Helping drive the modal shift from private cars to public transport is the most significant thing that Keolis can do to combat climate change. To achieve this, we are innovating every day so that we can offer attractive and accessible mobility solutions that improve quality of life for our passengers and respect the environment. But we aim to do even more.

Keolis’ continuous improvement programme, which involves all of our 58,300 employees in 16 countries, encompasses all aspects of corporate social responsibility and extends far beyond our network operations.

Thanks to the work of our subsidiaries, we are the first public transport operator to be awarded ISO 14001 certification for our environment policy and the GEEIS (Gender Equality European / International Standard) label for our diversity and inclusion policy.

Our commitment to continuous improvement is fuelled by regular dialogue with all our stakeholders, including our public transport authority clients, passengers, employees and the countries and regions we serve.
“Passengers, Public Transport Authorities, and more broadly citizens and elected representatives, are increasingly interested in the different aspects of corporate social responsibility, from environmental protection to business ethics and transparency, employee diversity to social unity. Many areas of our business are now involved to ensure we meet these expectations. The achievement of awards based on shared objectives is a source of pride for employees and adds to their sense of belonging to the Group.”

ANNE-BLANDINE DASSENCOURT,
Environment Deputy Director and Corporate Social Responsibility Coordinator, Keolis
Keolis has been pursuing a proactive approach to corporate social responsibility for over ten years, encompassing everything from safety standards, diversity and fair practices to sustainable and socially responsible purchasing and the environment.

To guide and shape its social responsibility activities, Keolis decided early on to adopt a stringent international framework. In 2004, Keolis signed up to the United Nations Global Compact, the world’s largest voluntary corporate sustainability initiative. Since then, we’ve maintained a policy of transparency and exemplary practices in line with the ten universal principles of the Global Compact, covering human rights, labour standards, the environment and the fight against corruption. Keolis’ social responsibility strategy is also based on the international ISO 26000 standard and on group-wide policies for safety and security, ethics and compliance, ISO 14001 certified environmental protection, diversity and inclusion, and sustainable and socially responsible purchasing. These are now firmly embedded in our corporate guidelines and practices to ensure that they’re disseminated as widely as possible.

As well as providing general department guidelines, Keolis’ purchasing policy, coupled with our commitment to sustainability and social responsibility, adds a new dimension to the purchasing process.”

Frédérique Tabary, Project Buyer, Keolis

“Keolis has been pursuing a proactive approach to corporate social responsibility for over ten years, encompassing everything from safety standards, diversity and fair practices to sustainable and socially responsible purchasing and the environment.”

IN THEIR OWN WORDS

“2004
In 2004, Keolis signed up to the UN Global Compact.”

Nadine de Gueyer, Head of Corporate Legal Department, Corporate Department, Keolis

“Measuring our progress
Commitments are only meaningful if they translate into actions that are measured and demonstrable. In a process of continuous improvement, Keolis regularly assesses its performance and reports on progress through our annual Communication on Progress report, published on the Global Compact website. Similarly, various Keolis subsidiaries bring in independent experts to assess their performance in accordance with ISO 26000 criteria.

Spreading the word
As well as raising our own standards of performance, Keolis is taking action in its wider sphere of influence. Our commitment to sustainable and socially responsible purchasing (support for responsible economies, local engagement, incorporation of environmental and safety considerations, coordination and transparency of supplier relations) not only involves our purchasing staff but also provides an opportunity to initiate dialogue with subcontractors as we help apply the ISO 26000 standard to the public transport sector, led by the UTP (French Public Transport Union) task force. Keolis is also actively encouraging other transport operators to consider adopting more proactive corporate social responsibility (CSR) measures.

“In 2013, Keolis introduced a compliance programme called ‘Konformité’, focused on three priority areas: strict compliance with the principles of free and fair competition, prevention of corruption and fraud, and protection of personal data.”

Nadine de Gueyer, Head of Corporate Legal Department, Corporate Department, Keolis
To help determine our priority actions for social responsibility, Keolis invites all stakeholders to contribute to an ongoing process of dialogue, questioning and challenging the way we do things.

By definition, implementing a corporate social responsibility strategy means listening to the expectations of stakeholders. In 2011, Keolis introduced a more structured approach to dialogue with passengers, policymakers, public transport authorities, governments, trade associations, businesses, industry experts and other stakeholders. Thanks to this active listening approach, we are constantly improving our practices and, in turn, strengthening our position as a major player in local communities.

STRENGTHENING LOCAL COMMITMENT
To support our subsidiaries in this commitment, Keolis provides each of them with a set of tools, including mapping models, prioritisation criteria and action plans. These tools help them to identify their stakeholders and, most importantly, understand their expectations. And with Keoscopie, our research body for mobility trends, set up in 2007, subsidiaries also have a method for analysing the impacts of socio-demographic changes on mobility. This is particularly useful for supporting dialogue with local players on emerging transport needs and how we can work better together to address them.

GROUP-WIDE SHARING OF INFORMATION
To drive progress in social responsibility, Keolis actively encourages its subsidiaries and employees to share best practices, feedback and lessons learned. One way we do this is through in-house committees. Led by corporate departments, their purpose is to foster dialogue across the organisation. The Health, Safety and Environment (HSE) department, for example, holds an annual session to discuss the latest developments, ongoing projects, best practices and difficulties encountered in these areas. It’s attended by over a hundred Keolis experts from all our countries of operation. Another key enabler of company-wide cooperation is KeoSphere, the Group’s collaborative intranet portal. With over seventy knowledge-sharing communities based on business areas or projects, this collaborative online space makes it easy for Keolis subsidiaries to share information, feedback and lessons learned with the rest of the organisation internationally.

Since 2015, the annual KeoLife Week event has been mobilising employees everywhere around the key workstreams of KeoLife, the company’s continuous improvement programme. In 2017, over 450 local events were organised by subsidiaries, up from 400 in 2016, including a host of operations highlighting safety, ‘Live My Life’ workshops (e.g. an opportunity to experience a day in the life of a driver) and actions aimed at promoting employee wellbeing.

Since 2011, Keolis has invited external stakeholders to talk directly with our Executive Committee. To ensure neutrality, these highly constructive discussions are attended by an independent consultant.

Catherine Miret, Head of Communications, France, Keolis

“Insights, feedback, questions, suggestions, cross-disciplinary perspectives and collaborative design approaches are all part of the process for Keolis’ analysis and initiatives. It’s a really open approach, which reflects the way the company has chosen to engage with its environment.”

Anne-Marie Ducroux, Stakeholder Dialogue Facilitator, Au Nom du Vivant
To better satisfy passengers on the networks we operate, Keolis is committed to continuously improving the passenger experience. A high-performance network is first and foremost a service that meets the expectations of the passengers who use it. For this reason, Keolis is constantly listening to residents in each country, particularly through our Keoscopie observatory. And because passenger information is an important part of making public transport more attractive, we design innovative solutions that give users the help and guidance they need at every stage of their journey.

No. 1
With over 1 million journeys every year in 40 towns and cities, Keolis is the French leader in transport for passengers with reduced mobility.

HIGH-PERFORMANCE MOBILITY SOLUTIONS
Keolis is keen to ensure that passengers and public transport authorities benefit from our unique expertise in multimodality, gained through our involvement right across the mobility chain. We capitalise on this know-how by designing transport solutions that deliver the highest level of service quality, while meeting the aspirations of policymakers and residents for healthier and more environmentally friendly mobility. To this end, Keolis has developed the Neolis method of network design, drawing on the findings of marketing and sociological surveys. Everything is carefully examined to make public transport more attractive and encourage the shift from private cars to shared services, including the introduction of priority lines and the review of service timetables and frequencies, fare structures, alternative transport solutions, etc.

EASIER MOBILITY FOR ALL
Keolis believes that public transport should also be accessible to everyone. To achieve this, we strive to make travel easier for every passenger, everywhere and irrespective of their situation. In practice, this commitment translates into a range of actions to help vulnerable passengers. This includes transport services for people with reduced mobility, using purpose-designed vehicles with special visual and audio information. These actions are coupled with services to all areas of a region, including remote residential areas.

SAFETY AND PEACE OF MIND FOR PASSENGERS
For Keolis, safety is an absolute priority and central to our commitments to customers. As well as our stringent safety guidelines which are applied by each subsidiary, Keolis actively works to increase public awareness around public transport. In 2016, for example, several of our French subsidiaries ran an awareness campaign aimed at schoolchildren and coach passengers, highlighting the importance of wearing seatbelts. And because peace of mind is a key passenger expectation, we work hard every day to combat fare evasion and antisocial behaviour.

"Building on our core philosophy of Thinking like a passenger, and through our Keoscopie observatory, Keolis’ goal is to understand passengers in all their diversity, so that we can offer them the best possible experience.”
Kara Livingston, Marketing Director, Keolis
1 Keolis Lille, France – 10,000 V'Lille bicycles are available in 10 towns in the region.

2 Keolis Seine Essonne, France – School children taking part in a bus evacuation drill.

3 Keolis Commuter Services, USA – KCS is strongly committed to diversity and non-discrimination on every level.

4 Keolis is the leading transport operator for people with reduced mobility in France.
1 BatCub Bordeaux, France – The Bordeaux river shuttle is an integral part of the city’s multimodal network.

2 Keolis Dijon, France – Keolis Dijon has installed photovoltaic modules on the roofs of its maintenance center.

3 Keolis Hyderabad, India – Preparing for operations with safety in mind.

4 Shared Multi-Service Information Offices – Support for vulnerable people at PIMMS Portes de Provence, France.

5 Keolis Sverige, Sweden – All buses operated by Keolis are fossil fuel-free.
COMMITMENT 2

COMMITMENT FOR OUR EMPLOYEES: SAFETY, DIVERSITY AND INCLUSION

Keolis believes that the 58,300 people who work for us are our greatest asset. Their safety is therefore our top priority and we are committed to providing the right conditions for their professional development.

The safety of employees and passengers alike is an utmost priority for Keolis. We strive to achieve this through a process of continuous improvement based on a common set of guidelines. All managers and employees are responsible for making safety an everyday reality. Our employee safety policy accident prevention measures are effective and duly applied. Here again, awareness and training play an important role. For example, we’ve produced a training booklet covering the various types of risk situations, which is given to all new employees when they join the company. A risk prevention plan is put in place with subcontractors working at our sites. Regular audits are conducted to verify compliance with government regulations and our own internal procedures. These audits are carried out by Keolis experts, or those of our subsidiaries, typically during the planning phase, before a new network enters revenue service.

ENSURING EQUALITY IN THE WORKPLACE
Keenly aware that diversity strengthens our business, Keolis is committed to tackling discrimination in all its forms. This is reflected in our Diversity and Inclusion policy, which was incorporated into our KeoLife continuous improvement programme in 2016. This has translated into a wide range of initiatives and awards, such as the introduction of a young graduate programme for the company’s core areas of expertise, inclusion of people with disabilities and the award of the Égalité (gender equality in the workplace) label in France and the GEEIS (Gender Equality European / International Standard) certification in other countries. Keolis became the first public transport operator to receive the GEEIS certification for our comprehensive policy and actions to promote gender balance and equality in the workplace.

“Building on the work of its subsidiaries, Keolis is engaged in a continuous effort to improve the safety of passengers and employees.”
Thierry Guinard, Safety Director, Keolis

“Keolis established a formal policy of diversity and inclusion with five key commitments:
• comply with international standards and labour rights in each country of operation;
• create a fair and inclusive work environment;
• respect every individual, their dignity and their culture;
• maintain an environment of openness and empathy in order to understand individual needs and expectations;
• promote diversity and equality in the workplace with respect to our stakeholders.”
Bruno Danet, Human Resources Executive Director, Keolis
eolis has introduced a group-wide environmental policy, coupled with a set of dedicated tools for use by our subsidiaries, as well as training courses, a system for sharing best practices and lessons learned, and preferential agreements with suppliers which offer circular economy solutions. Similarly, our subsidiaries are working hard to reduce the consumption of drinking water in industrial processes by using recycled-water systems for vehicle washing, rainwater recovery and remote reading devices which monitor water usage in close to real-time. For 2016 it covers the activities of 15 subsidiaries of various sizes both in France and internationally.”

Laurent Ledante, Environment Manager, Keolis

As a public transport operator, Keolis is keenly aware of its role in protecting the environment and the importance of leading by example. We endeavour to achieve this through a wide range of actions to improve our environmental performance, underpinned by a certified environmental management system.

Keolis has introduced a group-wide environmental policy, coupled with a set of dedicated tools for use by our subsidiaries, as well as training courses, a system for sharing best practices and lessons learned, and independent audits. Based on the ISO 14001 international standard, Keolis’ environmental policy uses various levers to continually improve our performance. To reduce the main impact of our business on the environment, we’ve chosen to focus on three priority goals: optimising energy consumption, improving waste management and reducing the amount of drinking water consumed for industrial purposes.

“FNE and Keolis are leading a consultation on how mobility can help meet the challenges of energy transition. Practical examples include Keolis’ eco-driving initiative, which is reducing fuel consumption, greenhouse gas emissions and other air pollutants.”

Demba Diedhiou, Coordinator, Transport and Sustainable Mobility, France Nature Environnement (FNE)

“Initiated fifteen years ago, Keolis’ environmental commitment is now embedded in an ISO 14001 certified, Group-wide environmental management system. Officially introduced in 2014, it’s a great example of how we can share experience and pool knowledge and best practices. For 2016 it covers the activities of 15 subsidiaries of various sizes both in France and internationally.”

Laurent Ledante, Environment Manager, Keolis

REDUCING ENERGY CONSUMPTION FOR A GREENER FUTURE

At Keolis, the first and most obvious way we can help preserve natural resources is to reduce our energy consumption, which is responsible for the main environmental impact of our business. Along with energy transition, we are aiming for a ten-percent increase in energy efficiency by 2020. In addition, Keolis supports public transport authorities in their environmental efforts by offering solutions tailored to local needs and vehicle fleets in service, such as alternative fuels, particulate filters and energy recovery and efficiency systems. Our drivers are also trained in eco-driving techniques. By reducing our energy consumption, Keolis is directly reducing greenhouse gas emissions related to our operations.

33% of Keolis employees have an ISO 14001 certified activity.
In the sixteen countries where Keolis operates, our subsidiaries are proactively engaged in a range of efforts to boost social and economic development of their territory.

PROMOTING LOCAL JOBS
Keolis’ activities in a given region aren’t just about providing residents with effective transport solutions. It also encompasses a whole range of practical, socially oriented policies, starting with employment. In each of our subsidiaries, Keolis is committed to creating local, in-house jobs. This makes us a major employer wherever we operate a network, such as in Sweden (6,000 people) and in Lyon, France (4,400 people). Keolis is also committed to making a difference for people with low employment prospects, especially individuals with disabilities. To do so, our purchasing department provides contracting opportunities with small businesses owned and controlled by socially and economically disadvantaged individuals. In addition, Keolis is involved in various inclusion initiatives, such as the PIMMS network of ‘shared multi-service information offices’ in France. We also promote local employment by encouraging subsidiaries to use local service providers wherever possible. We have therefore produced two purchasing guides for subsidiaries, one for cleaning services, the other for site security, which include a set of recommendations aligned with our social responsibility policy.

SUPPORTING SOcialLY RESPONSIBLE INITIATIVES
Keolis is keen to strengthen ties with the local communities where we operate. Since 2010, we’ve run the annual ‘Coups de Cœur Solidaires’ (Actions For Social Unity) initiative. This encourages employees to volunteer for non-profit organisations working to promote solidarity across communities and/or the inclusion of vulnerable people. In London, for example, the Keolis subsidiary that operates the Docklands Light Railway (DLR) has set up a team of community ambassadors, who help people with disabilities or who need assistance using the network. They also work with community groups and support local initiatives via a dedicated fund.

REACHING OUT TO YOUNG PEOPLE
Another aspect of Keolis’ local engagement is our work with young people. From talks by drivers to classes of students of all ages to guided tours of our maintenance workshops and production of safety awareness materials, Keolis and its subsidiaries are increasingly involved with local schools. Our aim is to inform young people about public transport and raise awareness about the issues of safety, fare evasion and antisocial behaviour. These initiatives also provide an opportunity to talk about the environmental benefits of public transport.

BETTER ACCESS TO LOCAL CULTURAL ACTIVITIES
Keolis also supports local initiatives seeking to promote and provide better access to cultural activities. Each year as part of the Melbourne Arts Festival in Australia, for example, local emerging artists are invited to reimagine the city’s trams, allowing employees and passengers to see them in a new light.

1998
Keolis is a founding member of the National Union that oversees France’s PIMMS network.

64,000
students were reached through our engagement with local schools in 2016.

IN THEIR OWN WORDS
“The BIOM indicator measures what a company puts back into the local community in the form of jobs, contribution to public services, spending on the environment and support for economic development. Keolis’ BIOM attitude is excellent! On average, 70% of its revenue contributes to sustainable development in the local areas where it operates.”

Jérôme Huet,
Operations and Forward Planning Manager, Biom Work

“Keolis is keen to engage with all residents in the communities we serve by encouraging local initiatives, such as the ‘intergenerational music experience’, which won an award at the 2016 Actions For Solidarity.”

Tiphaine Derischebourg,
Corporate Social Responsibility Performance Manager, Keolis
Keolis – Publication Director: Thomas Barbelet
Design and production: MEANING

TO FIND OUT MORE
For more information about our CSR policy, go to www.keolis.com – Corporate Social Responsibility section
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