tender proposals. Reshaped in 2017, KeoSphere is increasingly successful with more than 300 communities organised by project or skill set (CSR, safety, operations, maintenance, etc.), over 5,000 pages viewed daily and more than 200 Q&A forum sessions every month.



# 300

communities

organised by project or skill set

# 60,000 km

clocked up  
and  
140,000  
passengers carried  
by autonomous shuttles since 2016



## We are all innovators

Greater and more sustainable shared mobility serving the public interest requires continual re-invention. And this is what we do, day in day out. An innovation mindset drives all our skill sets and has made the Group an innovation pioneer. This is nothing new. In 1983 we launched the first automated metro in Lille. In 2016, we launched the first autonomous electric shuttle in a public space with our partner Navya and in 2019 we will be testing the first autonomous shared car on the market. We have also been pioneers of open payment (contactless payment replacing tickets) in Dijon since March 2018. And we are harnessing opportunities afforded by data and big data in pursuit of optimised operational performance and new mobility solutions.



## SKILLS DEVELOPMENT, A PRIMARY DRIVER OF GROUP PERFORMANCE

IN LINE WITH COMPANY VALUES AND AS PART OF OUR SOCIAL RESPONSIBILITY, WE PAY GREAT ATTENTION TO OUR RELATIONSHIPS WITH OUR EMPLOYEES. THIS IS APPARENT IN OUR HUMAN RESOURCES POLICIES WHICH ARE FOCUSED ON PROFESSIONAL DEVELOPMENT AND GETTING ALL OUR EMPLOYEES ON BOARD IN DELIVERING THE GROUP'S STRATEGY.

In our aim to help build a progressive society in which mobility provided by Keolis contributes to a better quality of life in communities, we rely on the professional growth of our employees as the primary driver of our company performance.

This conviction is reflected in the complete restructuring of the Group's talent management policy in 2018. The professional development framework for Keolis executive staff was reorganised with the creation of a new assessment system integrating key behavioural skills on the basis of our three company values. (see p.16). As of 2019, applying these skills will be as important as demonstrating technical know-how as an indicator of development potential in staff. The new assessment process will allow us to make training more bespoke to enable each employee to improve his/her skills in their current position and acquire those they need to go further.

Employees can take advantage of the career development structures available to seize professional and geographical mobility opportunities. They also benefit from the company's commitment to offering a learning and collaborative environment via knowledge management and KeoSphere (see p.17), which constitute a second lever of

development to complement training programmes.

A further priority of our human resources strategy is to support the involvement of our 65,000 employees. To this end, a new managerial model named KeoPeople (see p.17) will be rolled out in 2019, forming an essential building block of the KeoLife corporate programme. An employee engagement observatory common to all subsidiaries will monitor its pertinence and track progress.

Finally, in order to support the Group's growth strategy, a new project skills management department was set up in 2018 on a Group-wide scale. It is responsible for identifying the necessary expertise to win a tender or start work on a new contract and ensuring this expertise is in the right place at the right time by organising temporary postings and/or replacements in the subsidiary concerned. This approach of sharing skill sets is fully in line with the 'One Keolis' philosophy.

## 01

### Responsible HR strategy

Group responsibility begins in the workplace. Keolis pursues proactive policies of gender equality, diversity and inclusion. GEEIS<sup>(1)</sup> certification has now been obtained by subsidiaries in nine countries, representing 75% of the total workforce. Another example is the new disability policy in France, reflected by the publication at the end of 2018 of 82 job offers on the recruitment platform for disabled people, 'Hello Handicap'.

(1) Gender Equality European & International Standard.

## 03

### Assessing engagement

The success of the projects entrusted to Keolis by the transport authorities and also the performance levels of operations are dependent on very high levels of employee engagement. In an effort to measure this accurately, Keolis will launch a unique employee engagement observatory which will be used across all subsidiaries. This tool will enable each subsidiary to gauge its position Group-wide and initiate action plans.

## 02

### To attract new talent

An initiative to promote Keolis' appeal as an employer was launched in 2018. It specifically addressed young people and manpower shortages such as drivers, maintenance staff and IT developers. Keolis used a collaborative employee approach to construct an employer brand platform and define its principal attributes. In 2019, this will be evident in each individual country's recruitment campaigns which will spotlight the Group's differentiating strengths.

## 04

### Increased agility in training

To make our training more efficient and more reactive, the Group is accelerating the digitalisation of its training programmes thanks to e-learning. The objective is to produce 20% of digital content by 2020 compared to 2% in 2017. Another illustration of this aim is the creation in 2018 of a mobile version of the HR Talent platform for smartphones and tablets integrating an e-learning module offering every employee the opportunity to train when and where he/she prefers.

**60%**  
of executive job vacancies were filled by internal recruits in 2018

Almost **10,000** employees benefitted from digital training with e-learning from the *Digital Academy*

# OUR EXPERTISE IN SHARED MOBILITY

**300** public transport authorities have placed their trust in us

More than **20,000** bicycles in France and the Netherlands

**65,000** employees in 16 countries

**140,000** passengers carried on autonomous electric shuttles over

**60,000 km** travelled in 20 cities around the world

**21,650** buses and coaches in service worldwide. **3,487** of them are powered by alternative energy sources

**3.3 billion** passengers carried in 2018. **92%** of them are satisfied with our services

**23** tram networks and world leader with **985 km** of track including the largest in the world, in Melbourne, Australia

Leading medical transport operator in France with JUSSIEU secours

**15** regional train networks with more than 7,000 km of track including the entire rail network in Wales, United Kingdom

**9** metro networks and global leader in driverless, automated metros with **240 km** of track including the world's first network in Lille, France

**500** car parks in France and Belgium, including **83** park-and-rides (P+R)

This represents **258,000** spaces, including **52,000** on-street spaces

**N°1** in urban cable car operations in France  
Around **1.5 million** journeys since November 2016

Leader in France of transport for passengers with reduced mobility

Accelerating **real-time on-demand transport services** in Bordeaux and Orléans in France, Newcastle and Sydney in Australia, and Southern California in the United States

# RECORD GROWTH AND CONTINUED TRANSFORMATION

*Keolis is pursuing its development with double-digit growth whilst significantly increasing its operating margins and investing to consolidate its position as a world-class player in shared mobility.*

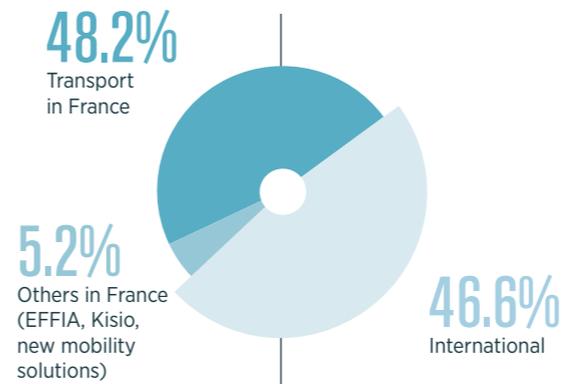
**JEAN-PIERRE FARANDOU**

Group Executive Chairman, Keolis

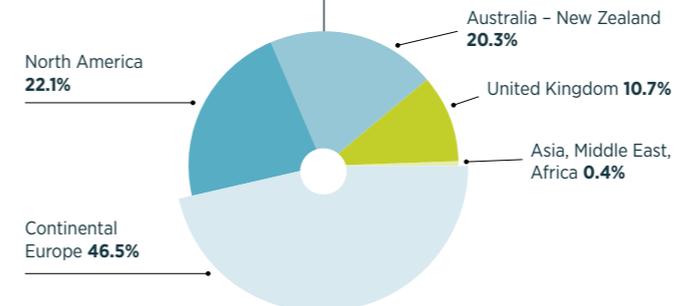


### BREAKDOWN OF GROUP REVENUE

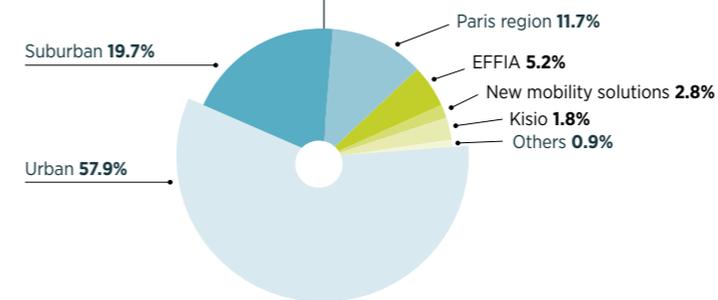
*In percentage*



### BREAKDOWN OF INTERNATIONAL REVENUE



### BREAKDOWN OF REVENUE IN FRANCE



### TOTAL NUMBER OF EMPLOYEES



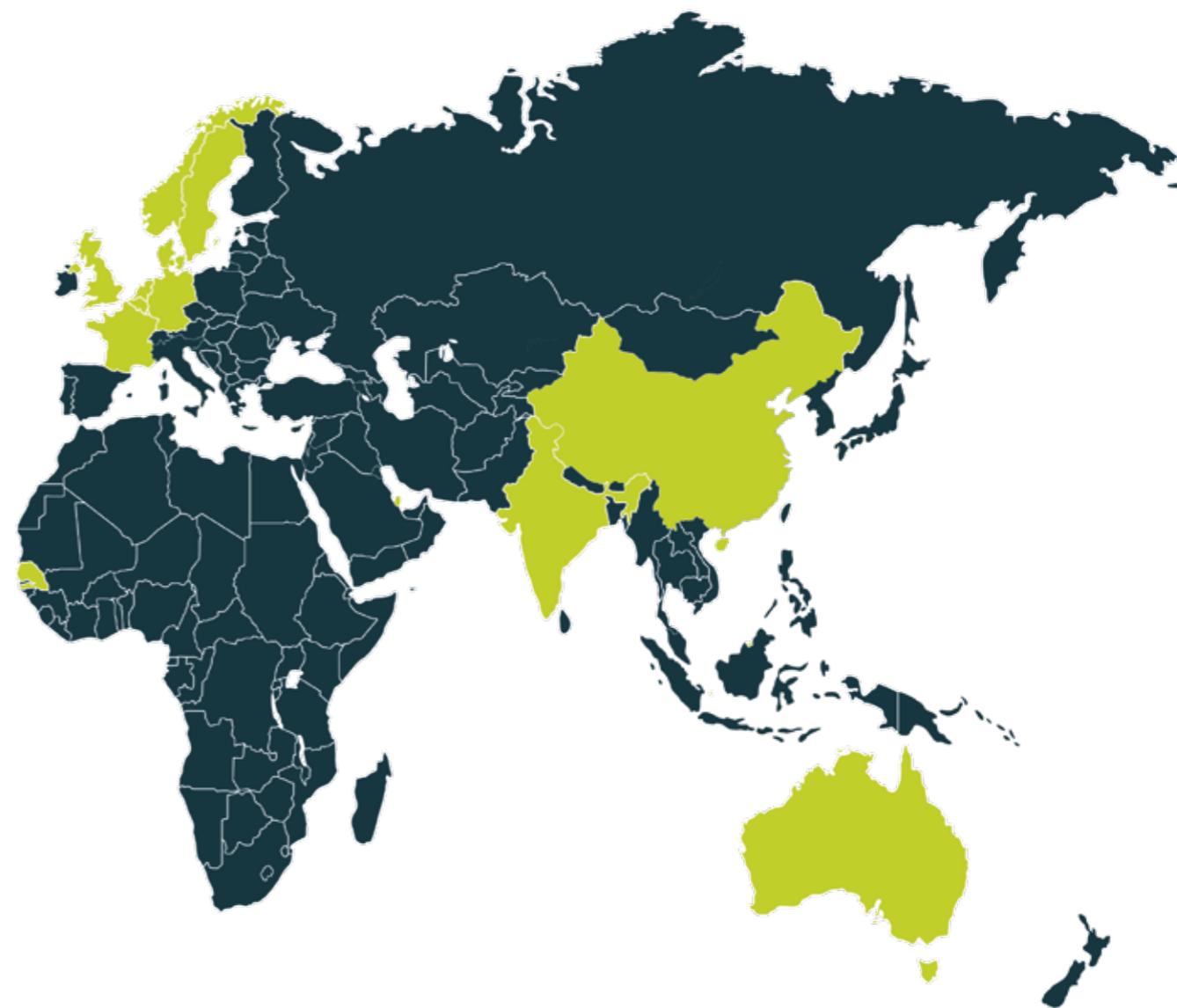
### PROPORTION OF WOMEN IN WORKFORCE

*As a percentage*



### TOTAL PAYROLL INVESTED IN TRAINING





## OUR PRESENCE IN THE WORLD

**W**e operate public transport networks for more than 300 public transport authorities in 16 countries, across five continents. Having consolidated our expertise in France, we exported it to the United Kingdom and Western Europe over 20 years ago. Since 2002, we have accelerated our international development with the operation of networks in Canada, the United States, as well as China, India and Qatar. In Australia we operate the first multi-modal network ever awarded to a private operator in the country.

### PRESENT IN 16 COUNTRIES

Australia	Luxembourg
Belgium	Norway
Canada	Qatar
China	Senegal
Denmark	Sweden
France	Netherlands
Germany	United Kingdom
India	United States

In 2018,

**20,000**

passengers in 13 cities worldwide were interviewed. **92%** were satisfied with Keolis' service

Nearly

**65%**

of employees underwent training in 2018

Keolis Canada is the largest

**100%**

fully electric school bus operator in North America

Thanks to the efforts of our 65,000 employees who serve public transport authorities and passengers, 2018 brought us many new contracts, renewals, acquisitions and innovations, both in France and abroad. These events prove the relevance of our business development strategy.

# COMMITMENT

30

Delivering the best **passenger experience**

34

Understanding **mobility trends**

36

Providing passengers with **transport choices**

38

Offering the **best travel experience**



# RE-IMAGINING THE PASSENGER EXPERIENCE

Through our 'Thinking like a passenger' programme, which puts the passenger at the heart of everything we do, we endeavour to provide the best possible customer experience by anticipating people's expectations.



**Île-de-France, France**

**PTA:** Île-de-France Mobilités and other Greater Paris authorities

**Operator:** Keolis Île-de-France

**Network:** 250 bus lines, 1,900 vehicles

**Number of passenger journeys per year:** 165 million

**Number of employees:** 4,000

# DELIVERING THE BEST PASSENGER EXPERIENCE

In order to deliver the mobility experience that each passenger expects, we are constantly listening to what our passengers have to say. We also involve them in the continuous improvement of the service we provide for them.



## Aligning the mobility experience with passenger expectations in Greater Paris

**In its goal to improve customer satisfaction, Keolis Île-de-France listened to passengers and asked them to work with drivers in an unprecedented form of collaboration.**

In 2018, using the 'Thinking like a passenger' programme as a framework Keolis teams in Île-de-France worked on how best to respond to their passengers' expectations. First, by using the Keolis Signature Service initiative

with the aim of making the Keolis customer-facing culture more visible to passengers. Four test-subsiaries, including Keolis Vélizy, used this unique collaborative approach. "We began by bringing small groups of passengers together with employees who have regular customer contact," explains Théo Goutin, in charge of the centralised control station at Keolis Vélizy. "The objective was to collate individuals' expectations and experiences in relation to service quality, and then to identify the behaviours and gestures which result in better passenger experiences, making our drivers more customer-oriented."

**"More attentive to my passengers"**

Following this workshop, which involved 61 passengers and 64 drivers in four test-subsiaries, Keolis Île-de-France



**Deventer, Apeldoorn and Zutphen, Netherlands**

### Listening to the needs of passengers

Keolis Nederland is participating in a pilot called 'Talking traffic'. Smart traffic lights are able to prioritise vehicles like trucks, police cars, ambulances and buses in order to improve safety and sustainability. The buses operated by Keolis are equipped with a special mobile device that continuously exchanges real-time information with the smart traffic lights. In total 62 smart traffic lights have been installed in cities where Keolis operates, including Deventer, Apeldoorn and Zutphen. By coordinating traffic flow, unnecessary stops are avoided, travel times reduced and air quality improved.

AND ALSO...



**Dijon, France**

**PTA:** Dijon Métropole

**Operator:** Dijon Mobilités

### Dijon, a benchmark for open payment in France

For the first time in France, tram and bus passengers on Dijon's DiviaMobilités network can pay for their journeys with their contactless payment card or smartphone, regardless of their bank. Dijon is the second city in Europe to adopt this technology after London. Developed in partnership with Dijon Métropole, Open Payment also facilitates ticket inspections: a simple scan on the inspector's terminal is all it takes to check the validity of the transport ticket. Since its launch in March 2018, this innovation has been a great success, with 410,000 validations in the first nine months and around 65,000 individual users.

AND ALSO...



adopted three priority commitments: welcoming passengers on board, reassuring them about their journey, and keeping them informed in case of an incident. At the beginning of 2019, the first groups of drivers received best practice training on day-to-day behaviour and gestures. "I really appreciated this training day," said Azedine Bessaa, driver with Keolis CIF in Val-d'Oise. "It was very hands-on with realistic situations that are part of our daily experience and I learnt a lot. I now see my job differently and feel more in tune with passenger needs."

**Relevant feedback in real-time**

Another initiative carried out by Keolis Île-de-France regarding passenger experience was the Phébus Live deployment. This mobile app experiment piloted since July 2018 in Vélizy, allows users to share their experience with other passengers and to

assess the network service in real-time by scanning QR codes during their journey (on the bus or at a stop). Taking this listening approach a step further, Keolis CIF asked passengers to become network reporters. A group of 24 regular passengers was selected and given a mobile app in order to log live reports of their journeys over a period of three weeks. The approach was complemented by telephone surveys. Participants welcomed the sense of involvement and being heard and the survey resulted in the identification of areas for improvement (punctuality, digital travel information at the station, bus cleanliness, etc.) and the development of an ad hoc action plan.

**Sharing mobility between parents**

Another example of satisfying the mobility needs of Greater Paris

citizens was the launch of 'Cmabulle' by Keolis Île-de-France and Flexineo. This highly innovative experiment was carried out with the municipalities of Rueil-Malmaison (Hauts-de-Seine) and Marines (Val-d'Oise) in partnership with Île-de-France Mobilités. 'Cmabulle' is a shared mobility solution which allows parents to group school and out-of-school runs for their children with other parents in total security. Thanks to a dedicated app, they can contact other parents and organise the sharing of the school run for their children whether on foot, by bus, bicycle or car. In other words, it's a way of simplifying urban living while encouraging soft modes of mobility.



**NEIL SCALES**

Director-General, Queensland Department of Transport and Main Roads (Queensland)

*Keolis Downer did a marvellous job, particularly when it comes to staff at the stations.*



More than  
**1.1**  
million passengers  
during the Games  
**24/7 service, with trams running every 6 minutes for 17 days**

**+27%**  
ridership

across the Gold Coast network since the launch of the light rail extension, linking to heavy rail – punctuality and reliability are above **99%**

Find out more:  
[www.keolis.com](http://www.keolis.com)



# UNDERSTANDING MOBILITY TRENDS

Changing lifestyles, new transport and digital solutions. By observing mobility transformations throughout the world, we are acting to make tomorrow's mobility ever more efficient.

Find out more:  
[www.keolis.com](http://www.keolis.com)

now, following the publication of our World Mobility Report in 2016 which examines digital mobility uses and expectations, we decided to offer PTAs outside France the benefits of Keoscopie. In a process that lasted nearly a year we worked closely with our international teams on the ground to design a survey covering three topics: lifestyles and journey patterns, the use of digital technology in public transport, and attitudes and take-up of new and emerging mobility solutions.

**Aline Frantzen:** As an international group and leader in light rail, Keolis is interested in a broad range of markets and cultures. With Manchester, we were fortunate to be one of the 37 world cities that were selected for the survey. We have received

the results specific to our city and how they compare with those of other cities in the UK and all over the world.

**What benefits can Keoscopie International offer to public transport authorities?**

**Aline Frantzen:** Keoscopie is valuable in that it enables the PTA and local operator to look beyond a local perspective and understand global trends. The findings of Keoscopie International conducted in Manchester will be a starting point in 2019 for our business planning process. It will help to show our client Transport for Greater Manchester that this customer-centric work can generate growth through an approach to the overall transport network, which is particularly

pertinent in view of upcoming changes to the city's bus routes and operations.

**Kara Livingston:** Our Keoscopie International findings are of real interest to PTAs, as they generally have very little access to comparative data. Our approach to shared transport as a whole, including bikes, taxis, scooters and carpooling, can help them to consolidate their own public transport offering and plan 20 or 30 years ahead. With our added value in customer experience, digitalisation and network design, we aim to enhance our position as preferred partner of PTAs by forecasting new patterns and helping them adapt their transport services accordingly.

**Find out more on:**  
[www.keoscopie.keolis.com](http://www.keoscopie.keolis.com)



## Manchester, UK

**PTA:** Transport for Greater Manchester

**Operator:** KeolisAmey Metrolink, joint venture between Keolis (60%) and Amey (40%)

**Contract length:** 7+3 years operations & maintenance contract (2017-2027)

**Tram network:** 97 km of track, 7 lines, 93 stops, 120 trams

**Number of journeys per year:** 42 million

**Number of employees:** 850

## A global survey of mobility habits

For more than 10 years, French PTAs have benefitted from Keolis' unique mobility analysis tool, the Keoscopie observatory. In 2018, this forecasting tool was taken to a new level with the deployment of a large-scale international survey, Keoscopie International. Explanations by Kara Livingston, Group Marketing & Customer Service Director and Aline Frantzen, Managing Director at KeolisAmey Metrolink, in Manchester.

### What is Keoscopie and why did you decide to produce an international version?

**Kara Livingston:** Keoscopie is an observatory of mobility trends developed by Keolis with the support of Éric Chareyron, Keolis' Director of Prospective. It conducts studies of mobility habits in a given area that go beyond standard statistics. We examine the effects of changing lifestyles and work patterns on individuals' travel habits. By listening to passengers, we help PTAs in the management and evolution of their network, via a pragmatic approach. French PTAs have benefitted from Keoscopie for over 10 years but



## France

**Networks:** Narbonne, Blois, Autocars Planche, Car Roannais, Versailles, Riom

### Power to passengers!

Modern technology constantly offers new ways of interacting with passengers in real-time. In 2018, six Keolis bus and coach networks in France (Narbonne, Blois, Autocars Planche, Car Roannais, Versailles and Riom) introduced an intuitive passenger alert solution based on a QR code displayed at stops, on vehicles and in ticket offices. By scanning the code with their smartphone, they can report a problem or incident, take a photo, or simply give their opinion on the service they have received. At bus stops, they also have access to real-time information on the next buses due to arrive. Tailored to each subsidiary, this solution helps to better understand passenger needs and respond quickly to any issues reported.



## Lille, France

**PTA:** Lille European Metropolis (MEL)  
**Operator:** Keolis Lille

### Evaluating service with a smiley

Good ideas can come from an array of sources, which is what led Keolis Lille to issue a call for projects by startups in 2016: 'Mobilidées'. One of the selected projects was the mobile app Moodi which encourages passengers to publish their 'mood' while travelling on the city's Transpole network (rebranded Ilévia in January 2019). Their geolocated smiley can be attributed to one of five categories including cleanliness, punctuality and information, and is added to an interactive network map. Three months after its launch in August 2018, the app had been downloaded 1,152 times and 2,291 moods had been recorded, 55% of them positive. An ingenious way of listening to passengers, developed together with Keolis employees.

AND ALSO...

AND ALSO...



**Bordeaux, France**

**PTA:** Bordeaux Métropole

**Operator:** Keolis Bordeaux

**Contract length:**

first contract in 2009, renewed in 2015 for 8 years

**Network:** 3 tram lines, 78 bus routes, 2 river shuttle services, more than 1,700 V3 bikeshare bicycles, 24 P+R parks with 6,600 spaces

**Number of passenger journeys per year:** 165 million



# PROVIDING PASSENGERS WITH TRANSPORT CHOICES

By capitalising on our multimodal expertise and our consolidated knowledge of all transport modes, we make the journeys of our passengers easier every day.

**Bordeaux:** a showcase for multimodality

Residents and visitors to the Greater Bordeaux region have an extensive and interconnected transport offering at their disposal, managed and optimised by Keolis in partnership with the PTA.

**With a 10% growth in both ridership and passenger revenue, 2018 proved to be an excellent vintage for the Greater Bordeaux transport network.**

Transport Bordeaux Métropole (TBM) is a strong intermodal network, with an extensive array of transport modes that provide residents with maximum

territorial coverage: trams, buses and bus rapid transit lines, river shuttles, a bikeshare scheme and park-and-ride (P+R) facilities. “Our public transport authority Bordeaux Métropole continuously invests in extending services to cater to the economic and demographic vitality of our city,” states Aurélien Braud, Marketing, Sales and Intermodality Director at Keolis Bordeaux Métropole. In 2018, two new P+R facilities opened, certain bus services were reinforced, and 15 new trams were acquired. In addition, a new bikeshare model was unveiled at the end of 2018 featuring 1,000 new electric bikes to be deployed in the first half of 2019, representing more than half of the fleet. This network expansion and an increase in transport services led to TBM being awarded the French industry accolade *Pass d’Or* by the French trade magazine *Ville*

*Rail & Transports* in December 2018.

**Making public transport second nature**

The Bordeaux region benefits from having a single operator creating consistency and fluidity between all modes of transport. “We make things as easy as possible for our passengers with combined travel passes on the same card. Our website and app help them plan seamless door-to-door journeys and our call centre advisers also offer them personalised assistance. We try to cater to the needs of all passengers – residents and visitors alike; with the new TGV line serving Bordeaux, there are more and more of them!” adds Aurélien Braud. “We want a network that is as inclusive as possible. We also promote the third-party car-pooling service Boogi with 120 designated spaces in our P+R

parks, and the car sharing services Citiz and Yea!” In addition, and separately from its public transport remit, Keolis Bordeaux Métropole recently started testing KE’OP, a real-time on-demand transport solution launched in association with technology partner Via. With a dedicated app, passengers can order a ride for a fixed fee within a trial zone which includes the airport, the university campus, hospitals and connections with tram lines A and B. Our expertise in the chain of mobility also extends to advising the PTA on wider transportation issues. In December 2018, Bordeaux Métropole and the Nouvelle Aquitaine Regional Council jointly agreed to study the feasibility of creating a metropolitan RER with trains passing through the city, which could significantly improve suburban services.



**Quebec, Canada**

**Operator:** Keolis Canada

**Data science to maximise ridership**

To increase ridership potential and encourage more people to use shared transport on its intercity lines, Keolis Canada has implemented an approach based on the latest data science methods. These include predictive models to forecast when the customer is most likely to need to repurchase a ticket and therefore target messages at the right time, and new contact channels such as a call centre in addition to social media, postal mail and e-mails. The ever-growing database currently contains 400,000 customers. This personalised communication has paid off, generating a threefold leap in repeat purchases!

AND ALSO...



**Rennes, France**

**PTA:** Rennes Métropole  
**Operator:** Keolis Rennes

**The new STAR app: personalised mobility at passengers’ fingertips**

Travel information on-the-go has taken on an extra dimension in Rennes with a newly enhanced mobile app for the city’s STAR network. The customisable app focuses on passengers’ frequent destinations such as major events, cultural and leisure venues, schools, healthcare facilities, etc. Users can receive tips on what entertainment is happening around them and can personalise their app with their own favourite addresses. Finally, to promote shared transport and reduce traffic congestion a wide range of mobility solutions feature in the multimodal journey planner: bike availability, vacant car parking spaces, car sharing and real-time travel updates.

AND ALSO...

# OFFERING THE BEST TRAVEL EXPERIENCE

In order to provide the mobility solutions that meet the very latest passenger expectations, we pull out all the stops enabling us to improve service quality on our networks.



Find out more:  
[www.keolis.com](http://www.keolis.com)

Montargis, KSS was also implemented in 2018 in the Docklands Light Railway (DLR) in London. Passengers and staff brainstormed together in workshops to identify areas for improvement. This led to the definition of a series of service commitments on issues including providing information on journeys and fares, adopting a welcoming attitude and being available for people. These were cascaded down the organisation, with 400 people trained in the behaviour to adopt. They received a manual explaining the five passenger commitments and took part in workshops where they used role play to test the proactive, personalised approach to customer care and service. Four types of training are available within the KSS programme. Two designed for agents cover 'The pillars of the service relationship' and 'Managing the

service relationship during an incident'. The ones for managers focus on 'Managing the team on the service relationship', and on 'Training the trainer'. Passengers noticed the results in just a couple of months. In June and July 2018, a mystery passenger survey was conducted to assess the progress made. "Our line managers have all got involved in the process. Having something written down has helped them engage even further with their passenger service agents to drive customer satisfaction," says Hinatea Fonteneau, Head of Customer Experience at KeolisAmey Docklands. The deployment has confirmed DLR's reputation for innovation and quality in the capital's transport systems. "Our staff is our main asset, so it's great to see our people embodying the fact that we really care about customer service."



London, UK

**PTA:** Transport for London

**Operator:** KeolisAmey Docklands

**Contract length:** 7 years (2014-2021)

**Metro network:** 40 km of automated metro lines - 45 stations, 50 metro trainsets

**Number of passengers per year:** 124 million

**Number of employees:** 860

## Enhancing passenger satisfaction in London

**By standardising attitudes and gestures to improve passenger interaction, Keolis Signature Service (KSS) contributes to raising overall service quality on Keolis networks.**

Providing consistently excellent service relies on the skills of the people who deal with passengers every day. And while most passengers and employees know what good service is about, best practices are not always formally committed to paper and deployed methodically. This is what led to the

creation of KSS, a collaborative process to identify new attitudes and gestures for a more personalised and efficient passenger interaction and then deploy them across Keolis networks. "The aim of KSS is to place the voice of the passenger at the centre of service improvement and translate it into tangible actions," explains Melanie Montocchio, Customer Service Transformation Manager at Keolis. "Keolis networks already have a lot of experience in customer service; this approach builds on the lessons learnt, but most importantly it involves passengers, network staff and transport authorities defining the behaviour expected of frontline staff." In the next two years, we should have 40 subsidiaries in the programme.

### Bringing the changes to the frontline

The KSS process can be tailored to the specificities of a diverse range of networks. In addition to the French networks of Bordeaux and



Hyderabad, India

**PTA:** Hyderabad Metro Rail Limited (HMRL) via L&T

## Focusing on passenger needs

Launched in November 2017, Hyderabad's brand new metro aims to reduce road congestion. To deliver on the promise, win the trust of passengers and generate the necessary modal shift, Keolis teams audited the network before the launch to optimise passenger facilities and information. Further adjustments were made post-launch, including the creation of women-only carriages and a WhatsApp alert system, the installation of benches, bins and free water fountains in stations as well as improved pavements and car parks around them. The reaction was overwhelmingly positive, and the June 2018 passenger satisfaction barometer reported 98% satisfaction, a 99% recommendation rate and 98% of passengers saying they felt safe during their journey.

AND ALSO...



Tours, France

**PTA:** Tours Métropole Val de Loire

**Operator:** Keolis Tours

## Leading innovation for and with passengers in Tours

Since early 2016, as part of a co-construction process, Keolis Tours has been building a community of passengers, allowing them to share their daily travel experiences, but also test future projects and innovations on the Fil Bleu transport network. In 2018, this panel of about 10 'ambassadors' - all digital and innovation enthusiasts - met four times to discuss topics such as the e-shop, the Fil Bleu app, and the deployment of beacons. Tens of thousands of messages were also shared each week on a private Twitter feed that connects them directly to the network teams. And the partnership went further as these very committed passengers acted as tour guides, showing the subsidiary's facilities to the public during the *Journées du Patrimoine* (France's annual 'Heritage Days').

AND ALSO...

42

Investing in excellence to **boost performance**

44

Supporting the transition to **greener energies**

46

Inventing **new ways** of getting around

48

Adapting to **cities' transformation**



# CONTRIBUTING TO THE VITALITY OF LOCAL COMMUNITIES

We partner with transport authorities in order to respond to the economic, social and environmental challenges in their communities. We work hand in hand with them to design innovative mobility solutions that are efficient, high-performing and sustainable.

Find out more:  
www.keolis.com



**Melbourne, Australia**

**PTA:** Public Transport Victoria

**Operator:** Keolis (51%)  
Downer (49%)

**Contract:** renewed in 2017 for 7 years (the Group began operating the network in 2009)

**Network:** 250 km of double track, 25 tram lines, over 1,700 stops, over 500 trams

**Service reliability:** 99% in 2018

**Number of passenger journeys per year:** 200 million

# INVESTING IN EXCELLENCE TO BOOST PERFORMANCE

Thanks to our industrial and operational expertise, we are constantly working on increasing the satisfaction of transport authorities and passengers.

## Optimising operations on Melbourne's historic Yarra Trams

From asset renewal to ensuring trams arrive on time, passengers and transport authorities alike count on Keolis to deliver world-class service on all fronts. Interview with Nicolas Gindt, CEO of Yarra Trams.

**What role does Yarra Trams play in Melbourne?**

Melbourne was ranked the world's most liveable city for seven consecutive years, and the tram network is essential in connecting people to where they want to go – be it for work, education or social activities. A 2015 study completed by EY found that Melbourne's tram network contributes AU\$1 billion in economic value annually.

**How is the Yarra Trams network unique?**

Yarra Trams is unique and complex due to its size and age. Melbourne's tram network is the largest in the world, with more than 250 km of double track. We operate nine

different tram types, which range from 60-year-old to brand new models. We also have depots and other network infrastructure that are up to 100 years old. World-class asset management is therefore critical for Yarra Trams' operations, and we work closely with our shareholders, Keolis and Downer, to harness our collective expertise and knowledge to maximise value for our passengers, our community and our public transport authority.

**How has Keolis Downer's contract with Yarra Trams evolved since its renewal in 2017?**

We began operating Yarra Trams in 2009. Since then, we have improved safety, delivered record passenger satisfaction and maintained punctuality during a period of unprecedented growth across Melbourne. The new franchise agreement will see us build on our success from the previous franchise period, with a focus on modernising the ageing network to meet the needs of Australia's fastest-growing city.

**What are some of the key improvements Keolis Downer has brought to Yarra Trams since the contract renewal?**

Some of our major achievements include a refresh of our Safety Management System, the launch of a project to refurbish more than 85% of our fleet over the next four years,

and the upgrade of 30% more kilometres of track than our original commitment at no extra cost to the client by improving our asset management strategy. Passenger satisfaction for the year is up by 4% to 76.8%, and overall service reliability has increased by 3%.

**What further improvements are planned under the latest contract?**

This new contract will see us continue to deliver safe, reliable, clean and passenger-friendly services every day and improve our asset management capability. We'll make it easier for our passengers to get where they want to go with improved digital information. And we'll continue to install digital technology across our depots, which will simplify activities from electronic sign-ons to rosters and shift swaps.

**How does Keolis Downer maintain its relationship with Public Transport Victoria (PTV)?**

To maintain our strong relationship with our transport authority, we have dedicated counterparts for all our key contacts at PTV, and we work collaboratively to solve problems and implement solutions. As part of our contract, we conduct annual reviews of our relationship with PTV, which includes an online survey and a workshop to discuss what's working well and ways in which we can work better together.



**Hyderabad, India**

**PTA:** Hyderabad Metro Rail Limited (HMRL) via L&T

**Operator:** Keolis Hyderabad

### Transforming a city: the Hyderabad metro rail

Thanks to a recent 16km track extension, added just 10 months after the first 30km opened in 2017, we're one step closer to completing India's second-largest metro system. In the meantime, on-the-ground staff and operational teams have been focused on increasing reliability and ridership across the existing network, resulting in 99% on-time performance for the 220,000 passengers carried per day. Key improvements include continual optimisation of signalling and passenger information systems, incident management training based on best practices developed by Keolis for London's DLR, and ensuring last-mile connections via bike, bus, and rickshaw for passengers travelling to less-developed areas of Hyderabad.

AND ALSO...



**Greensboro, North Carolina, United States**

**PTA:** Greensboro Transport Authority (GTA)

**Initial contract length:** 3.5 years

**Scope of contract:** Bus network, 16 routes and "Demand Response" paratransit service

**Fleet size:** 43 fixed route buses and 51 paratransit vehicles

**Annual passenger journeys:** around 4 million

Find out more: [www.keolis.com](http://www.keolis.com)

# SUPPORTING THE TRANSITION TO GREENER ENERGIES

As part of our commitment to combat climate change, we actively pursue the development of alternatives to diesel fuel, in partnership with transport authorities.

## Moving towards greener mobility in Greensboro, North Carolina

Transitioning any part of a fleet to renewable fuel can seem daunting for transport authorities, no matter what their size. At Keolis, we strive to make the switch as smooth as possible. Interview with Steve Helriegel, Senior Vice President of Purchasing and Maintenance at Keolis Transit America.

**Broadly speaking, what is Keolis strategy for helping transport authorities transition to greener energy?**

Our strategy when working with transport authorities is to provide them with several renewable energy options. Often, they are focused on one or two different types of energy sources. Our role is to recommend the best alternatives according to their situation – from electric vehicles, to hybrid electric,

to fuel cells and so on – and support deployment and day-to-day operations. Greensboro Transport Authority (GTA) awarded us a contract in October 2018 to help guide them in transitioning their entire bus fleet to electric power.

**What role does renewable energy play in Keolis' contract with the Greensboro Transport Authority?**

The GTA has committed to shifting to 100% electric vehicles by 2030. We're going to help them achieve that, in a number of different ways: by helping them identify the right vehicle, by putting those vehicles on the routes best suited to them and by providing all the



**Orléans, France**

**PTA:** Orléans Métropole  
**Operator:** Keolis Métropole Orléans

## Orléans, set to become France's first 100% electric public transport network by 2024

In 2018, Orléans Métropole renewed its contract with Keolis for the operation and maintenance of its urban transport network, Tao. In partnership with local authorities, Keolis will deploy a fully electric bus fleet by 2024. With a total of 1,120 electric bicycles and the use of electric vehicles for passengers with reduced mobility, the network will become France's first 100% electric network by 2024. Orléans is already the first French city to operate electric articulated buses with a capacity of more than 120 people.

AND ALSO...



**Rennes, France**

**PTA:** Rennes Métropole  
**Operator:** Keolis Rennes

## Sustainability: a step further in Rennes, France

In May 2018, Rennes Métropole and Keolis began testing an electric bus service which could see an additional 75 electric vehicles in the fleet by 2024. Keolis is also working with the PTA on improving energy consumption on the network. The introduction of the new Line B to the Rennes metro in 2020, combined with increased capacity trains, could push electricity use to 40 million kw/h by 2030 compared to 12 million kw/h today. But a few smart moves may help drastically reduce consumption before then. These include the use of flywheels which store kinetic energy produced by braking for later use, running vehicles at reduced speeds during off-peak hours, and digitally monitoring the network's infrastructure to help operators make more efficient use of light and heat.

AND ALSO...

training necessary for technicians and operators – and the riding public – to ensure not only that the vehicles are safe and reliable, but also that they're well used.

**What are the main considerations transport authorities must take into account when transitioning fleets?**

The biggest consideration for transport authorities is infrastructure. In Greensboro, they've done a great job preparing their infrastructure for the arrival of new vehicles. They've got one charging station for each electric vehicle (EV), an ideal way to transition to the EV industry. Training is the next key consideration. We have to ensure that our drivers, fuel-suppliers, utility workers and most importantly our technicians are

properly trained in the operation and maintenance of the vehicles. The training programme is already underway, and all vehicles will be inspected under real conditions prior to being delivered. Before introducing the new vehicles to regular service they are put on 'shadow' routes to identify vehicle autonomy and perfect the battery recharging process when the vehicle is not in use like at night.

**In what ways do both transport authorities and commuters stand to benefit?**

Aside from the reduced carbon footprint, transport authorities can look forward to significant savings in life cycle cost. The city of Greensboro is expecting to save some US\$30,000 per vehicle, per year. With 10 vehicles, that's a significant amount.

Passengers can also expect improved reliability, or 'up-time' when a vehicle is fully operational.

**How does Keolis maintain its relationship with the GTA?**

What sets us apart from our competition is our collaborative approach and ongoing communication. Thanks to our 'visualisation room', we're able to share our performance indicators with our clients and our employees. I really believe that complete transparency helps build our relationship with stakeholders.



**New South Wales, Australia**

**PTA:** Transport for New South Wales

**Operator:** Keolis Downer

**Areas for on-demand transport:** two near Sydney and one in Newcastle for a total of 166 km<sup>2</sup>

**Ridership:** around 140,000 passengers since we started



# INVENTING NEW WAYS OF GETTING AROUND

In our quest to satisfy mobility needs that are partially- or non-catered for, we create innovative solutions which respond to the specific challenges of each region.

Find out more: [www.keolis.com](http://www.keolis.com)

Real-time, on-demand transport showing its benefits in **Australia**

As part of the NSW Government's on-demand public transport pilot programme, Sydneysiders can now share their ride in real-time from any pick-up point.

Our Australian subsidiary Keolis Downer has introduced two real time on-demand transport services near Sydney. The first one was launched in November 2017 in the Northern Beaches, the second one in March 2018 in Macquarie Park. "Passengers can now quickly and easily book a ride in a shared car or minivan using the Keoride app or online," explains Sue Wiblin, New Mobilities Manager at Keolis

Downer. "The vehicle picks you up right where you are. Waiting time is reasonable (around 15 minutes) and the service is very affordable, costing between AU\$2.60 and AU\$5.60, depending on the distance. An algorithm aggregates demand and calculates an optimised route for each passenger, while ensuring rides are shared. The benefits for passengers are clear: they enjoy a personalised, flexible and affordable service. And for our client – the NSW Government – real-time, on-demand transport ideally complements the existing bus and metro network. Plus, it helps reduce congestion. Both services are proving successful: in the first quarter of 2019, average

monthly passenger trips were nearly 35,000 in the Northern Beaches and 10,000 in Macquarie Park.

**Shared mobility to last-mile delivery**

Keolis Downer operates the Keoride service in the fast-growing urban district of Macquarie Park, north west of Sydney. Since the service is mainly aimed at commuters, Keoride drivers operate at peak times on weekdays. In the Northern Beaches, the service complements the B-line, the Bus Rapid Transit service that connects the Northern Beaches to the centre of Sydney. In Newcastle, Keolis Downer has operated a real-time, on-demand

transport network since 2018 using a 26-seat minibus. "On-demand transport solutions are gaining appeal in all of Australia's main cities and we plan to continue to partner with public transport authorities to see how on-demand public transport can help address some of their challenges and provide more cost efficient mobility services. As far as commuters are concerned, our 70 drivers and 10 supervisors are a winning team!" says Sue Wiblin. A key success factor for this service is our drivers' dedication and customer-service culture. 97% of our customers appreciate the service, cleanliness of vehicles and attitude of our drivers.



**Canada, Belgium, France, Australia**

**Autonomous shuttles: a driverless travel experience**

We're expanding our multimodal transport solutions with the deployment of autonomous electric shuttles. Ideal for covering the first and last mile, eco-friendly and perfectly safe, Keolis operates autonomous shuttles in a dozen countries. They can carry up to 15 passengers at an average speed of 15 km/h, making them suitable for city centres, business and retail parks, university campuses, as well as the open road. More than 60,000 km have already been accumulated and over 140,000 passengers carried since September 2016. Seven new electric shuttle services were rolled out in 2018: one in Candiac in Greater Montreal, Canada, two in the Belgian cities of Han-sur-Lesse and Waterloo, one in the centre of Nevers in France and three more on university campuses in France (Lille and Rennes) and Australia (Flinders University in Adelaide).

AND ALSO...



**Pays de la Loire and Brittany, France**

**Operator:** JUSSIEU secours

**Monamiligo, your friendly travel companion**

In August 2018, Keolis Santé (the Group's medical transport subsidiary) launched a new local mobility solution in the Pays de la Loire and Brittany regions under the name *Monamiligo*, which is easy for French children to pronounce. *Monamiligo* offers specialist services, including school transport, transport for passengers with reduced mobility (PRMs) and on-demand mobility services. The 260 drivers employed by the service have all been specially trained to meet the specific needs of passengers who are often elderly or have reduced mobility. School journeys are optimised thanks to a new software solution. And in partnership with regional rail network TER Pays de la Loire, *Monamiligo* is also transporting PRMs on board trains.

AND ALSO...



**Lyon, France**

**PTA:** SYTRAL

**Operator:** Keolis Lyon

**Contract Length:** 2017-2022

**Network:** 4 metro lines, 2 funicular railways, 5 tram lines, 130 bus lines

**Number of cities serviced:** 73

**Number of employees:** 4,360 including 2,700 drivers

**Number of passenger journeys per day:** 1.8 million

Find out more:  
[www.keolis.com](http://www.keolis.com)

## Public transport on the rise in Lyon

The TCL (Lyon public transport) network is expanding and modernising to support the development of the Lyon metropolitan area. Jérôme Sicard, Director of Projects and Information Systems at Keolis Lyon, discusses the major initiatives underway and key achievements for 2018.

**How are you developing the public transport offer in Lyon?**  
Ridership on the TCL network rose by 5% in 2018. To meet this increasing demand, we need to develop existing lines and create new ones, while optimising rolling stock management. The work to develop the tram network is already well underway. For the last three years, in the

south and south-east of Lyon, we have been building the first section of the T6 tram line, a circular line that will eventually run around the city. This first segment includes 14 stations spread over 6.7 km. This sixth tram line will be operational by the end of 2019 and the first 32-metre long trains will run about every 10 minutes at a speed of 20 km/h. The T6 will have a capacity of 24,000 passengers per day and will be connected to metro lines B and D as well as tram lines T1, T2, T4 and T5. This €160 million project will be completed in 2020. In addition, 11 new trams were added in 2018 to the T1 and T4 lines. They are 43-metres long and replace the old 32-metre trams, thereby improving the network's capacity. We also extended the length of the tram stop platforms, which made them more accessible for passengers

with reduced mobility. Finally, we are renovating the multimodal transport hub at Lyon Part-Dieu railway station, as part of the city's urban renewal policy. In the coming years, we have a similar project for Perrache station, where the multimodal transport hub will be redesigned to provide better connections between trains and trams. New metro access points and a new passenger interface for the tram operating support system are also being developed.

**Can you tell us more about the Avenir Métro project?**  
Avenir Métro or 'future metro' is a large-scale project that aims to increase the capacity of the Lyon metro network. Construction work is done at night, ensuring the impact on services is kept to a minimum. We expect to fully automate line B by 2021. The trains will run at a much higher frequency with 104-second intervals compared to 177-seconds today. Each service will consist of two carriages but could be doubled to four carriages by 2023, offering a total capacity of 650 passengers. The existing non-automated trains will be reassigned to line A to increase its capacity as well. In addition, on the already automated line D, we are working to reduce the time ●●●

# ADAPTING TO CITIES' TRANSFORMATION

Cities are undergoing constant transformation so we accompany their elected representatives by adapting transport networks to ensure they meet citizens expectations for tomorrow.



**Nottingham, UK**

**PTA:** Nottingham City Council

**Operator:** Keolis, as part of Tramlink Nottingham consortium

## Nottingham Express Transit ramps up service frequency

We have been operating and maintaining the tram network in this city located in the centre of England since 2015. In 2018, nearly 19 million passengers travelled on board the 32-kilometre long network. This represents a 6.5% increase in ridership in 2017 and we expect ridership to grow by one million passenger journeys by 2021. To reduce waiting times and overcrowding during peak periods, the frequency of tram services was increased. Thanks to these changes, passenger satisfaction rose to a record-high of 97.2%.

AND ALSO...



between trains to 99-seconds by 2023, compared to 105-seconds today. Improvements to service frequency will be particularly welcome on this busy line. Finally, Avenir Métro also involves the extension of line B southwards by 2.7 km with the creation of two new stations and an enhanced transport offer covering this part of the metropolitan area.

**Are you planning to develop bus lines as well?**

The creation of a dedicated bus lane for the busiest line of the network will help improve service frequency to just six minutes between buses. We are accompanying SYTRAL in the construction work while continuing to operate the line. We are looking ahead and already taking measures to apply French

energy transition legislation due to come into effect in 2025. On line C13, articulated, electric buses equipped with In-Motion Charging (IMC) technology will be deployed starting in 2020. They can be recharged while in use and provide considerable operating flexibility. For the C16 line, we have opted for another model, more adapted to the specific characteristics of this line. We are deploying 100% electric vehicles and a slow charging system at the depot.

**How are you able to successfully manage all these projects?**

It's a daily challenge. We must continue to operate the network safely while increasing its capacity. For example, this means providing replacement bus services when the metro is closed

earlier in the evening due to complex upgrade works. We also need to take into consideration the many public works projects undertaken by the city, which often concern buildings and roads. Regardless of the project, its success depends on preparation, anticipation and constant dialogue between Keolis, SYTRAL and the different stakeholders.



**FOUZIYA BOUZERDA**

Vice President of Greater Lyon and President of SYTRAL

**Innovating together to improve the service and anticipate needs**

The SYTRAL authority covers the Rhône département and Greater Lyon. Passenger numbers on the TCL network are up significantly. In order to continue to offer a high-quality service to our passengers, we have built our plan of action together with Keolis' teams. More than just providing support, this amounts to a real partnership through which we have rolled out an action plan designed to boost capacity across all modes of transport on the TCL network. Together, we have succeeded in meeting our citizens' high expectations. Keolis has the capacity to listen to needs and put forward solutions, enabling us to establish a presence in new regions. We are conducting feasibility studies, engaging in public consultations and undertaking work on a daily basis on the challenges presented by our region: adapting to new uses, integrating digital and technological innovation across the network and implementing a responsible and ambitious pollution control policy. Together, we are preparing for the future.

**” Keolis was part of the solutions devised to make an already very dense network more efficient.**



**JOHAN C. HAVELAND**

Director of Passenger Transportation at Bybanen in Norway

**With Keolis, we share a common goal to make passengers our priority**

The reason why we chose Keolis to operate the Bybanen, Bergen's light rail network for another eight years, was for its high quality of service which is our top priority. We are thrilled to partner with Keolis, one of the world's largest public transport operators, and we expect it to draw upon the expertise that exists within the broader Keolis Group. Our ambitions are extremely high as we intend to benchmark our service with light rail systems in Europe when it comes to punctuality, frequency, incident management and passenger satisfaction. We want to pursue a strong relationship with Keolis which will contribute to making 'Bybanen i Bergen' Europe's best light rail system. This is a big challenge but from what I have seen so far, I am confident that all employees, from front line to senior management, at both Bybanen and Keolis share a common goal to make passengers our number one priority.

**” We have established KPIs to document our journey towards becoming the most punctual and cost-efficient light rail system in Europe.**

54

Ensuring  
the **safety of all**

56

Managing **successful  
takeovers**

58

**Ensuring** smooth  
launches

60

Improving service  
**while increasing  
ridership**

62

Helping cities  
**sustain their assets**



# HANDLING ALL MODES

Design, operation and maintenance. Our know-how covers the whole mobility value chain. Our expertise in all transport modes enables us to respond to the performance challenges of the most complex networks, whether they are already in operation or about to be launched.



## Doha, Qatar

**PTA:** Qatar Rail

**Operator:** RKH Qitarat (consortium Keolis and RATP Dev 49% / Hamad Group 51%)

**Contract length:** 20 years

**Metro network:** 3 lines, 75 km, 37 stations

**Number of passengers per day projected for 2021:** 650,000

**Number of employees at the end of 2018:** over 900

**Cumulative turnover:** €3 billion

# ENSURING THE SAFETY OF ALL

Because safety is an absolute priority for us, we are continuously upgrading our safety policies with the latest innovations to increase network safety.

Find out more:  
[www.keolis.com](http://www.keolis.com)

## Carrying out safety checks with a new tool for risk management

A new enterprise application being deployed in Keolis subsidiaries will help to guarantee accurate and reactive event management, task monitoring and customer reporting. Explanations by Nicolas Mège, Group Safety Manager at Keolis and Thierry Couderc, CEO and Managing Director at RKH Qitarat.

### Why did you decide to deploy a new safety management solution?

**Nicolas Mège:** Many existing networks already have their safety management system (SMS) interface, often designed in-house, but we detected the need for a new solution in some of our new international operations, such as the Doha metro. We started our search at the beginning of 2018 and eventually selected Coruson, developed by the UK-based firm Ideagen. Widely employed in civil aviation, this application has also been adopted by the Rail Safety and Standards Board (RSSB) and is used as the reporting tool for the safety checks of all UK rail operators. **Thierry Couderc:** Our PTA, Qatar Rail, specifically requested a digitalised safety management system in its tender requirements. Coruson covers the main aspects of risk

management within an organisation: document management module (rules and procedures), standards, audits/inspections module, reporting module (event log, incident reporting, permits to work application) and risk management module. This offers us a single tool to provide our employees with access to all of these areas and report on them to our client.

### What benefits does this new solution offer?

**Nicolas Mège:** It reduces human intervention and risk of error, removing double data entry and accelerating the flow of information across an organisation. As a cloud-based system, input can be entered in the control room or on a mobile device in the case of inspections and audits. Information is then automatically escalated, triggering

action plans for the people responsible and making sure they read them and act upon them. It's much more efficient than having a safety manager entering data into a spreadsheet and e-mailing it to their colleagues. Coruson is also entirely scalable and adaptable to each subsidiary's needs and SMS, so we expect to deploy it elsewhere very soon, starting in Waterloo, Canada where we will be operating a tram system. We will also be able to share best practices across our operations worldwide.

**Thierry Couderc:** Introducing a SMS and its interfaces from square one forced us to ask ourselves the right questions about the input and output data we wanted, how to run our processes and who should be involved. In this respect, it's a good pilot project for Keolis. This solution offers flexibility in its scope as we can use it for safety as well as quality and other management issues. The solution became operational in mid-November 2018, even before the line opened to passengers. We fully involved our PTA client during roll-out and thanks to Coruson's Business Intelligent System, they now have access to our reporting and data.



Alpes Maritimes,  
France

## Nudging pupils for their own safety

Changing passenger behaviour is not always a straightforward task, and this is particularly true with school students who can be reluctant to fasten their seatbelts. To address this dangerous habit, Keolis, partnered with Fondation MAIF, behavioural science consultants BVA and school transport association ANATEEP, to test a series of 'Nudge' methods to get young people to belt up. Solutions included seat covers illustrating crash test dummies wearing their belts, posters displaying road accident victim statistics, and the *Malassis* foam block seat belt, guaranteeing an uncomfortable ride unless the belt is fastened. This test resulted in 2.4 times more pupils fastening their seatbelts. Deployment is now planned and other solutions are being explored in areas including avoiding collisions and accidents on tramways.

AND ALSO...



## Wales, UK

**PTA:** Transport for Wales

**Operator:** KeolisAmey  
(Keolis 60% and Amey 40%)

**Contract length:** 15 years  
(2018-2033)

**Network:** 1,623 km, 127 trains,  
247 stations and 4 depots

**Cumulative turnover:**  
€6 billion

# MANAGING SUCCESSFUL TAKEOVERS

As soon as we receive a positive response for taking over an existing network, we get working on the solutions and organisation necessary to guarantee operational performance from day one of the new contract until its fulfilment.

Find out more:  
[www.keolis.com](http://www.keolis.com)



## Besançon, France

**PTA:**  
Grand Besançon  
Urban Community

**Operator:**  
Keolis Besançon

## Winning back Besançon

On 1 January 2018, after winning the tender, we became the new operator for the public transport network of Greater Besançon for a seven-year period.

The Group has made a major commitment in terms of service provision and reliability. The transfer to in-house tram maintenance and managerial steps taken to improve trust and staff motivation have contributed to a sharp fall in absenteeism and the achievement of 98.6% service reliability. Results and forecasts are shared in complete transparency with the Besançon municipality.

AND ALSO...

## Wales and Borders: the biggest contract ever won by the Group

In June 2018, KeolisAmey was awarded the operating contract for Transport for Wales. This is the biggest contract ever won by Keolis and the first rail contract as a majority partner in the United Kingdom. Kevin Thomas, Chief Executive of KeolisAmey Wales reflects on this success.

### What were the key success factors enabling KeolisAmey to win this tender?

There were four companies competing, including the operator in charge of the network since 2003. Beyond the quality of our proposal and its competitive prices, our bid also provided many advantages for the client. KeolisAmey has been operating in the UK for several years now with the Manchester tram network and the Docklands Light Rail (DLR), the automated metro in London. Furthermore, Keolis is globally reputed for its expertise in train, metro and tram networks. Our

existing UK clients gave very positive feedback on their partnerships with us to the transport authority, Transport for Wales.

We presented an extremely innovative solution for improving the services on the Core Valley Lines with the objective of opening up access to these towns. We also committed to basing Keolis' UK head office and the Keolis International Rail Management department in Wales. Simultaneously, our partner Amey promised to open a rail design centre in the region. Both were seen by the client as excellent opportunities for local employment creation.

### The transfer of services to KeolisAmey took place just four months after the signing of the contract. Were you prepared for this fast takeover of the network?

Without question. We started almost immediately and got underway on major projects which will continue until 2023 with the electrifying of part of the network. We also worked on the infrastructure and the rolling stock. By the end of this short mobilisation phase we were well prepared for the transfer. The majority of passengers didn't notice the switch as services continued seamlessly for them. That said, we will of course be going much further in transforming the train service in Wales.

### How would you describe the next set of challenges?

Since we started running the network, we have had very good passenger satisfaction feedback. Our punctuality has also been praised. Our objective now is to get a more in-depth understanding of our passengers. We are now implementing a new system for measuring service quality. We are also rolling out new trains across the network and will open a new direct service to Liverpool. By 2023, all the trains will be brand new. A new tram-train will link Cardiff to The Valleys. Stations will undergo modernisation with WiFi connections throughout, while train frequency should double on some lines. Total investment amounts to more than £2 billion (approximately €2.3 billion).



## Doha and Lusail, Qatar

**PTA:** Qatar Rail

**Operator:** RKH Qitarat  
(consortium Keolis and RATP  
Dev 49% /Hamad Group 51%)

**Contract length:** 20 years

**Cumulative turnover:**  
€3 billion

**Doha Metro:** 3 lines over  
75 km, 37 stations

**Lusail Light Rail:** 4 lines over  
18 km, 25 stations

**Number of employees  
at the end of 2018:** over 900

**Number of passengers per  
day projected :** 650,000

Find out more:  
[www.keolis.com](http://www.keolis.com)

# ENSURING SMOOTH LAUNCHES

Our teams benefit from the wealth of Group experience and sharing of best practices regarding design, operation and maintenance to ensure that new network launches are successful.

of metro and tram networks,” comments Abdulla Al-Sulaiti, Director at Qatar Rail.

### Countless challenges

In more than a year, RKH Qitarat has hired nearly 1,000 employees and recruited as many sub-contractors. Ultimately, the total will be close to three thousand. “Even though the metro is automated, there are many employees working in passenger services in the stations and on board. Large numbers of people are responsible for cleaning, maintenance and security. The Qataris have very high standards in keeping with the scale of this huge €22 billion project. For example, it is out of the question that the air-conditioning fails or a fire breaks out,” adds Thierry Couderc. There are 26 different nationalities of people working

on the project. They are trained in English, Arabic and sometimes a third language, based on their country of origin. “We have had to lead a massive recruitment programme and ensure our workers’ loyalty at a time when other regional projects in Dubai and Riyadh are also starting to recruit,” continues Thierry Couderc. Keolis’ extensive expertise has ensured excellent coordination of all the project players.

## Qatar embraces shared mobility

The country’s first urban mobility rail network opened well before the 2022 Football World Cup kicks off. Our Keolis teams have worked at top speed to provide residents and visitors to Doha and Lusail with excellent service quality and the best mobility experience possible.

### A smart city model

Together with our French (RATP Dev) and Qatari (Hamad Group) partners, we have been awarded a contract to operate the future automated, driverless Doha metro and the tram network in Lusail, a town currently being constructed north of the capital. “Since we won the tender at the

end of 2017, work has been progressing at a good pace,” confirms Thierry Couderc, CEO and Managing Director of the RKH Qitarat joint venture that combines the three entities. “We open the first metro line in May 2019. The entire metro and light rail network will be up and running by 2020. The metro alone should carry 650,000 passengers a day. Qatar wants to make the city of Doha more attractive for visitors and facilitate the population’s daily journeys as the country prepares for the post-fuel extraction era. Its ambition is to be a model for smart cities.” For the public transport authority, the project has been cause for satisfaction, “We are very pleased to be working with RKH Qitarat and in particular with Keolis, benefitting from their global expertise in operations and maintenance



### Shanghai, China

**PTA:** Songjiang  
Tramway

**Operator:**  
Shanghai Keolis

## The Shanghai tram line welcomes its first passengers on board

In August 2018, Keolis Shanghai was awarded a five-year contract for the operation and maintenance of the new tram network in the Songjiang district, in the south west of Shanghai. Work progressed quickly leading to the opening of an initial section of 13.9 km with 20 stations at the end of December 2018. By mid-2019, 30 trains will run between the 46 stations on the 31 km long network, enabling 170,000 passengers a day to take this tramway which connects with the Shanghai metro. Following the opening of a first 100% automated metro line also in Shanghai in 2018 (Pujiang line), Keolis continues to grow in pursuit of shared and environmentally friendly mobility in China.

AND ALSO...



### Aarhus, Denmark

**PTA:** Aarhus  
Letbane

**Operator:** Keolis  
Aarhus Letbane

## Denmark brings back light rail

At the end of 2017, after a 50-year interlude without trams, Keolis opened a new light rail line serving the city centre of Aarhus, the second biggest city in Denmark. In August 2018 and May 2019, the service was improved with the addition of a tram-train serving the entire district, capable of travelling at speeds up to 100 km/h outside the town. The network which totals 110 km can now carry 40,000 passengers a day allowing them to leave their cars at home. We estimate there are now 5,000 fewer vehicles on the streets of Aarhus since the arrival of the light rail network. The public transport authority, Aarhus Letbane, has praised the Keolis expertise that has made this project a success.

AND ALSO...

# IMPROVING SERVICE WHILE INCREASING RIDERSHIP

Punctuality, reliability, comfort, customer relations...We are constantly improving our transport offer and our service quality to gain new and retain existing customers.

## More and more Bostonians are using Commuter Rail

Since Keolis Commuter Services has been operating the trains that connect Boston to its outskirts, ridership is on the up and service is improving. Tory Mazzola, Director of Public Affairs at KCS, talks about the company's commitment to the PTA, the MBTA, and all their passengers.

### What improvements have been made to the rail network that you operate?

When we took over the contract in 2014, the network was in serious need of attention. We invested massively with the renovation of the tracks, a 16km extension of the network and an increase in train frequency. We also designed a crisis centre with very quick incident reaction rates, further improving service. In addition, we grew our workforce by 20% in order to better serve passengers and launched a marketing campaign to promote the service to residents in the Greater Boston

area. For instance, in the summer of 2018 we introduced US\$10 tickets valid for unlimited weekend travel across all zones.

All these measures enabled us to increase usage and revenue. We also have an extremely efficient call centre that manages more than 100,000 calls annually and keeps passengers informed in real time. We were determined to put ourselves in the position of the passenger in order to provide our customers with a quality service and a real alternative solution to single occupancy car use. In the long-term, we want to make further improvements by installing Internet of Things (IoT) sensors in trains to help us manage peak times more effectively, control air temperature in trains and develop predictive maintenance. For example, the detection of increased vibrations on a system tells us it's time to run a maintenance check.

### How is your relationship with your client, the MBTA?

We maintain a very close relationship with our client as well



**Boston, Massachusetts, United States**

**PTA:** Massachusetts Bay Transportation Authority (MBTA)

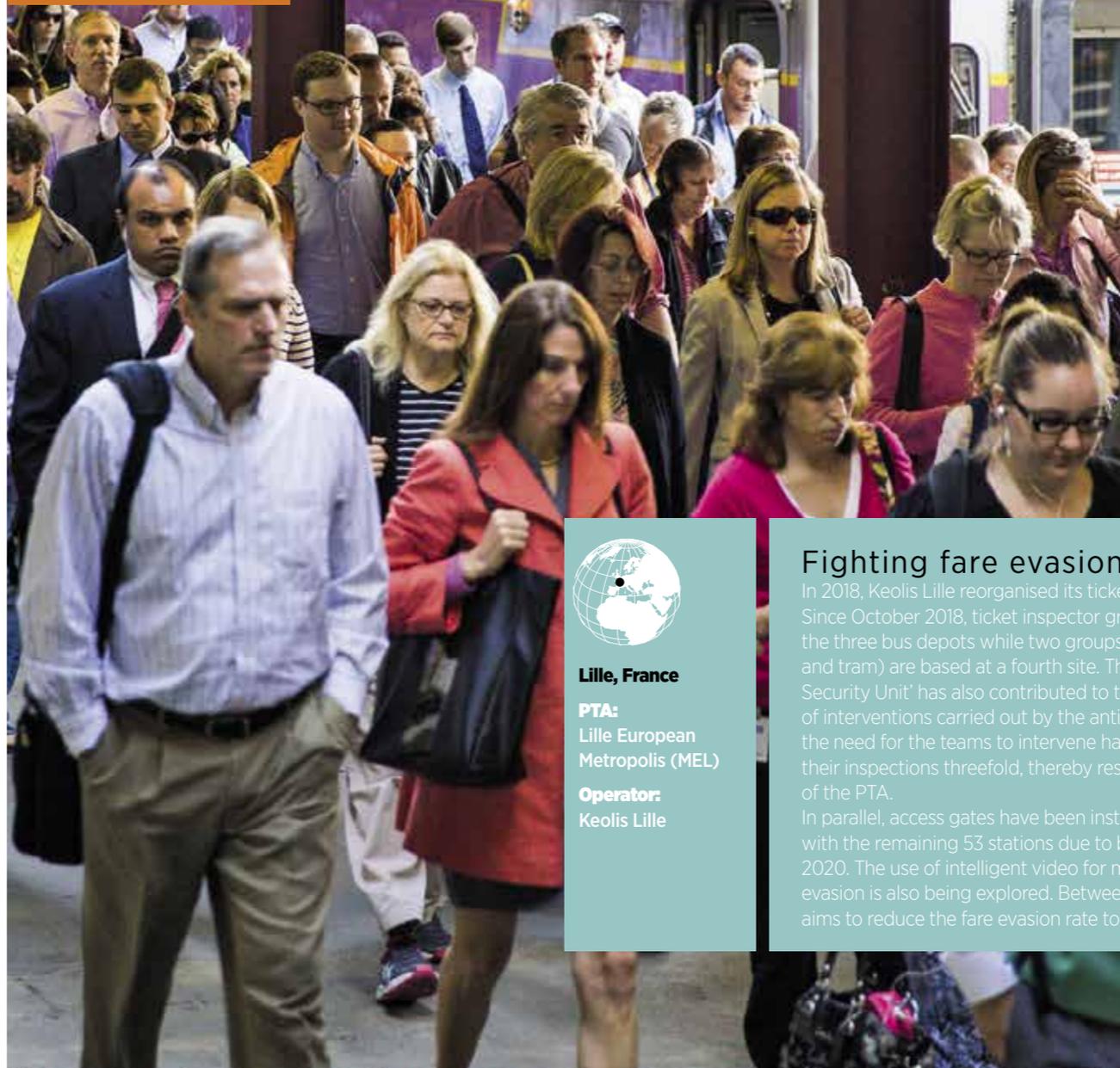
**Operator:** Keolis Commuter Services (KCS)

**Contract length:** 2014-2022 with 2 two-year extension options

**Network:** 640 km of route km, 139 stations, 14 lines

**Number of passengers carried per year:** 35 million

**Number of employees:** 2,400



**Lille, France**

**PTA:** Lille European Metropolis (MEL)

**Operator:** Keolis Lille

## Fighting fare evasion in Lille

In 2018, Keolis Lille reorganised its ticket-collecting team. Since October 2018, ticket inspector groups have joined each of the three bus depots while two groups dedicated to rail modes (metro and tram) are based at a fourth site. The creation of an 'Internal Security Unit' has also contributed to the reduction in the number of interventions carried out by the anti fare evasion teams. Reducing the need for the teams to intervene has enabled them to increase their inspections threefold, thereby responding to a major objective of the PTA. In parallel, access gates have been installed in seven metro stations with the remaining 53 stations due to be equipped by the end of 2020. The use of intelligent video for more effective detection of fare evasion is also being explored. Between now and 2024, the contract aims to reduce the fare evasion rate to 5%.

as with the various authorities and stakeholders. Our partners are aware of our innovative solutions, connected mobility services and first and last mile offerings. In 2018 we met elected representatives a total of 71 times, and we also maintain close relations with the media and all other organisations involved with our network. More than 400 stakeholders receive regular information from us in the form of a newsletter.

### 2018 marked the fourth year of the contract. What do you see as the highlights of that year?

Train ridership continues to increase during the week but also on weekends, thanks to our \$10 fares. Over the last four years, we've seen a 25% increase in turnover and ridership has grown by 21% since 2012. This is quite different to the overall trend for public transport in the US, making our success all the more valued. Since 2018, passengers can purchase their ticket on board from the ticket collector using their credit card. Thanks to the commitment of our employees and our strong relationship with the MBTA, we are going to continue improving the MBTA Commuter Rail network serving Boston and its suburbs.

AND ALSO ...



## Lille, France

**PTA:** Lille European Metropolis (MEL)

**Operator:** Keolis Lille

**Contract length:** 7 years

**Network:** 143 metro trains, 24 trams, 91 bus lines

**Ridership:** 187 million passengers per year, 730,000 journeys per day

**Numbers of employees:** 2,500

Find out more:  
[www.keolis.com](http://www.keolis.com)

# HELPING CITIES SUSTAIN THEIR ASSETS

Thanks to our asset management expertise, we assist local authorities in optimising their assets' availability and performance in the long term.

restructure the infrastructure and equipment across this expanding network, which has kept pace with the city's needs for decades but is now ageing. For example, Line 1 of the automated metro – the first of its kind in the world – was opened in 1983.

### Half a billion euros over seven years

To meet this requirement, the engineering teams of Keolis Lille helped draw up a vast investment plan with a budget of more than €500 million over seven years. From setting up new guide bars on the metro, to replacing escalators, trams and 150 buses, or installing ticket barriers at 60 metro stations and introducing a new bus fleet management and passenger information system, some 150 projects will be implemented by 2025 to increase the network's efficiency.

### Delegated contracting authority

Keolis Lille is accompanying Lille's transport department as project manager – providing advisory services, supervising projects and more – but also as the delegated contracting authority. "Lille European Metropolis has granted us a mandate for part of the requirements specification which amounts to €110 million of the

total budget," says Ludovic Soleil, Head of Projects and Engineering at Keolis Lille. "We're coordinating all aspects of these projects, from initial contract awards to final payments. It's a unique arrangement, which reflects the level of trust the transport authority has in us."

### An entire subsidiary mobilised

From early 2018, the first projects were already being completed. "Others will be delivered throughout 2019, with the support of numerous Keolis Lille teams in maintenance, operations, marketing and sales, IT, security and other departments," continues Ludovic Soleil. "Our sole ambition is to help Lille meet its urban mobility challenges now and in the future by maximising the long-term sustainability and performance of its assets and equipment, which are the bedrock of a reliable and attractive network."

## Keolis upgrades Lille's transport network

Lille is leveraging our asset management expertise to roll out a vast investment plan through to 2025 in order to modernise its network.

In December 2017, Lille European Metropolis renewed its contract with us for the operation of its Transpole network – renamed Ilévia in January 2019 – for the next seven years. One of the key requirements of the tender was the upgrade and long-term management of the PTA's transport assets. The objective is to replace, upgrade or



## Gold Coast, Australia

**PTA:**

Department of Transport and Main Roads (DTMR)

**Operator:**

Keolis Downer

## Continuous improvement on the Gold Coast

In 2018, in partnership with the local transport authority, Keolis Downer conducted an FMECA study (failure modes, effects and criticality analysis) of the Gold Coast light rail network. This initiative led to a reconfiguration of electrical and communication systems across the network and a whole host of upgrades to rolling stock. It follows the ISO 55000 asset management certification obtained in 2017 and an extension to the network, which now runs for 20 km along the coastline, compared to 13 km before.

AND ALSO...

66

Improving performance through training and assessment

70

Respecting and promoting human rights

72

Managing our environmental impact



# ACTING RESPONSIBLY

In the 16 countries and the regions in which we are present, we pay close attention to conducting our business in an exemplary manner. We have made a commitment to all our stakeholders, clients, employees and citizens to act responsibly and control our impact on the environment.



### Keolis Digital Academy

**Number of employees enrolled:** 38,500 (60% office workers and 40% on the ground)

**Passports obtained in 2018:** almost 10,000 (85% in France and 25% abroad)

Figures at the end of March 2019.

# IMPROVING PERFORMANCE THROUGH TRAINING AND ASSESSMENT

By investing in the development of employee skills, we make their expertise the driving force behind our growth.

## Establishing a common digital language

**From operations to management, Keolis has the same goal for all its employees: to offer a comprehensive knowledge base for digital technology. Equipped with the knowledge provided by the Digital Academy, our employees will be ready to implement mobility solutions for the digital age.**

A staggering 74% of employees say they do not have enough digital know-how (source: Netexplo). The solution to this problem? A digital one, obviously. With the training provided by our Digital Academy, we are giving our 65,000 employees the opportunity to acquire a minimum level of knowledge on the topic by obtaining a digital passport.

### **An Academy without borders**

Digital Academy is an online platform with great ambitions. It is intended for all our employees around the world, including those who do not work at a desk – for whom we are providing the necessary digital tools to connect to the platform. This initiative raises awareness of challenges raised by digital technology in all its daily manifestations from social networks to connected objects, smart cities and internal applications such as My Keolis Services, a scheduling tool for drivers. The Digital Academy also seeks to turn each of our employees into digital mobility actors, taking an active part in shaping the Group's future. The first step in the Academy's curriculum is acquiring the digital passport. It certifies a minimum

standard of digital knowledge, based on a fun and unique series of video tutorials. After receiving their passport, employees can continue using the online platform to embark on an educational digital journey to discover key issues around the world such as connected devices, smart cities, blockchain and mobile internet. Modules, for the most part video-based, help people understand Keolis' approach to mobility in the digital age, and better imagine the digital world of tomorrow.

### **Facilitate communication between subsidiaries**

The Digital Academy was launched in 2018. It relies on the personal involvement of each individual and allows them to be trained at their own pace, according to their needs. The training courses are available in French, English, Dutch and German. Creating a shared language that facilitates communication between all the subsidiaries around the world is a key strategic priority for the Group. This is reflected in the number of passports obtained in the project's first year. No less than 60% of our employees, a total of ●●●



38,500 people, have registered for the Academy and nearly 10,000 passports have already been obtained. While the vast majority were in France, some countries, regions and networks already stand out for their commitment to digital. Norway has enrolled 45% of its staff in the Digital Academy. North America is

the fastest growing region, with 500 passports already issued. Our subsidiary in Nottingham in the UK also recorded 129 passports in just three weeks. This is encouraging, but the end goal is for every employee to obtain their passports. With the Digital Academy, we ensure that each of them is well versed in new

digital offers and innovations being rolled out for public transport authorities. And most importantly, we are clearly stating our ambition: to make connected mobility a priority giving every employee the ability to participate in our development.



**Lyon, France**

**PTA: SYTRAL**

**Operator:**  
Keolis Lyon

### Keolis Lyon: **five stars for a top spot**

Keolis Lyon was assessed using the EFQM (European Foundation for Quality Management) excellence model. This tool measures continuous performance improvement and is used by European companies across all sectors. At the end of an assessment conducted by five certified assessors, Keolis Lyon achieved a remarkable five-star rating. It became the first French public transport company to reach such a level. During their numerous interviews, assessors were able to evaluate employee engagement, the expertise applied in the management of SYTRAL's assets, the quality of the relationship with stakeholders and the transversality of projects shared across the organisation.

AND ALSO...



**PHILIP ASKEW**

General Manager Customer Information,  
Marketing and Digital at Public  
Transport Victoria

*The Melbourne Art  
Trams Festival contributes  
to the cultural reputation  
of the city.*



**With the support of Keolis Downer, Keolis' Australian subsidiary, Melbourne trams are bringing contemporary art to a mass audience**

Every year, the Melbourne Art Trams Festival invites artists from the state of Victoria to paint the trams of Yarra Trams, the iconic Melbourne network which is also the biggest and one of the oldest networks in the world. Eight trams are wrapped with eight unique works by artists, aided by the Keolis Downer subsidiary, Yarra Trams, who are partners on the project. Over time, the public has developed a real affection for this festival which has become one of the major public art projects of the region. The trams are transformed into moving works of art as they travel the 250 km of the network, allowing all citizens to discover the artistic and cultural wealth of Melbourne. The event has also acquired international renown with many tourists sharing photos with friends and family all over the world. It contributes to the cultural reputation of the city while taking contemporary art to a mass audience.

**1.8**

**million passengers**  
travel on board the Melbourne  
Art Trams each year

**8**

**artists**  
selected  
every year

# RESPECTING AND PROMOTING HUMAN RIGHTS

Diversity, disability, gender equality... Respecting the rights of all employees is at the heart of our approach as a responsible corporate entity.

Gender equality on the rise in **Hyderabad**

**In this Indian city of 11 million people, where we operate an ever-expanding automated metro network, our local subsidiary is one of the most proactive in the Group on gender equality.**

Keolis Hyderabad is the first Indian company to be awarded the Gender Equality European and International Standard (GEEIS), which is valid for four years (2017-21). GEEIS certification recognises organisations with a proactive approach to gender equality. But the subsidiary's commitment goes even further. In 2018, it introduced a raft of measures to strengthen the role of women in the workplace. "In India, the majority of women don't work,

even those who have been in higher education," says Shalini Taneja, Director of Recruitment and Career Development for the subsidiary. "Many marry and choose to look after the home. So, we've made a short film showing how they can easily balance their personal and professional lives." In 2018, Keolis Hyderabad welcomed 30 more women to its ranks. About 20 work in operations, while others have joined the maintenance team – a traditionally male dominated role. The proportion of female staff at the station, although outsourced, is also growing: "We have our say when it comes to who they hire!" adds Shalini Taneja. And the company's support functions, such as HR and IT services, are no exception. In 2018, Keolis Hyderabad was



**Hyderabad, India**

**PTA:** Hyderabad Metro Rail Limited (HMRL) through L&T

**Operator:** Keolis Hyderabad

**Contract length:** 2017-2022

**Network:** 3 elevated metro lines, 67 km, 66 stations (once completed)

**Number of passengers expected per day:** 1 million

**Number of employees:** 2,000 (projected)

Find out more:  
[www.keolis.com](http://www.keolis.com)



granted special dispensation by the State of Telangana to allow women to do night shifts, creating further job openings.

## Positive initiatives

Simply hiring women isn't enough – they need to feel genuinely happy working with us. "Female staff with young children can leave them at our free nursery, which is open from 9am to 6pm every day. They also have access to a doctor, who's regularly on hand at our various sites," observes the Director.

Keolis Hyderabad has also set up an initiative for female employees called Workforce of Women (WOW), which meets quarterly to discuss a range of issues. For instance, it has held a talk on state maternity provisions and even runs self-defence classes. "In India, women are all too often the victims of attacks," says Shalini Taneja. "So, we're collaborating with the police on a programme called 'Margadarshak' which in Hindi means 'someone who guides'. All female staff members have my contact details so they can contact me directly if needed."



**Denmark, France and India**

## Health and safety: preventing the risks associated with addiction

For the safety of its passengers and the health of its employees, Keolis goes beyond local legislation across its networks to prevent the risks associated with alcohol and drug use at work. In Hyderabad, India, for example, the staff in control centres must be tested before each shift. In Aarhus, Denmark, light rail drivers can only print their service sheets after blowing into a breathalyser. Lastly, in agreement with employee representatives, Keolis Lyon has implemented a random testing protocol.

AND ALSO...



## Bordeaux, France

**PTA:** Bordeaux Métropole

**Operator:** Keolis Bordeaux Métropole

**Network:** 110 trams, 530 buses, 2,200 self-hire bikes, 23 P+R parks, 3 river shuttles

**Number of journeys in 2018:** 168 million

**Number of employees:** 2,607

# MANAGING OUR ENVIRONMENTAL IMPACT

To contribute to the common good, our subsidiaries are committed to an environmental approach based on continuous improvement and assessment of their performance.

## Corporate Social Responsibility (CSR), our guiding principle

Keolis Bordeaux Métropole has been stepping up its concrete CSR commitments for several years. This initiative meets the demands of the public transport authority and is a reflection of the subsidiary's high standards for excellence. Interview with Laurence Vercucq, Director of Quality, Safety and Environment at Keolis Bordeaux Métropole.

### Keolis Bordeaux Métropole incorporates CSR into its global management. Where does this strong commitment come from?

When issuing its request for proposal, Bordeaux Métropole attributed 10% of the marking to CSR. Back in 2013, it was a groundbreaking decision. Among other things, we thoroughly reviewed Agenda 21, the

benchmark CSR document for our local authority. Based on this, we established a strategy featuring 14 firm commitments. A rigorous approach reflected in our daily efforts and consistent reporting on our performance to Bordeaux Métropole every year.

### How are these commitments delivered?

The 14 commitments of our Sustainable Development Plan are implemented on both a daily and long-term basis. The company is certified ISO 14001 for the entire scope of its activities, ISO 9001 for its maintenance and revenue stream and soon for the entire scope of its activities. In addition, the company will soon roll out ISO 45001 across the entire scope of its activities. We are also certified NF Services 281, 298 and 371 for on-demand transport and control activities. Finally, we have acquired the Gender Equality Certification and signed the Diversity Charter. In order to assess ourselves, we have chosen to rely on the 'Committed to CSR' evaluation framework, which translates the ISO 26000 standards, as they are the most comprehensive. We plan to begin this assessment in May 2019.

### To what extent does CSR enhance the performance of Keolis Bordeaux Métropole?

As part of the KeoLife Bordeaux corporate initiative, we have

involved some of our employees in a discussion on the values to be upheld in our region. We have identified three priorities: innovation, responsibility and solidarity. Our objective is to become a benchmark network in France and Europe.

Over the past few years, we have accomplished a considerable amount of work, restructuring all our processes and integrating CSR into every aspect of our operations. We are currently working on identifying the risks and opportunities, such as reducing the fuel consumption of buses and implementing eco-driving. Our results are published in an annual report and reviewed by CSR statutory auditors as part of the non-financial performance reporting process. Although we are not required to do so we have chosen to produce and publish this report to share the CSR benefits we generate in the region in a transparent manner.



## Norway, Sweden

**Operators:**  
Keolis Norge,  
Keolis Sverige

## Scandinavia, championing sustainable mobility

Since 2018, our Norwegian subsidiary has aligned its growth strategy with the sustainable development objectives defined for governments by the United Nations. This initiative demonstrates Keolis' commitment to sustainable cities, and our determination to provide safe, efficient, inclusive and environmentally friendly mobility services. Our subsidiary thereby distinguished itself by adopting the same standards and language as PTAs and local authorities. On the other side of the border, Sweden remains the Group's benchmark for alternative energies. Since the last diesel bus stopped operating in 2015, 100% of the 1,780 vehicles operated by Keolis Sverige now run on biodiesel, electricity, bioethanol or biogas.

# OUR 2018 REFERENCES

A GLOBAL LEADER IN PUBLIC PASSENGER TRANSPORT, WE OPERATE AND MAINTAIN URBAN, SUBURBAN AND INTERCITY NETWORKS FOR MORE THAN 300 PUBLIC TRANSPORT AUTHORITIES. WE MANAGE A DOZEN OF DIFFERENT TRANSPORT MODES AND TAKE OUR MULTIMODAL EXPERTISE ALL AROUND THE WORLD.

## METROS

**364 KM OF TRACK**  
(in operation or under construction)

**PIONEER AND GLOBAL LEADER IN AUTOMATED METROS**  
• 240 KM

**9 networks worldwide**  
**Networks in service:** Shanghai (China); Lille, Lyon and Rennes (France); Hyderabad (India); London (United Kingdom)

**Networks under construction:** Shanghai Pudong International Airport (China); Frankfurt Airport (Germany); Doha (Qatar)

## TRAMS

**WORLD LEADER**  
• 985 KM  
(in operation or under construction)  
**Melbourne**, the world's largest tram network  
• 250 km

**Greater Manchester**, the UK's largest tram network • 96 km

**Aarhus**, Denmark's first light rail network

**25 networks worldwide**  
**14 networks in France:** Angers, Besançon, Bordeaux, Brest, Caen, Dijon, Le Mans, Lille, Lyon, Nancy, Orléans, Paris region (Transkeo tram-train), Strasbourg, Tours

**8 networks worldwide:** Gold Coast, Melbourne and Newcastle (Australia), Shanghai (China), Aarhus (Denmark), Bergen (Norway), Manchester and Nottingham (United Kingdom)

**3 networks under construction:** Waterloo (Canada), Odense (Denmark), Lusail (Qatar)

## BUSES & COACHES

**21,650 VEHICLES WORLDWIDE**  
**3,487** run on diesel alternatives  
• 1,225 running on natural gas, including 428 with a fraction of biogas  
• 806 on biodiesel • 523 on biofuel  
• 382 are hybrids • 312 are electric  
• 90 run on diester • 82 on bioethanol  
• 67 on LPG

### Urban and intercity

**Australia:** Adelaide, Brisbane, Newcastle, Perth

**Belgium:** Antwerp, Bruges, Brussels, Charleroi, Ghent

**Canada:** Province of Quebec

**Denmark:** Aalborg, Copenhagen, Odense

**France:** Aix-en-Provence, Amiens, Bayonne, Beaune, Bordeaux, Caen, Chambéry, Dijon, Lille, Lyon, Nancy, Orléans, Rennes, Sarrebourg, Toul, Tours

**Netherlands:** Almere, Province of Utrecht

**Sweden:** Borlänge, Falun, Gothenburg, Jönköping, Karlstad, Stockholm

**United States:** California, Florida, Nevada

### Bus and Coach Rapid Transit

Amiens, Bayonne, Beauvais, Franche-Comté, Loire-Atlantique, Metz, Pau, Rennes, Tours (France); Almere (Netherlands); Las Vegas (United States)

### Airport shuttles

Bordeaux, Marseille, Montpellier, Le Bus Direct – Paris Aéroports (France); Fort Lauderdale (United States)

## TRAINS

**MORE THAN 7,000 KM OF TRACK**

### 15 REGIONAL TRAIN NETWORKS

**Germany:** Hellweg-Netz, Maas-Rhein-Lippe-Netz, Ostwestfalen-Lippe-Netz, S-Bahn-Rhein-Ruhr, Teutoburger-Wald-Netz, Thalys Aix-la-Chapelle-Dortmund,

**United States:** Boston, Washington DC

**France:** Blanc Argent

**Netherlands:** province of Overijssel, Twente

**United Kingdom:** Govia Thameslink Railway, Southeastern, Wales & Borders

**Network under construction:** Dakar (Senegal)



## TRANSPORT FOR PEOPLE WITH REDUCED MOBILITY

### LEADER IN FRANCE

Bordeaux, Caen, Châteauroux, Paris region (PAM 75, PAM 94), Lille, Lyon, Orléans, Tours (France); Sweden; California (United States)

## MEDICAL TRANSPORT

### THE LEADING MEDICAL TRANSPORT OPERATOR IN FRANCE

2,200 vehicles • 4,000 ambulance staff • 200 JUSSIEU secours centres

## AUTONOMOUS SHUTTLES

140,000 PASSENGERS CARRIED

60,000KM COVERED SINCE 2016

### TRIALS AND SERVICES IN NEARLY 20 CITIES

#### In 2018

Flinders University in Adelaide (Australia), Han-sur-Lesse and Waterloo tourist sites (Belgium), Candiac (Canada), Universities of Lille and Rennes, city centre of Nevers (France)

#### And also

La Trobe University in Melbourne (Australia), Lyon, Paris Airports, Paris-La Défense (France), London Olympic Park (United Kingdom), Las Vegas (United States)

## BICYCLES

### OVER 20,000 BICYCLES IN FRANCE AND THE NETHERLANDS

(self-service, long-term rental, electrically assisted)

**France:** Amiens, Arras, Bayonne, Blois, Bordeaux, Bourgoin-Jallieu, Caen, Châlons, Chaumont, Dijon, Laval, Le Mans, Lille, Marmande, Metz, Montargis, Montluçon, Nevers, Obernai, Orléans, Pau, Quimper, Rennes, Riom, Sarrebourg, Tours, Versailles

**Netherlands:** Utrecht, Veluwe



## URBAN CABLE CAR

### FRANCE'S FIRST URBAN CABLE CAR SYSTEM INAUGURATED IN BREST, IN NOVEMBER 2016

605,000 journeys in 2018 • Almost 1.5 million journeys since the launch

## SEA AND RIVER SHUTTLES

Newcastle (Australia); Bayonne, Bordeaux, Lorient and off the coast of Finistère (France)

## CAR-SHARING

Arras, Bordeaux, Metz, Lille, Orléans, Rennes (France)

## CAR-POOLING

### MORE THAN 10,000 SUBSCRIBERS TO OUR SERVICES IN FRANCE

Bordeaux, Châlons-en-Champagne, Dijon, Lille, Rennes (France)

Keolis wishes to thank the employees who took part in producing this Annual Report.

**Keolis – Publication Director:** Thomas Barbelet – **Managing editor:** Catherine Miret – **Editor:** Linda Huguet.

**Creation and production:** EP□KA – **Photo credits:** Dean Bradley/Creative, Cécilia Charpentier, Jean Chiscano, David Cousin-Marsy, Jonathan Corbett, Adrien Daste, Department of Transport and Main Roads QLD, Augustin Détienne, Sébastien Erôme, Clara Ferrand, Cécilia Garroni-Parisi, P. Gifford/CAPA Pictures, Godefroy, Nanda Gonzague, Johan C. Haveland, Nicolas Joubard, Keolis Downer, Keolis UK, David Lee, LEM MEDIA, Laurent Mignaux, Keith Morris/Alamy stock photo, Sébastien Ortola, Tristan Paviot, Photo Craze, Proterra, K. Pierret-Delage, Qatar Rail, RR, RUAS, Livia Saavedra and Shanghai Keolis – **Editing:** Content Cooperative, Philip Hall, Ingrid Labuzan, Antoine Masson and Julien Thèves.

This document was printed by Imprimerie Solidaire, the first adapted industrial printing company in France.

## **CONTACT**

### **Brand and Communications Department**

---

20, rue Le Peletier  
75320 Paris Cedex 09 - France  
Tél. : +33 (0)1 71 32 90 00  
[communication@keolis.com](mailto:communication@keolis.com)  
[www.keolis.com](http://www.keolis.com)