more ways — more life
WE’RE INNOVATING TO MAKE
SHARED MOBILITY MORE
ENJOYABLE, MORE INCLUSIVE,
MORE SUSTAINABLE AND
MORE CONNECTED.
PRIORITISING THE WELLBEING OF EACH PASSENGER BY MAKING SHARED MOBILITY A MORE PLEASANT EXPERIENCE — THAT’S THE AMBITION THAT DRIVES US EVERY DAY AT KEOLIS.

To achieve this, we’re applying our rigorous standards as a pioneer of shared mobility and our expertise as an operator and integrator of all modes of transport. We’re working hard with local decision makers and other stakeholders to develop tailored mobility solutions that meet the needs and expectations of citizens, and provide an attractive alternative to personal cars.

Our vision is to deliver the kind of shared mobility that energises development in each region and addresses the major economic, social and environmental challenges both for today and tomorrow, to benefit the three billion passengers that we carry each year — and for all other citizens.
In 2017, KeolisAmey, the joint venture between Keolis and UK services provider Amey, won the contract to operate Greater Manchester’s Metrolink tram network. With 96km of track and seven lines serving 93 stations, Metrolink is the largest tram system in the United Kingdom. This new 10-year contract further strengthens Keolis’ position in the UK — which is where we began our international development more than 20 years ago. Today, Keolis carries around 700 million passengers every year in the UK.

KeolisAmey’s priorities include improving the everyday experience of passengers on Manchester’s trams. And this ambition is on track. Since the subsidiary began operating the network, passenger satisfaction has reached a record 90%.
INTO BELGIUM’S PARKING MARKET

EFFIA acquired two Belgium-based companies, Alfa Park and Parkeren Roeselare, which, combined, operate 20 car parks and sites with on-street parking throughout Belgium, offering more than 19,500 car park spaces. This is our parking subsidiary’s first expansion outside France. Also in 2017, EFFIA won new contracts in Amiens, Chambéry, Lorient, Tain L’Hermitage and Vincennes, increasing the number of parking spaces it operates by 32,000 compared with 2016.

11:27 – Rue Hector Malot
Paris – FRANCE

Parking is a vital link in the mobility value chain as we support transport authorities in their efforts to reduce the number of private vehicles in our cities.

GREEN

Keolis Transit America is now responsible for operating and maintaining the bus network in Los Angeles County for its customer, Foothill Transit. The fleet comprises 147 buses, including 14 electric vehicles. Strongly committed to sustainable mobility, Foothill Transit plans to have a fully electric bus fleet by 2030.

10:34 – Foothill College
Foothill – UNITED STATES

With this eight-year contract, Keolis is consolidating its expertise in energy transition and offering a new way forward for the development of sustainable mobility in North America.
Keolis formed Keolis Santé by partnering with three major players in the French medical transport sector: Intégral and Douillard in July, then Jussieu Secours France in December. Jussieu Secours France is now a Keolis Santé brand. These alliances make this new subsidiary the market leader, with 2,200 vehicles and over 4,000 employees. This external growth operation strengthens Keolis’ leadership in transport for passengers with reduced mobility in France and further extends our position in the everyday mobility sector.

By providing accessible services that are readily available, on-time and safe, Keolis Santé is taking a more people-centred approach to medical transport, while reducing costs for healthcare authorities.
PROMOTING

A HOLISTIC VISION OF MOBILITY

The Greater Rennes Authority renewed Keolis’ contract to operate its STAR network until 2024. Under this new franchise, the Group will expand the range of mobility solutions on offer, with the dual objective of making shared transport a more attractive proposition and reducing individual car usage. In addition to a second automated metro line planned for 2020, Keolis will offer a wider range of self-service and long-term electric and non-electric bike hire schemes as well as a dynamic car sharing service.

12:45 – Saint-Pierre Cathedral
Rennes – FRANCE

With a capacity of 179 passengers per train and a speed of 37km/h, the second automated metro line will facilitate mobility for an average of 113,000 passengers a day.

CONNECTING WITH PASSENGER EXPECTATIONS

In Orléans and Montargis, France, passengers now have access to all three components of the PlanBookTicket solution from Keolis, which lets them manage their entire journey via smartphone. This innovation reflects our strong expertise across the entire digital mobility value chain.

In the Netherlands, Keolis has launched helloGo, the first all-in-one mobility app. This new app enables passengers in the province of Utrecht to plan their journeys across all available modes of transport — bus, train, bicycle, taxi, car rental and more — then book and/or pay via smartphone. The app will eventually be deployed in other Dutch towns and cities as well as in other European countries where Keolis operates.

12:15 – Avenue de Paris
Orléans – FRANCE

M-Ticket, now built into the PlanBookTicket solution, simplifies the travel experience by allowing passengers to buy and activate their ticket with just a few taps on their mobile phone, then scanning the barcode on the onboard validator.

20/10 05/11
In Las Vegas, Keolis and NAVYA launched a one-year trial with autonomous electric shuttles. The shuttle is the first ever self-drive vehicle to provide a regular transport service on a public road. Since July 2017, three shuttles are also being tested in the heart of Europe’s largest business district, Paris-La Défense. In September 2017, the Navly autonomous shuttle service, which operates in the Confluence eco-district of Lyon, celebrated one year of operations. Together, these trials are another example of how Keolis is pioneering the future of autonomous mobility.

At CES 2018 in Las Vegas, Keolis and NAVYA presented Autonom Cab, the first electric “robot taxi”.

2017 was a busy year for Keolis in this modal sector, with the launch of the first automated metro line in Hyderabad (India), the contract win for the first automated line at Shanghai Pudong International Airport (China), work to automate Line B of the Lyon Metro (France) and the contract signed for Doha’s future network (Qatar). With these and other contracts, Keolis stepped up its international expansion and consolidated its world market leadership in automated metros.

The Hyderabad automated metro, which carried 220,000 passengers on its first two days of operation, is connecting major businesses and residential areas to the city centre.
INVESTING
IN ON-DEMAND TRANSPORT

In 2017, Île-de-France Mobilités renewed its contract with Keolis for the operation of Filéo, the largest on-demand transport service in Europe. The 10 lines of the Filéo network replace regular bus routes seven nights a week, serving the 28 towns in the area around the Paris-Charles de Gaulle airport hub. Once again, Keolis is breaking new ground by incorporating a car sharing service in conjunction with Instant System and a private driver service with its partner provider LeCab.

18:45 – Paris-Charles de Gaulle airport
Paris area – FRANCE

Filéo is the largest on-demand transport service in Europe, carrying 380,000 passengers a year. This vital service meets the mobility needs of the local population and the 300,000 people employed at Paris-Charles de Gaulle airport, many of whom work shifts or at night.
In December 2017, Keolis began operating two new major rail networks. The first in the Netherlands, comprising 81km of track in the Province of Overijssel, and the second in Germany, includes five lines representing 500km of track totally in the region of North Rhine-Westphalia. One of the lines is a cross-border connection to the Netherlands. These new contracts are a further endorsement of the Group’s know-how in rail operations and our ability to meet the requirements of high-capacity mass transit at a regional level.

Keolis Downer, our Australian subsidiary, which has operated the Melbourne tram network since 2009, had its contract renewed for another seven years. Yarra Trams is the largest tram network in the world, with 250km of double track, 25 tram routes and over 200 million passengers a year. The renewal of this iconic franchise further strengthens the Group’s leadership in the tram market.

One of Keolis Downer’s top priorities is to further improve service quality and enrich the passenger experience on the Melbourne network, which has achieved an increase in customer satisfaction of over 10% since 2009, while patronage has risen by more than 13% over the same period.

In Germany and the Netherlands, Keolis is raising standards of passenger comfort by rolling out new or fully refurbished trains, coupled with new services.
DELIVERING

OPERATIONAL EXCELLENCE

The European Metropolis of Lille once again placed its trust in Keolis for the operation and maintenance of its Transpole urban transport network (buses, trams, metro, bicycles, etc.) for a further seven years. Under this contract, the Group will continue to run Lille’s fully-automated, driverless metro, the first of its kind in the world, which Keolis launched in 1983 and continues to deliver an exceptionally high level of operational performance. Indeed, this achievement won praise in a comparative study of the world’s best driverless metro lines, conducted in 2017 by the consulting firm Wavestone.

11:56 – Rue de Béthune
Lille – FRANCE

With a train every minute at peak times and waiting times never more than eight minutes during off-peak periods, the Lille automated metro boasts the shortest service interval in the world.

REINFORCING

OUR GLOBAL LEADERSHIP

In 2017, Keolis began operating the new light rail network in Aarhus, the second-largest city in Denmark, after winning the contract in June 2015. This is the country’s first light-rail service, and the project has been entrusted to Keolis. It’s a great success, which enables the Group to consolidate our presence in Scandinavia and strengthen our global leadership in tram operations, with 22 networks in nine countries and 270 million people carried in 2017.

20:01 – Skolebakken
Aarhus – DENMARK

The Aarhus light-rail network will carry around 40,000 passengers every day, freeing up space on the city’s bus network, which has seen patronage double in the last 10 years.
PIONEERING

P. 18-19  Global player in everyday mobility
P. 20-21  Our presence in the world
P. 22-25  Developing shared mobility solutions for more vibrant communities
P. 26-27  Ambitious plans for the future
P. 28-31  A year of sustained growth
02 ATTENTIVE

P. 34-41 Making mobility a service for all

P. 42-49 Collaborating closely with Transport Authorities

P. 50-57 Putting passengers first

03 COMMITTED

P. 60-61 Addressing the needs and expectations of all stakeholders

P. 62-65 Working together to achieve the same ambition

P. 66-67 Leveraging our people’s skills and talents

P. 68-73 KeoLife continuous improvement in motion

P. 74-75 Delivering outstanding operational performance and safety

P. 76-77 Moving forward responsibly

P. 78-79 Innovating to create next-generation mobility solutions

P. 80-82 Our references
A GLOBAL PLAYER
IN EVERYDAY MOBILITY
<table>
<thead>
<tr>
<th>Category</th>
<th>Figure</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Buses and Coaches</td>
<td>21,500</td>
<td>including 605 electric or hybrid vehicles</td>
</tr>
<tr>
<td>Private Driver Services</td>
<td></td>
<td>Leader with LeCab in Paris</td>
</tr>
<tr>
<td>Medical Transport</td>
<td></td>
<td>No.1 in France</td>
</tr>
<tr>
<td>Parking Spaces</td>
<td>210,500</td>
<td>Managed in France and Belgium including 50,000 on-street</td>
</tr>
<tr>
<td>Urban Cable Car Operations</td>
<td></td>
<td>No.1 in France</td>
</tr>
<tr>
<td>Sea and River Ferry Networks</td>
<td>5</td>
<td>in France and Australia</td>
</tr>
<tr>
<td>Tram Operations</td>
<td></td>
<td>Global leader with 800 km of lines</td>
</tr>
<tr>
<td>Automated Metros</td>
<td>No.1 worldwide</td>
<td>Worldwide leader with 230 km of lines</td>
</tr>
<tr>
<td>Total passengers carried annually</td>
<td>3 billion</td>
<td>In 16 countries</td>
</tr>
<tr>
<td>Autonomous Shuttles</td>
<td>90,000</td>
<td>Carried by all-electric autonomous shuttles and 33,000 km clocked up</td>
</tr>
<tr>
<td>Rail Track</td>
<td>5,500 km</td>
<td>Across 11 networks</td>
</tr>
<tr>
<td>Bicycles</td>
<td>20,000</td>
<td>In France and the Netherlands</td>
</tr>
<tr>
<td>Ferries</td>
<td></td>
<td>5 networks</td>
</tr>
</tbody>
</table>
OUR PRESENCE

IN THE WORLD

• AUSTRALIA • BELGIUM • CANADA • CHINA • DENMARK • FRANCE • GERMANY • INDIA • LUXEMBOURG • THE NETHERLANDS • NORWAY • PORTUGAL • QATAR • SWEDEN • UNITED KINGDOM • UNITED STATES

- Metro
- Planned metro
- Tram
- Planned tram
- Bus/shuttle/interurban and school coaches
- Bus Rapid Transit (BRT)
- Taxi
- Train
- Planned train
- Transport on demand
- Bicycle
- Paratransit (PRM)
- Ferry

- Offices
- URBAN NETWORK
- Management of over 300 spaces
- Suburban networks

In Greater Paris, 25 Île-de-France Mobilités transport hubs and 46,000 parking spaces are managed by the Group.
In 2017, Keolis renewed a number of long-standing contracts in France and scored some real successes internationally. What lies behind these achievements?

In France, we’ve reinvented ourselves as a company by innovating right across the value chain, enabling us to win the Lille, Rennes and Caen contracts. We’ve retained the trust of the local authorities by demonstrating our ability to deliver mobility solutions tailored to their specific needs and limited budgets. Internationally, we’ve renewed existing contracts and won new business for example in Doha, Shanghai, Melbourne and Los Angeles thanks to what we call the “Keolis touch” — our unique combination of expertise in mass transit, as the world’s leading operator of trams and automated metros, our rigorous asset management approach, and our flair for innovation in new mobility solutions. All these successes are the result of our close understanding of passenger trends and changing lifestyles through our Keoscopie observatory.

What’s different about these new contracts?
In short, doing even better with less. This means expanding multimodality and improving intermodal connections. We’re specialists in each mode of transport, but our real expertise lies in our ability to combine and integrate them to offer truly comprehensive mobility solutions. This is an important strength in France, where transport authorities are increasingly asking us to connect the various mobility services, such as parking, transport for people with reduced mobility, bike-share, car sharing and carpooling. It gives us a competitive advantage internationally as well, as we’re better able to support cities and work with them to build new solutions, like on-demand transport and integrated network management.

Keolis has always been at the forefront of digital innovation and new mobility solutions. How do you stay one step ahead?
We believe that behind the passenger and information flows there are real people, and that we must take account of their specific profiles and needs.
TODAY, WE’RE PROACTIVELY LOBBYING FOR SHARED MOBILITY AND WORKING HARD TO DISCOURAGE SOLO DRIVING.
Digital solutions enable a new experience in mobility that’s faster, simpler and better suited to the needs of each individual. Keolis was an early entrant to this market. We did this by forming partnerships with industry organisations and startups whose know-how and agility has proved to be a real source of added value.

In the next ten years, there’ll be new modes of mobility, new travel patterns and new services, with fleets of shared and driverless taxis, for example. We’ve always adopted a pioneering role. We operated the world’s first automated metro in Lille, the first electric, autonomous shuttle for public transport in Lyon, in France, and the first multimodal public transport contract (Newcastle) to be delegated to a private operator in Australia. We launched the country’s first bike-share scheme in Orléans and the first urban cable car service in Brest. We were also the first to roll out a complete digital mobility assistant with our PlanBookTicket app.

This is the kind of thinking we cultivate. Our partnerships enable us to stay one step ahead of the market — and we’re keen to form new alliances in the future.

In 2017, Keolis unveiled a new brand strategy and visual identity. Why?

The third mobility revolution is here, with new players radically changing the public transport ecosystem. We’re facing competition from all sides — including from the web giants and carmakers. Today, we’re proactively lobbying for shared mobility and working hard to discourage solo driving (single-occupant vehicles). Our new identity reflects our commitment to innovate and work with the authorities to create more sustainable and personalised mobility solutions. This ambition is summed up in our brand promise: “more ways, more life”.

What are the prospects for 2018?

With the Doha network in Qatar, which will comprise three automated metro lines and four tram lines, Keolis is moving into a new market. This iconic network will be a real showcase for us when it eventually opens. It’s an exciting adventure and will open up new opportunities in automated metro systems and mobility for the world’s major cities. Entering new markets remains hugely important, but we need to show we can step up to the plate and deliver — especially in Hyderabad, India, where we’ve launched a new automated metro, but also in Germany and the Netherlands, where we’ve started operating several rail networks.

In 2018, we’ll be pursuing growth in the medical transport market, following the creation of Keolis Santé last year with Intégral, Douillard and JUSSIEU Secours France. These alliances make this new Keolis subsidiary the leading medical transport operator in France.

We’ll continue to pursue our business development in the digital and autonomous mobility markets internationally. And we’ll be consolidating our position across the world in our various countries of operation.

As a company, how are you mobilising internally to achieve these ambitions?

We’re continually improving our operational performance, especially with our KeoLife corporate programme, which involves all of our 63,000 employees. KeoLife is creating a real sense of belonging to the company, around our core values of “we imagine, we care, we commit”. Our people are our best ambassadors, and we’re always working to improve employee engagement and help our people develop and move forward. For example, from 2018 we’ll be offering everyone the opportunity to be trained in digital technology. I’m convinced that being a learning organisation with the ability to mobilise and transform is the key to our success.
TASKED WITH DEVELOPING CORPORATE STRATEGY AND MONITORING THE COMPANY’S DAY-TO-DAY BUSINESS ACTIVITIES, IN 2017 THE SUPERVISORY BOARD FOCUSED ON WORKING WITH EXECUTIVE MANAGEMENT TO DEFINE AMBITIOUS GROWTH TARGETS AND A CLEAR STRATEGY FOR ACHIEVING THEM IN THE COMING YEARS. SUPERVISORY BOARD CHAIRMAN JOËL LEBRETON DISCUSSES THE DETAILS.

How did the company fare in 2017, according to the Supervisory Board?
Keolis had a bumper year in 2017, notching up a raft of successes in new countries, such as Qatar, with the contract for the Doha automated metro, China, where we won the Shanghai Pudong international airport metro line, and India, where we launched the Hyderabad metro. These achievements in the automated metro market — where Keolis is the world’s leading operator — show that we’re capable of expanding geographically. But it’s important to point out that we’re developing in these new regions precisely because we have absolute confidence in our capabilities. What’s more, winning these international bids is testimony to our ability to deliver our expertise while meeting the specific economic requirements of each contract. At the same time, the renewal of major contracts that constitute our core business, such as Lille, Rennes and Melbourne, show that Keolis really steps up to the mark when it comes to meeting the needs of the authorities. This strong performance in 2017 wraps up a growth cycle initiated in 2012 and adds credibility to our ambitious plans for the future.

What course have you set for the future?
Working with executive management, we’ve mapped out a set of ambitious plans to grow Keolis’ business, especially on the international front. The goal is to consolidate our position as one of the world’s leading transport system operators, especially automated metros and tram networks, while expanding our portfolio of expertise. As well as leveraging digital technology and developing new forms of shared mobility — bike-share schemes, private driver services, autonomous vehicles, etc. — to round out traditional public transport services, our aim is to help the authorities implement their mobility policies and manage the transition to smart cities of the future.

What is the Supervisory Board doing to help achieve these new goals?
To support the Group’s strategic thinking in 2017, we’ve made a number of adjustments to the Board. Both the proportion of women and the number of directors from outside France have been increased and we’ve integrated
new areas of knowledge and expertise in line with Keolis’ growth strategy. In addition, five of the Board’s nine directors are now independent, which is a strong indicator of the maturity of our governance model. These changes ensure that the Keolis Supervisory Board speaks with an independent voice, in accordance with shareholder interests, allowing it to fully endorse Keolis’ strategic plans.

What are the Board’s expectations with regard to financial results?
We’ve set ambitious growth targets for Keolis, which hinge on improved profitability. But this is fully within the company’s reach. Keolis must work to consolidate its business fundamentals in order to fund its ambitious growth plans, especially its innovation strategy.

What competitive strengths can Keolis rely on to bolster its leadership?
First, the commitment of our teams, which are the Group’s greatest strength. Second, our healthy innovation pipeline, which the Supervisory Board encourages of course. And third, the support of our shareholders. Both SNCF and Caisse de dépôt et placement du Québec reaffirmed their ongoing commitment to the Group in 2017. As a result, Keolis now has two shareholders which share the same long-term vision and strategy that we’ve defined with the executive management. All of these are key to achieving our strategic objectives.
# A YEAR OF SUSTAINED GROWTH

## Revenue Growth In 10 Years

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>GROUP</td>
<td>5.075</td>
<td>5.399</td>
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<tr>
<td>INTERNATIONAL</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FRANCE</td>
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</tbody>
</table>

### Revenue in billions of euros

+6.4% growth over 10 years

## Net Income – Group Share

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>45</td>
<td>51</td>
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</table>

### Net income in millions of euros

+13.1% growth over 10 years

## Breakdown of Capital

- **SNCF**: 70%
- **Caisse de dépôt et placement du Québec**: 30%

---

KEolis – 2017 Annual Report
RECURRING EBITDA
In millions of euros

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>313</td>
<td>342</td>
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+9.4%

DEBT LEVERAGE
Calculated as the net debt to EBITDA ratio

2.4X

BREAKDOWN OF REVENUE
As a percentage of total business

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<thead>
<tr>
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<th>2017</th>
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<tr>
<td></td>
<td>2016</td>
<td>2017</td>
</tr>
<tr>
<td>France</td>
<td>55%</td>
<td>45%</td>
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IN FRANCE

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
</tr>
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<tr>
<td>Urban</td>
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<td>58.1%</td>
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<tr>
<td>Suburban</td>
<td>19.7%</td>
<td>19.2%</td>
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<tr>
<td>Paris region</td>
<td>12.7%</td>
<td>13.0%</td>
</tr>
<tr>
<td>EFFIA Stationnement</td>
<td>5.0%</td>
<td>5.3%</td>
</tr>
<tr>
<td>Kisio</td>
<td>1.8%</td>
<td>1.7%</td>
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<tr>
<td>New mobility solutions</td>
<td>0.4%</td>
<td>1.8%</td>
</tr>
<tr>
<td>Other</td>
<td>1.0%</td>
<td>0.9%</td>
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INTERNATIONAL

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<th>2016</th>
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<td>France</td>
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<td>48.1%</td>
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<tr>
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<tr>
<td></td>
<td>2016</td>
<td>2017</td>
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<tr>
<td>France</td>
<td>23.9%</td>
<td>24.1%</td>
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<tr>
<td></td>
<td>2016</td>
<td>2017</td>
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<tr>
<td>France</td>
<td>21.0%</td>
<td>21.1%</td>
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<tr>
<td></td>
<td>2016</td>
<td>2017</td>
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<tr>
<td>France</td>
<td>5.9%</td>
<td>6.5%</td>
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<tr>
<td></td>
<td>2016</td>
<td>2017</td>
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<tr>
<td>France</td>
<td>0.2%</td>
<td>0.2%</td>
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<tr>
<td></td>
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Who work in accordance with the ISO 14001 international environmental management system.

TOTAL HEADCOUNT
Individually

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<thead>
<tr>
<th>Year</th>
<th>France</th>
<th>International</th>
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<tbody>
<tr>
<td>2016</td>
<td>35,000</td>
<td>23,300</td>
</tr>
<tr>
<td>2017</td>
<td>36,500</td>
<td>26,500</td>
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</table>

UP 8%

PROPORTION OF EMPLOYEES COVERED BY GENDER EQUALITY CERTIFICATION
As a percentage

<table>
<thead>
<tr>
<th>Year</th>
<th>Proportion</th>
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<tbody>
<tr>
<td>2016</td>
<td>33%</td>
</tr>
<tr>
<td>2017</td>
<td>36%</td>
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</table>

18 subsidiaries

PROPORTION OF EMPLOYEES COVERED BY ISO 14001 CERTIFICATION (1)
As a percentage

<table>
<thead>
<tr>
<th>Year</th>
<th>Proportion</th>
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</thead>
<tbody>
<tr>
<td>2016</td>
<td>33%</td>
</tr>
<tr>
<td>2017</td>
<td>36%</td>
</tr>
</tbody>
</table>

17 subsidiaries

(1) Who work in accordance with the ISO 14001 international environmental management system.
The number of school pupils we talked to about public transport safety in 2017

59,122

vehicles running on cleaner alternatives to diesel and petrol

3,600

hours of Health, Safety and Environmental training delivered by the Keolis Institute in 2017

13,046

PROPORTION OF WOMEN IN WORKFORCE
As a percentage

19.8%

SIGNATORY OF THE UNITED NATIONS GLOBAL COMPACT

WE SUPPORT

UN GLOBAL COMPACT

SIGNATORY OF THE UNITED NATIONS GLOBAL COMPACT

PROPORTION OF WOMEN IN WORKFORCE
As a percentage

19.8%

SIGNATORY OF THE UNITED NATIONS GLOBAL COMPACT

WE SUPPORT

UN GLOBAL COMPACT

SIGNATORY OF THE UNITED NATIONS GLOBAL COMPACT

PROPORTION OF WOMEN IN WORKFORCE
As a percentage

19.8%

SIGNATORY OF THE UNITED NATIONS GLOBAL COMPACT

WE SUPPORT

UN GLOBAL COMPACT

SIGNATORY OF THE UNITED NATIONS GLOBAL COMPACT

PROPORTION OF WOMEN IN WORKFORCE
As a percentage

19.8%

SIGNATORY OF THE UNITED NATIONS GLOBAL COMPACT

WE SUPPORT

UN GLOBAL COMPACT

SIGNATORY OF THE UNITED NATIONS GLOBAL COMPACT

PROPORTION OF WOMEN IN WORKFORCE
As a percentage

19.8%

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At Keolis, we believe that a truly effective and universally accessible public mobility service is only possible if we really understand people’s changing lifestyles and travel patterns. To gain this kind of insight, Keolis set up the Keoscopie mobility trends observatory in 2007. Each year, Keoscopie conducts fresh studies and makes its findings available to transport authorities, along with tailored recommendations to help closely match their public transport policies to specific local needs.
PEOPLE BEHIND THE NUMBERS
As well as studies focusing on specific communities, Keoscopie is also addressing a number of broader issues. For example, how can we gain a closer understanding of the actual people behind transport statistics? As part of these efforts, Keoscopie’s experts have tracked the number of one-time visitors (individuals who use at least one form of public transport over a given period) as a proportion of total journeys made on a network. It’s the same kind of analysis that’s used to understand a website’s actual audience, by distinguishing between the total number of connections and the individual users logging in. Keoscopie’s findings are interesting. In Lyon, France, for example, less than 10% of one-time visitors are travel pass holders. However, although occasional travellers account for just 20% of total patronage, they generate more than 40% of revenue. This new approach shows just how important it is to ensure these passengers are satisfied — or you risk losing them to another mobility mode.

PICKING UP THE MOBILE DATA TRAIL
To better understand how people travel within a community or region, Keoscopie is studying the ‘anonymous mobile footprints’ that passengers leave behind them, thanks to location data captured by mobile phone networks. This allows us to analyse the inbound and outbound flows of commuters between a city and outer areas, for their entire journey i.e. from door to door, not just when using public transport. In Rennes, France, our analysis revealed that the number of people commuting every day to the neighbouring town of Vitré was much higher than the estimates calculated by Insee, France’s national organisation for statistics and economic studies. The number of passengers on a network is often underestimated, but transport authorities still need to offer them the right services with optimal capacity.

BIG DATA, BIG PROMISES
Using people’s mobile footprints to improve services is a prime illustration of how Keolis is constantly innovating to stay one step ahead.
Keoscopie and the Group’s subsidiaries are also using new technologies to exploit the ‘big data’ generated on transport networks today, especially by ticketing systems. This allows us to produce a highly detailed mobility map across an area, with key indicators such as passenger numbers, days of the week and times of the day, and in turn identify avenues for improvement. To help us interpret this data more meaningfully and support the development of innovative urban mobility solutions, Keolis signed a five-year strategic agreement in October 2017 with the Institute for Data Valorisation (IVADO) in Canada. Founded by HEC Montreal, Polytechnique Montréal and the Université de Montréal, IVADO is one of the largest scientific communities specialising in big data analytics.

FOCUSING ON VULNERABLE PASSENGERS

In 2017, Keoscopie also provided fresh insight into passenger vulnerability, starting with physical and sensory difficulties, which are increasingly common. On top of the current demographic trend (over-75s now match the number of high school students in France), medical advances mean that, while people are living longer, many are also living with chronic conditions or undergoing major treatment. To identify the nature, prevalence and seriousness of their conditions, Keolis conducted a survey of 2,000 randomly selected passengers. Sociologists with cameras then observed a sample of participating passengers. These unprecedented studies revealed that a large number of vulnerabilities simply aren't being taken into consideration because they're unseen, poorly understood or even dismissed by passengers themselves. Some of the issues raised include fatigue from standing or waiting in queues, fear of falling, poor eyesight and lack of toilet facilities. On the basis of this study, we estimate that 17 million people in France experience physical and/or sensory difficulties when travelling.

In addition, Keoscopie probed economic, digital, cognitive and other forms of vulnerability in order to take better account of these citizens’ needs and propose more readily accessible mobility solutions as a viable alternative to individually owned and used cars.

THE 10 FUNDAMENTALS OF FUTURE DIGITAL MOBILITY

In 2017, Keolis also looked at how digital technologies can help deliver the promise of accessible mobility for the greatest number of people and enhance public transport passenger loyalty. Building on the work of the International Digital Mobility Observatory, formed in 2015 with Netexplo, the two partners launched an unprecedented exploratory study of 13 major cities in order to gain an overview of universal expectations in the area of digital mobility. The study was conducted in Abidjan, Boston, Dubai, Montréal, Hong Kong, Hyderabad, London, Lyon, Melbourne, Sao Paulo, Shanghai, Stockholm and Tokyo.
“THE PUBLIC TRANSPORT SECTOR IS NOW AT AN IMPORTANT TURNING POINT. WE’RE KEEN TO SUPPORT KEOLIS IN THE DEVELOPMENT OF INNOVATIVE URBAN MOBILITY SOLUTIONS THROUGH THE USE OF BIG DATA. OUR SHARED GOAL IS TO USE OUR RESEARCH FINDINGS TO DESIGN SERVICES THAT IMPROVE THE DAILY LIVES OF PUBLIC TRANSPORT PASSENGERS AND BETTER MEET THE NEEDS OF OUR CITIES IN THE FUTURE.”

GILLES SAVARD, CEO OF THE INSTITUTE FOR DATA VALORISATION (IVADO)
The findings were published as the World Mobility Report. Keolis subsequently identified 10 fundamentals of a successful everyday digital mobility experience, based on three universal expectations: journey planning (guidance, information, multimodality and ticketing), worry-free travel (safety, assistance and making time spent on public transport more productive and enjoyable), and a more human travel experience (more ways of communicating, hyper-personalisation of customer relations and the development of collaborative, participatory and community-based approaches).

LISTENING TO PASSENGERS
Keolis believes that a public transport network will be more attractive if it genu-
inely meets the needs and expectations of citizens in the kind of ‘collective design’ approach we advocate. Examples include QR codes onboard trains in Germany and at bus stops and onboard vehicles in Narbonne, France, to encourage and make it easier for passengers to provide real-time feedback. Other examples include the ‘customer-reporter’ initiative in Lille (see p. 41), our Twitter feed in Bordeaux and the Beacons initiative in Caen (see p. 52). These new communication channels for passengers enable Keolis teams to gain deeper insight into travel habits and real-time perception of the services we offer. This ‘live’ feedback is rounded out with a range of initiatives and tools to help us better understand passenger needs and expectations, from accompanying people on their journeys to questionnaires and satisfaction surveys. For example, Keolis Angers created the Visitor Book, which invites passengers to complete a short survey when they buy their tickets from a machine. Each week, their responses are analysed to determine customer satisfaction at specific points on the journey.

SUPPORTING REGIONS IN THEIR TRANSFORMATION

Making mobility a service for all also means integrating less urbanised areas. In France, new legislation has extended the boundaries of the country’s urban communities, the so-called ‘XXL territories’. To support these changes, Keolis is helping redefine transport policies. Examples include the Côte Basque-Adour area in southwest France and Le Cotentin in Normandy, now comprising 130 communities, where the Keolis teams are providing assistance (see p. 40). The challenge is to understand this new geographic entity in all its diversity and integrate less populated areas, where customer demand isn’t always high enough to justify regular transport services.

Éric Chareyron, Market Research, Lifestyles & Mobility Director for Keolis and Director of Keoscopie

Making mobility a service for all also means integrating less urbanised areas.
What impact is France's territorial reform having on mobility in your urban community?
Our urban community was formed on 1 January 2017 by the merger of nine existing ‘federations of municipalities’ and two new municipalities. With 13 municipalities and a population of 182,000, it’s one of the three largest public intercommunal entities in France. And in accordance with the new law, transport and mobility are part of our remit. As a public transport authority, we’re responsible for all modes of public transport within our geographic boundaries, including urban and non-urban transport, school buses and on-demand services. As a result, we recently renewed Keolis’ contract for the public transport network for Cherbourg, one of the towns in our community.

What are your ambitions for mobility?
How we organise mobility solutions is a key challenge for the Cotentin urban community. Today, the services we provide are entirely satisfactory, but they can nonetheless be improved and modernised to better meet the needs of the people living and working here. Then there are the issues of safety, more environmentally friendly modes of transport and better intermodal connections, which will be at the heart of the transport plan we’re preparing with Keolis’ support.

Why did you choose Keolis in this new context?
It’s vitally important to work with mobility experts who can inform and expand our thinking. Keolis is a trusted partner who shares our vision for improving and modernising the services we offer. Right now, we’re working together to roll out a new ticketing solution on the urban transport network. We’re also working on a project to introduce high-frequency bus lines. With this kind of initiative, consultation and dialogue is vital. And here again, Keolis is providing the support we need, with analysis, passenger surveys and its experience in other parts of the country.

How helpful was the Keoscopie study in early 2017?
It offers a clear and informative approach for all mobility players in the region. And it puts the diversity of individuals and lifestyles at the heart of mobility, providing us with a complementary analysis to conventional passenger flow studies. Take tourism, for example, which is vital for our region. The study allowed us to look at tourism from the perspective of how people travel. It’s a key factor, which we need to incorporate when we draw up specific strategies for our ‘new-shape’ urban community.
FRANCE
THE FRENCH AND DIGIMOBILITY
Building on previous research by the Digital Mobility Observatory, Keoscopie conducted a qualitative survey of 50 passengers across several networks to compare the ease and efficiency of journey planning using digital tools (computer, tablet, smartphone) via a phone service. Most people said they preferred telephone contact. The findings highlight the need to combine approaches and not neglect ‘low-tech’ solutions (simple, sustainable and accessible systems in terms of cost and know-how).

LILLE (FRANCE)
PASSENGERS HAVE THEIR SAY
Over a three-week period, Keolis Lille provided a panel of 30 passengers representing customers on its Transpole network with a digital logbook. The app allowed them to list the pros and cons of their daily travel experience, their overall perception of the service and any areas for improvement. Analysis of their feedback has provided Keolis Lille with new avenues for enhancing the passenger experience.

HYDERABAD (INDIA)
IMPROVED ACCESSIBILITY
Six months before we began operating the Hyderabad automated metro, Keolis asked vulnerable passengers to evaluate their experience of the network. By listening, we were able to gauge their expectations in terms of passenger information and accessibility as we seek to make this new metro a world reference.
No two regions or communities are alike. That’s why we foster close partner relationships with our clients — transport authorities — so that we can develop and implement mobility solutions tailored to their specific local needs. “Keolis’ bid is the best offer we’ve received. It meets all our specified requirements in every way. It’s ambitious in terms of passenger volumes and includes an attractive range of services (...) with a commitment to protecting our assets in the long term. What’s more, it gives us the financial leeway we need.” That’s how Damien Castelain, President of the European Metropolis of Lille (France), described our value propo-
sition in December 2017, when the authority announced it had renewed its trust in Keolis. Other cities as diverse as Rennes, Caen, Dijon, Amiens, Besançon, Melbourne, Doha, Manchester, Los Angeles and Shanghai also chose Keolis or renewed their contracts with us in 2017. All these successes reflect the ability of our teams to meet the needs and expectations of each transport authority, thanks to the Group’s unique approach.

**DRIVING DOWN COSTS, OPTIMISING PERFORMANCE**

This approach is based on our ability to meet the economic challenges faced by cities today, coupled with the Group’s willingness to constantly reappraise how we do things, so that we can design more efficient networks, illustrated by the contract renewal in Lille. Keolis’ experts worked for several months to rethink the network — which we’ve been operating for more than 20 years — to make it more attractive and economically viable. Using the Neolis method, they conducted marketing and sociological surveys, and re-evaluated every component of the public transport system, from service routes, times and frequencies to fare structures. As a result, some €17 million can now be reinvested annually to further enhance mobility in the European Metropolis of Lille.

Other strategies for improving economic performance include boosting revenues by combating fare evasion, as in Boston, Massachusetts, where Keolis has installed ticketing gates at stations. In Rennes, France, we ran marketing campaigns aimed at potential new passengers to increase network patronage. And in Rouen and numerous other cities, the Group has introduced agile, dynamic and cost-effective on-demand transport solutions, such as flexible routes, stop-to-stop routes with grouping and taxi outsourcing. In Karlstad, Sweden, Keolis has rounded out the bus fleet with bus rapid transit (BRT) services, using all-electric, higher-capacity vehicles to meet growing demand for mobility while protecting the environment.

**SPECIALISED KNOW-HOW IN ASSET MANAGEMENT**

Another key challenge for any transport authority is asset management. To ensure optimum asset availability and performance in the long term, Keolis helps transport authorities develop their investment and modernisation strategies, as in Lyon, where we advised decision makers on the best schedule for vehicle replacement. In Melbourne, Australia, where the Group operates the largest tram network in the world, some of the trams are over 60 years old. The challenge is to manage 10 generations of rolling stock, while provid-
Keolis operates 147 BUSES including 14 ELECTRIC BUSES in Los Angeles County.

Enhancing asset performance by upgrading more than 85% of our fleet and upgrading depots and maintenance facilities. This will improve operational performance, safety and passenger satisfaction. In other cities, our teams also provide assistance-to-owner services to help the authorities select the right vehicles and the right suppliers, or dynamically adjust resources to operational requirements. In Bordeaux, for example, the Keolis subsidiary is optimising tram occupancy rates by providing additional shuttle services on certain lines to better serve the city centre. As a result, more people are using the tram in the busiest area of the city, while minimising the need for the Bordeaux authority to invest in new rolling stock.

EXPERTS IN MULTIMODALITY

At Keolis, we believe that an effective public transport plan is achieved by exploiting the synergies between high-capacity transport modes, using major routes and serving the busiest areas, and more agile services to cover the rest of the region, where passenger numbers are lower. The Group is positioned as the integrator of choice for all types of mobility solutions. For example, Dijon, the first city in France to develop a comprehensive mobility strategy combining conventional transport modes with bike-sharing and parking, chose Keolis to provide the operational support it needed for this unprecedented initiative. Similarly, Newcastle in Australia became the first city outside...
France to appoint a single operator, Keolis, for different modes of transport — buses, ferries and soon its new light rail network — as well as trials of real-time on-demand services. Another example is Besançon, France, where Keolis is about to roll out a carsharing service, in addition to buses, trams and bicycles, coupled with agile and dynamic transport solutions to improve services to key destinations. Keolis’ capacity to meet the multimodal requirements of cities today is based on the combination of urban mobility services operated by our own teams and our ability to incorporate solutions from other providers. A prime illustration is private driver company LeCab, which will round out the services provided by the Fileo on-demand transport network at Paris-Charles de Gaulle Airport (see p. 51), or VIA, which is working with the Group to roll out real-time, on-demand ride-sharing services in Sydney and Newcastle (see p. 78). Other examples include the startup company Instant System, whose dynamic ride-sharing solutions (see p. 51) are available on a dozen networks, and NAVYA, whose autonomous electric shuttles (see p. 79) operate in Lyon as part of the Navly service.

**SUPPORTING THE ENERGY TRANSITION**

Responding to the challenges of climate change, more and more cities are seeking to introduce more environmentally friendly forms of mobility. To support them in this shared ambition and prepare for future regulations, Keolis provides transport authorities with expertise in zero-emission vehicles and alternatives to diesel fuel, including biogas, biodiesel, hybrid vehicles and electric buses. In Los Angeles County, California, for example, Foothill Transit chose us to operate its network of 147 buses, including 14 electric buses, and support its plan to have a fully electric fleet by 2030. This high-profile contract reflects the important role Keolis plays as a consultancy provider, helping the authorities make more informed choices in line with their specific local environment (geographic relief, climate, etc.) and financial resources. In 2017, this shared commitment to the environment also translated into numerous trials with electric buses in Orléans, Rennes, Lyon and other cities. And in Greater Paris, Aptis is being trialled on the Keolis network. The result of a partnership between Alstom and NTL, Aptis is a new fully electric mobility solution that offers all the advantages of a tram in bus format. Bayonne-Biarritz and Amiens are working closely with Keolis to introduce the first all-electric bus rapid transit service in France. And in Sweden, the Group’s teams are supporting the cities of Gothenburg and Karlstad on similar projects.

"At Keolis, we believe that an effective public transport plan is achieved by exploiting the synergies between high-capacity transport modes and more agile services."

Frédéric Baverez,
CEO Keolis France
WORKING TOGETHER IS KEY
Keolis’ strength also lies in our ability to foster solid and sustainable partnerships with customers. This collaborative approach, formally set out in our Charter of Commitments in late 2016, is one of the key strands of our KeoLife corporate programme (see p. 68). Focused on dialogue, listening and transparency, this approach has won praise in the United Kingdom. In late 2016, KeolisAmey, which runs the Docklands Light Railway (DLR), achieved the BS 11000 (ISO 44001) international certification, which recognises the ability of its teams to work closely with the transport authority. This was a factor in Transport for Greater Manchester’s decision in January 2017 to appoint KeolisAmey to operate the largest light rail network in the UK. KeolisAmey’s proposal to establish cooperative governance, based on the model in place with DLR, also proved decisive in the United States as a solution to the poor operational and economic performance recorded under a previous outsourcing contract. Keolis Commuter Services (KCS) and the Massachusetts Bay Transportation Authority (MBTA) worked together to draw up a far-reaching recovery plan. As a result, we performed well on all our key performance indicators and revenue grew by 6.7% in 2017 compared to 2016.

IN SYNC WITH THE CITIES
From the Festival of Lights in Lyon to the Australian Open and the Formula 1 Grand Prix in Melbourne, the London Marathon and CES in Las Vegas, the cities where Keolis operates the networks hold major events at different times of the year, leading to a massive influx of passengers. To meet the challenge of providing the best possible travel experience, the Group has developed unique expertise in crowd management, including dedicated transport plans, extra staff and increased security. Working closely with the local authorities and event organisers from the earliest stages in the planning process, Keolis is helping these cities raise their international profile as they host large-scale sporting and cultural events.

BS11000
is the certification obtained by KeolisAmey, which recognises the ability of its teams to work closely with the transport authority.
“WE SELECTED KEOLIS FOR THE OPERATION OF THE HYDERABAD AUTOMATED METRO THANKS TO THEIR SUPERIOR TECHNICAL-COMMERCIAL PROPOSAL AND WILLINGNESS TO COMPLY WITH A STRINGENT KPI REGIME. IT TURNS OUT THAT OUR CHOICE WAS A GOOD ONE. SUPPORT AND DELIVERY FROM KEOLIS HAVE BEEN OUTSTANDING, WITH COMPLETE OWNERSHIP OF THE PROJECT, A PROACTIVE APPROACH AND EXCELLENT CROWD MANAGEMENT. IT’S REFLECTED IN OUR YEARS OF SOLID COLLABORATION, THE ESSENCE OF WHICH IS TRUST AND RELIABILITY.”


ANIL KUMAR SAINI
CHIEF OPERATIONS OFFICER
RAILWAY SYSTEMS, L&T METRO RAIL HYDERABAD LIMITED

DANNY VAUGHAN
HEAD OF METROLINK AT TRANSPORT FOR GREATER MANCHESTER (TfGM)
WE FOUND KEOLIS REALLY SOLID, EXPERIENCED TRANSIT PROFESSIONALS

What were the main reasons for choosing Keolis to operate your bus network?

Keolis’ written proposal was really well put together and the company was able to demonstrate considerable success elsewhere. When we interviewed the team, we found that they were really solid, experienced transit professionals, able to respond clearly and knowledgeably to our questions. Keolis’ experience with innovative mobility solutions like NAVYA’s autonomous vehicles and scheduling technology reinforced our feeling that there was good alignment in our mission statements and a shared commitment to innovation.

How have your bus operations been managed by Keolis to date?

The Keolis team has been working hard to keep things running smoothly, keeping us informed so that we can keep customers informed. We have seen a strong commitment to responding to customer comments. Unscheduled bus repairs also are minimal; this reduces schedule disruptions and, thus, customer complaints. During the bidding process, we identified vehicle cleanliness as something that is very important to us. Since they took over, we’ve seen that Keolis makes sure that not only are the vehicles in top condition mechanically, they’re also in very good condition from an appearances standpoint. One of the initiatives they have implemented is upholstery cleaning on the buses, which we’ve communicated about with our customers.

Are there particular highlights of your relationship with Keolis that you can share with us?

We are clear on our expectations because we have an excellent and well defined contractual relationship. This forms the backbone of our working relationship, with regular communication, meetings and visits. Keolis is very open with us. We have access anytime to their visualisation room so that we can review the status of operations in real time. As an international company, Keolis also brings worldwide operating expertise and new ideas. We look to them to bring to us what they’re learning elsewhere. This lets us innovate and improve our operations and enhance the service to our customers.
AND ALSO...

ALMERE (NETHERLANDS)
AN INNOVATIVE DESIGN
In December 2017, Keolis Nederland started a 10-year contract to operate the bus network in Almere, a new and fast-growing town near Amsterdam. The 60-kilometre network features an innovative design, structured around 14 lines. Seven of these are bus rapid transit (BRT) lines, which offer many of the benefits of a tram system and cover 85% of the bus network, with a bus every 5 minutes during peak times.

RENNES (FRANCE)
A COMPREHENSIVE MOBILITY OFFERING
The Greater Rennes authority renewed Keolis’ contract to operate its STAR network until 2024. Under this new contract, the Group will introduce a second metro line, a bike-share scheme and a dynamic carsharing service as well as restructuring the existing bus network.

GOLD COAST (AUSTRALIA)
A WORLD FIRST
In 2017, the Gold Coast network, operated by Keolis Downer in Australia, became the first tram network in the world to achieve ISO 55001 certification for excellence in asset management.
Developing the communities we serve and making shared mobility a more attractive proposition hinges first and foremost on delivering an easy and enjoyable experience for all passengers. At Keolis, this conviction is at the heart of our DNA as we constantly seek to better meet passenger expectations — which are rapidly changing with the rise of digital technology.

Responding to this challenge, the Group puts passengers at the centre of everything we do, especially through our ‘Thinking like a passenger’ programme, deployed by our subsidiaries. Structured around three pillars and nine commitments, it provides our local teams with the tools they need (diagnostics, best practices forum, etc.)
to improve the solutions we offer and the customer experience we deliver.

MORE CHOICE FOR BETTER TRAVEL
One of the three pillars of ‘Thinking like a passenger’ involves offering more mobility options for people who want a more personalised travel experience. This is possible, first and foremost, thanks to integrated, multimodal networks, where passengers can mix and match different modes of transport, depending on their needs, wants and other factors at the time. Another promise is to offer more solutions for people where networks are less dense, especially in outer suburbs and during off-peak periods. To this end, Keolis is expanding its tram, metro and regular bus routes offers with more agile and dynamic transport solutions. On networks like Quimper and Laval in France, and in Adelaide in South Australia, we’ve introduced a shared on-demand transport service. Another example is the Fileo on-demand service, which serves the communities around Roissy, Paris, allowing people who work at Paris-Charles de Gaulle Airport to commute at night. Fileo is currently the largest on-demand transport service in Europe. Additionally, in Sydney and Newcastle, Australia, the Group has begun trials of real-time on-demand transport, allowing passengers to book and pay for their journeys through an innovative app that is able to offer shared trips in real-time (see p. 78).

INTEGRATING NEW MOBILITY SOLUTIONS
Offering more choice for passengers also means developing new mobility solutions to revitalise currently underserved areas and encourage people away from personal car use, starting with dynamic and interactive short-distance carpooling schemes. Keolis introduced this kind of service on various networks renewed in 2017, including Lille, Dijon and Amiens in France. To do this, we use a solution developed by startup company Instant System, under a partnership agreement signed in May 2017. Already introduced in Bordeaux under the name Boogi, this transport service lets passengers plan their journeys on a network app, which then lists all offers from drivers going in their direction with a seat to spare. Another service available to passengers on a growing number of networks,
such as Rennes, Amiens, Caen and Besançon, is the bicycle. Here again, Keolis is offering a new experience through our Cykleo subsidiary, with bike-share services, short- and long-term rental, secure parking for private bikes and, since last year in Laval and Orléans, electrically assisted bike-share schemes. A first in France, this service meets demand from the growing number of people wanting to travel by bike.

With the same goal of making it easier to use this eco-friendly form of transport in urban areas, Keolis launched Keobike in the Netherlands, a new bike-share service, with 360 bikes in 31 locations across the provinces of Veluwe and Utrecht. KeoBikes are available by using a smartphone to instantly book, unlock and pay.

In Lyon, Paris-La Défense, Melbourne and Las Vegas, Keolis is trialling the introduction of autonomous electric shuttles, a new mobility solution to cover the ‘first-and-last-mile’ for people in densely populated areas (see p. 79).

SIMPLIFYING THE PASSANGER EXPERIENCE THROUGH DIGITAL

At Keolis, we believe that the attractiveness of a mobility network also depends on offering services that make everyday travel easier, with a simpler, more seamless and personalised passenger experience. Efforts to achieve this include websites and mobile apps that facilitate journeys, such as multimodal route planning, real-time timetable updates and traffic information, ticket purchasing and more, all of which are fully compliant with mobile accessibility guidelines. Keolis made significant advances on this front in 2017, with the development of new digital services like helloGo in the Netherlands (see p. 78) and rollout of all three components of the PlanBookTicket digital mobility app, developed by Kisio, the Group’s digital subsidiary. Available in Orléans and Montargis in France, this solution enables passengers to plan their journey, purchase their digital ticket and validate it directly using their smartphones. Another first in France, payment with a contactless credit card, introduced in March 2018, for passengers getting on board a tram in Dijon.

In partnership with startup company Connecthings, Keolis has installed beacons across several networks. Thanks to these connected units, now in place at all bus stops in Angers, for example, passengers can receive real-time traffic information on their smartphones and report incidents on the network directly to the subsidiary.

A MORE PEOPLE-CENTRIC APPROACH TO MOBILITY

Despite all these smart solutions, Keolis hasn’t overlooked the conclusions of the International Digital Mobility Observatory (see p. 36 & 41), which found that 30% of French people aren’t online and 39% of
those that are connected prefer to use their computer rather than a smartphone. For this reason, the Group continues to place emphasis on friendly staff to assist, inform and advise passengers throughout their journeys. This choice is reflected in the sales offices and customer relations call services in place on all our networks, as well as the presence of personnel on the ground. As part of the contract renewal in Lille, for example, Keolis assigned around 150 staff across the network to greet and assist passengers.

The attractiveness of a mobility network also depends on offering services that make everyday travel easier, with a simpler, more seamless and personalised passenger experience.

Kara Livingston, Group Marketing Director
This people-centred approach to mobility services is matched by our determination to make Keolis’ customer-facing culture much more visible. This objective lies at the heart of our Keolis Signature Services initiative, which encourages each network to specify with employees the behaviours and gestures they can adopt to make passengers feel more welcome. Already in place on various networks, including London and Bordeaux (see p. 44), it’s based on a method to ensure that this ‘human touch’ becomes consistent practice among all personnel on the ground.

30% of French people are not connected and 39% of those who are prefer to use their desktop computer rather than their smartphone.

Keolis’ mission to make mobility a service for all also means ensuring a successful passenger experience for people with disabilities. This starts with on-demand transport services for people with reduced mobility, which are increasingly integrated into public transport networks, and reflected in the new operating contracts in Rennes, Caen and Dijon. In 2017, Keolis strengthened its leadership in the French market with the renewal of the PAM75 contract, the Parisian transport service for
passengers with reduced mobility, and the award of the Filival PAM94 contract, the equivalent service in the Val-de-Marne area. In addition, the Group considers the accessibility of our urban transport networks to be a priority, and has therefore implemented a range of initiatives, including modifications to platforms and vehicles, and the introduction of specially adapted passenger information for vision- and hearing impaired people.

Keolis also launched a rental service between private owners of vehicles adapted for passengers with reduced mobility, in partnership with startup Wheeliz. As well as physical modifications to facilities and vehicles, the Group is keen to assist people with reduced mobility and help them make the most of our networks. In Bordeaux and Lyon, for example, Keolis offers to accompany people with disabilities and to help familiarise them with using the network. In Rennes, the Keolis subsidiary and local authority launched an innovative service in January 2018 for people with intellectual or learning disabilities to facilitate daily use of the STAR network. This initiative reflects the Group’s broader ability to deploy mobility solutions for all.
How is Keolis Santé positioned in the medical transport market in France?

Right from the start, when the company was formed in July 2017 through Keolis’ alliance with Douillard and Intégral, Keolis Santé has been positioned as the market leader, with revenue of €70 million. We further strengthened our leadership in December 2017 by joining forces with JUSSIEU Secours France to form a new network called JUSSIEU Secours. Covering the entire country, we have 4,000 employees and 2,200 vehicles. Our key strengths are our operational excellence and high quality standards — all Keolis Santé agencies are ISO 9001, 2015 version certified — coupled with our high-end positioning in pre-hospital emergency care.

What does Keolis bring to this new business line?

First, its expertise in digital mobility and its people-centric approach, which is helping us improve the patient experience. We’re working on new digital services aimed at making life easier at each stage of their care path — just as Keolis is doing in transport more generally. An app is available, for example, that makes it simpler for patients to book an ambulance, know what time it will arrive and also manage the administrative side of their journey. On top of this, Keolis brings its experience in partnerships and contractual arrangements with major customers, which is really valuable for us, especially now as more and more hospitals are putting these contracts out to tender.

What are Keolis Santé’s strategic goals for the years ahead?

Our plan is to consolidate our leadership in medical transport and increase the company’s revenue to €175 million in the next five years. More broadly, Keolis Santé is keen to raise professional standards across the medical transport sector, where quality of service and efficiency aren’t always consistently achieved, due to its fragmented nature. With our focus on quality and efficiency, we’re delivering a better service for patients, while enabling local authorities and health insurers to make cost savings.
BOSTON (UNITED STATES)  
INNOVATING FOR PASSENGERS
Keolis has developed a passenger counting application to help ease over-crowding on the trains we operate in Boston, Massachusetts. The same digital technology is also used to measure temperature and vibration on trains to help improve passenger comfort.

LONDON (UNITED KINGDOM)  
EMBRACING TOURISM
As part of the Keolis Signature Services initiative, staff on the Docklands Light Railway have drawn up a set of customer-oriented gestures to ensure a warmer welcome for tourists, point them in the right direction and help them choose the most appropriate ticket options. And as they move around, Keolis employees also wear a ‘here to help’ badge, which tells passengers they’re on hand to provide information and assistance.

CAEN (FRANCE)  
PROMOTING CULTURAL ACTIVITIES
In Caen, France, Keolis is offering an innovative digital app for passengers on the Twisto network. By scanning a QR code on buses and trams with their smartphone, they have free access to the first chapter of recently published books. The app then tells them where they can get hold of a copy, either at bookstores or libraries. Another way to make a passenger’s time on the network more fun and enjoyable, while contributing to the cultural life of the city.
WHAT ARE THE IMPLICATIONS OF THE ADVENT OF AUTONOMOUS VEHICLES FOR KEOLIS’ BUSINESS?

Jean-Pierre Farandou: Autonomous vehicles are set to transform the business, but they certainly don’t herald its demise. Of course, new skills will emerge as we seek to expand our current areas of expertise, such as site and vehicle supervision and fleet maintenance. These changes stem from the increasing digitalisation of all aspects of society, and we’ve already begun to prepare our workforce to embrace them. The Digital Academy(1) launched in 2017 is part of this commitment.

WHAT ARE THE MOST IMPORTANT QUALITIES TO LOOK FOR IN PARTNERS WHO CAN JOINTLY DEVELOP OUR MOBILITY BUSINESS?

Jean-Pierre Farandou: In order to deliver effective mobility solutions, Keolis and its PTA must share the same vision of mobility issues. A mutual understanding is key to finding the solutions that passengers need. We also believe it’s important to be involved in a project’s early phase, such as discussions on drafting and structuring of tender documents. Finally, we find value in collaborating with PTAs that are constantly seeking out the latest mobility trends and developing a greater understanding of passenger demands to better serve the cities of tomorrow.

(1) See page 66.
WILL AUTONOMOUS SHUTTLES BE A REGULAR PUBLIC TRANSIT OPTION WITHIN THE NEXT FIVE YEARS?

Jean-Pierre Farandou: The autonomous shuttle offers a fast, efficient transport option for the first and last mile of the passenger journey. It requires no heavy infrastructure, integrating seamlessly into a multimodal public transport system. There is still some work to do but the success of our testing to date gives me hope we’ll be operating within five years.

WHAT ROLE WILL KEOLIS PLAY IN DELIVERING ON THE OBJECTIVES FOR THE NEW YARRA TRAMS FRANCHISE?

Jean-Pierre Farandou: As the largest tram network in the world, with more than 200 million passenger trips annually, Yarra Trams already plays an important role in keeping Melbourne moving. With a booming population and the government’s ambitious transport infrastructure agenda, this role will only grow in the coming years. Keolis’ international knowledge and expertise will help Yarra Trams meet the challenges ahead. I was fortunate to be in Melbourne shortly after the new franchise agreement was secured and want to thank everyone at Yarra Trams for their hard work in delivering this important contract.
STRENGTHENING OUR MARKET POSITION

With contracts renewed in Lille, Rennes, Caen and Amiens in France as well as new contracts won in Besançon and Bayonne-Biarritz, we met all the challenges we’d set ourselves for 2017. We’ve not only confirmed our status as a leading provider of urban mobility solutions in France, but also demonstrated our ability to support our transport authority partners with cost-effective, tailored mobility solutions.

FRÉDÉRIC BaverEZ, CEO KEOLIS FRANCE AND CEO EFFIA
Los Angeles, Doha, Melbourne, Manchester, Shanghai, Hyderabad, Almere, Gold Coast — the impressive list of networks we won, renewed or launched in 2017 is an illustration of our robust international growth. The trust that transport authorities place in Keolis enables us to assert our position as one of the world’s leading mobility solution providers.

BERNARD TABARY,
CEO INTERNATIONAL

Driven by the constant emergence of new technologies, new passenger trends and new players, the mobility sector is shifting rapidly. This transformation will enable us to carry passengers in different ways. Throughout 2017, we implemented a host of trial operations, partnerships and investments as we continue to develop tomorrow’s mobility solutions.

LAURENT KOCHER,
GROUP EXECUTIVE DIRECTOR,
MARKETING, INNOVATION & SERVICES
Keolis achieved sustained profitable growth in 2017, in line with objectives. Thanks to the dedication of all our teams, Keolis’ revenue increased by 6.4% and profitability by 9.4%.

MICHEL LAMBOLEY,
GROUP EXECUTIVE DIRECTOR
– CORPORATE

Keolis revised its human resources policies in 2017, bringing them in line with the new ‘One Keolis’ vision. Our HR teams focused on developing our workforce as a key differentiator in terms of performance and transformation for the benefit of our transport authority clients, as well as our passengers and employees.

BRUNO DANET,
GROUP EXECUTIVE DIRECTOR,
HUMAN RESOURCES

Our subsidiaries and teams of experts are committed to Keolis’ efforts to continually improve operational performance. And their commitment proved to be a key success factor in 2017. A sustained focus on high-performance operations and maintenance helped us retain the trust of several towns and cities to continue operating their transport networks, while delivering constant improvements to service quality.

JACQUES DAMAS,
GROUP EXECUTIVE DIRECTOR,
RAIL AND OPERATIONS
Our greatest strength is our 63,000 employees. In all the various jobs they do in the 16 countries where we operate, Keolis people are our brand ambassadors. Day in, day out, they draw on our shared brand values to deliver first-class customer service and satisfy the needs of transport authorities that rely on us as a trusted partner.

JEAN-PIERRE FARANDOU,
GROUP EXECUTIVE CHAIRMAN

At Keolis, we leverage our robust operational performance and in-depth understanding of the transformative challenges in mobility to stay at the forefront of industry changes. Through a series of strategic agreements, trials and acquisitions in 2017, Keolis consolidated its position as a benchmark and preferred partner for communities, towns and cities everywhere.

ARNAUD VAN TROEYEN,
GROUP EXECUTIVE DIRECTOR,
STRATEGY & DEVELOPMENT

We’ve adopted a new brand identity that better reflects our pure-player positioning and leadership in the shared mobility sector. Our new brand promise, ‘more ways, more life’, encapsulates our mission to help transport authorities and other stakeholders take a more people-centric approach to mobility, in a shift away from the ‘one-person, one-car’ mentality.

THOMAS BARBELET,
GROUP EXECUTIVE DIRECTOR,
BRAND AND COMMUNICATIONS

Our greatest strength is our 63,000 employees. In all the various jobs they do in the 16 countries where we operate, Keolis people are our brand ambassadors. Day in, day out, they draw on our shared brand values to deliver first-class customer service and satisfy the needs of transport authorities that rely on us as a trusted partner.

JEAN-PIERRE FARANDOU,
GROUP EXECUTIVE CHAIRMAN
LEVERAGING OUR PEOPLE’S SKILLS AND TALENTS

THE SUCCESS OF OUR BUSINESS IS BUILT ON THE KNOWLEDGE AND EXPERTISE OF OUR WORKFORCE, WHICH IS WHY KEOLIS PUTS SKILLS DEVELOPMENT AT THE HEART OF OUR HUMAN RESOURCES POLICY.

HUMAN RESOURCES STRATEGY DRIVES BUSINESS STRATEGY

In 2017, the Human Resources department was reorganised to better serve the Group’s strategy and make the skills and expertise of our people the primary driver of its development. To achieve this goal, training has been refocused on Keolis’ strategic priorities, such as digital knowledge. This led to the launch of the Digital Academy, an e-learning programme for all of our 63,000 employees to promote a better understanding of digital technology and its impacts on the mobility sector. Keolis has also taken concrete steps to improve skills and talent management on a Group-wide scale in order to facilitate geographic and professional mobility for employees and better support the Group’s growth plans (effective bidding for new contracts, new projects and networks, acquisitions, launch of new businesses, etc.). In addition, our professional development discussion framework has been revamped to better anticipate needs and support career aspirations. A ‘project skills management’ department has also been set up to identify in-house skills and coordinate them when needed.

62% OF OUR 63,000 EMPLOYEES received training in 2017, up from 58% in 2016.

3.6% OF PAYROLL was invested in training, which is over three times the statutory requirement.

STRENGTHENING OUR EMPLOYER BRAND

An initiative to promote Keolis’ employer brand was launched in 2017 to support the subsidiary businesses with their recruitment of new talent. In addition, to attract and train future young managers and experts, Keolis is also running one-year ‘incubator’ courses in different specialisms. In 2017, the incubator trained 34 new graduates, who have since joined the Group in marketing, maintenance, operations, fare evasion, safety and liaison.
In 2017, Keolis won the European Most Admired Knowledge Enterprises (MAKE) Award for our KeoSphere collaborative intranet platform. This UK accolade recognises enterprise best practices in knowledge management. Of the 23 finalists, Keolis was ranked in first place for enterprise-wide collaboration and knowledge sharing and third overall. Launched five years ago, KeoSphere now boasts 180 communities, 150,000 documents shared and 2,000 forum topics.

Keolis pursues a proactive policy of gender equality within our teams. After being the first passenger transport company to obtain the Gender European Equality and International Standard (GEEIS) in 2016, our subsidiaries have continued to build on their commitments. For example, in Melbourne, Australia, 65% of drivers on the Yarra Trams network operated by Keolis Downer are women, while Keolis Hyderabad has become the first company in India to obtain GEEIS certification. And this is just a start: Keolis has set a target of 50% of employees working at a subsidiary business with GEEIS or equivalent gender equality certification by 2019, compared to 33% in 2017.
KEOLIFE IS KEOLIS’ CORPORATE CONTINUOUS IMPROVEMENT PROGRAMME. BASED ON PROVEN FUNDAMENTALS, KEOLIFE PROVIDES A SHARED AND STRUCTURED FRAMEWORK TO EMPOWER ALL KEOLIS SUBSIDIARIES TO RAISE PERFORMANCE FOR THE BENEFIT OF PASSENGERS AND TRANSPORT AUTHORITIES ALIKE.

THE 7 KEOLIFE WORKSTREAMS

- Passenger and employee safety
- Customer experience ('Thinking like a Passenger')
- Partnering with public transport authorities
- Economic performance
- Operational excellence
- Employee engagement
- Corporate social responsibility
Shaped around seven workstreams, KeoLife is implemented at each of our 300 subsidiaries and covers all transport modes, enterprises and countries. Each workstream encompasses a range of focus areas, each associated with a set of shared standards and KPIs defined by the Group’s businesses. Self-assessment tools enable each subsidiary to gauge how well it’s doing and identify strengths and areas for improvement against performance targets and the local business environment. KeoLife provides a framework for these initiatives, allowing each subsidiary to build specific action plans and track progress.

Reflecting our “One Keolis” vision, KeoLife also has a collaborative dimension allowing subsidiaries to share best practices and draw inspiration from each other’s successful experiences to shape and hone their own actions. For example, the ‘visualisation room’ created by Yarra Trams in Australia and later adopted by our Nottingham subsidiary (UK) in 2015 has since been replicated by numerous other subsidiaries, from Angers and Valence in France to Los Angeles in the United States (see p. 73).

Since its launch in 2013, the KeoLife programme has proved highly effective and is today an integral part of our organisation. Keolis UK, for instance, has applied the core workstreams to structure its reporting processes, while many other subsidiaries use it to track performance and share their KPIs with customers. KeoLife has also become a recognised differentiator for Keolis. For example, it was a decisive factor in our successful bid to operate the Manchester tram network in the UK, impressing the public transport authority with a highly structured bidding process and the ability to share KPIs for each workstream.

**KONFORMITÉ PROGRAMME**

Ethics have been an integral part of the KeoLife programme since its launch in 2013. Known as Konformité, the Group’s ethics and compliance initiative focuses on three priorities: strict compliance with the principles of free and fair competition, corruption and fraud prevention and personal data protection. Ethical do’s and don’ts in accordance with the law and our Code of Business Conduct are set out in clear and simple guidelines covering every aspect of relationships with customers, suppliers, service providers and all other stakeholders.

In 2017, Keolis further strengthened its corruption prevention policy with a dedicated Code of Conduct and an ethics alert system.

**KEOLIFE WEEK MORE POPULAR THAN EVER**

Initiated in 2015, the annual KeoLife Week mobilises staff everywhere around the ‘employee engagement’ aspects of KeoLife to spotlight best practices. In 2017, a record 450 events were organised by the subsidiaries from 12 to 16 June, up from 400 the previous year, including a whole host of operations bringing together transport authorities and passengers, “Live My Life” workshops and actions to promote a healthier workplace.
As it gears up to bid on upcoming contracts, Keolis Angers is leveraging KeoLife to engage teams around service quality improvements, while preparing for future challenges.

Dominique Rocha, director of Keolis Angers (France), explains the stakes involved.

“At Keolis Angers, we integrated KeoLife into our day-to-day operations from the outset in 2013. In 2017, we took it a step further by engaging our entire workforce in “full deployment” of all seven workstreams across our activities. This was especially important because the current contract for the operation of the Angers Loire metropolitan area public transport network is up for renewal in mid-2019. This means absorbing the extra workload generated by the bidding process, while ensuring that passengers continue to enjoy an excellent service. We began with a self-assessment of our performance in each of the seven areas of KeoLife. Next, we drew up an action plan focusing on the main challenges involved, from evolving services, digital solutions and improving the passenger experience to the launch of the network’s second tram line. Clear goals and a timeframe were also set for each business line and department. To ensure the project succeeded, we adapted the management tools deployed by the Nottingham subsidiary. These include a visualisation room that allows directors to coordinate actions with middle managers. We also introduced regular “5-minute” updates, where on-site managers report on progress and motivate their teams. Thanks to these new tools, all 700 of our employees at Keolis Angers are pulling in the same direction to achieve our goals.”
ON TRACK FOR SUCCESS

A SERVICE SHUTDOWN OF MANCHESTER’S TRAM LINE ONE WEEK INTO OPERATIONS SHOWED THE IMPORTANT ROLE KEOLIFE PLAYS IN RESOLVING ISSUES. A LASTING IMPRESSION!

MARIE DALY, DIRECTOR OF HUMAN RESOURCES, KEOLISAMEY, MANCHESTER (UNITED KINGDOM), EXPLAINS.

“My first exposure to KeoLife was during the mobilisation period as we prepared to take over operations in July 2017. KeoLife’s usefulness quickly became clear when we were hit with a crisis one week after service start-up. An inherited infrastructure failure forced us to close the tram network for a full day, with repercussions throughout the community. As our team responded to address the problem and get us back up and running, I saw KeoLife in action for the first time. The platform provided critical network information and gave us instant access to Keolis experts around the world, enabling us to quickly resolve the issue and get the service back up and running. Since then, KeoLife has played a role in other essential areas. It’s become our go-to resource whenever we face a problem. Our team uses it to find case studies and identify contacts from other subsidiaries who share best practices that we can apply. Just a little more than six months into our operations, KeoLife is now part of our culture and a key means of engaging our employees. As it connects us together, I see how it generates interest in other parts of the organisation, which encourages employee mobility and promotes sharing of knowledge and experiences. It’s a good illustration of the benefits of being part of a larger organisation.”
ECO-MINDED DRIVERS

IN LINE WITH THE SOCIAL RESPONSIBILITY STRAND OF THE KEOLIFE PROGRAMME, KEOLIS DAUPHINÉ, WHICH COMPRISSES THREE URBAN AND SUBURBAN TRANSPORT SUBSIDIARIES, IS WORKING TO RAISE DRIVER AWARENESS ABOUT THE NEED TO REDUCE FUEL CONSUMPTION.

ABDEL MAMMAD OF KEOLIS DAUPHINÉ (FRANCE) EXPLAINS.

4,190 VEHICLES are fitted with an eco-driving assistance system. “I began working at Keolis Dauphiné in 2016 and was immediately impressed with KeoLife. The great thing about the initiative is that it’s really easy to use. The toolbox allowed us to assess each and every aspect of our operations and performance against the seven main thrusts of the KeoLife programme and then define a comprehensive action plan. Liaising with the management committee, we set objectives for each of the seven focus areas, complete with tangible KPIs and benchmarks to be achieved. These included reducing vehicle fuel consumption, which is a key goal in terms of environmental protection as well as business performance, since fuel is the company’s third biggest spend. We presented the project to the Works Council. Local managers then circulated a document to all our drivers to raise awareness around these issues. Next, we introduced individual monthly fuel monitoring to see which drivers needed training in fuel-efficient driving techniques and to identify and share best practices across teams. In the first six months, this initiative has already enabled us to reduce total fuel consumption by 0.5 litres per 100km.”
TURNAROUND TOOL

FACED WITH FINANCIAL, PERFORMANCE AND CUSTOMER SATISFACTION CHALLENGES IN THE LAS VEGAS OPERATIONS, THE NEW MANAGEMENT TEAM USED KEOLIFE TO FOCUS IMPROVEMENT EFFORTS, ALIGN TEAMS AND REBUILD THE PARTNERSHIP RELATIONSHIP WITH OUR CUSTOMER.

FRANCIS JULIEN, GENERAL MANAGER, LAS VEGAS OPERATIONS, KEOLIS TRANSIT AMERICA.

After starting my Keolis career in Quebec, Canada, I came to Las Vegas three years ago to take on the task of returning the subsidiary to health. First as director of operations here, then as general manager, I became familiar with KeoLife through discussions with my peers in the U.S., both in person and on KeoSphere, the Group’s collaborative platform (see p.67).

Today, KeoLife has enabled us to align all levels of the company. We defined our 2018 objectives and use the visualisation room, open to everyone, for holding short, effective team meetings. Weekly reports focus on where we are in progressing toward our objectives under each pillar. KeoLife is relevant to 90% of what we do in our daily business.

KeoLife has been instrumental in turning around our operation, including the vital relationship with our customer, the Regional Transportation Commission of Southern Nevada. We used KeoLife as the basis for presenting our philosophy, methodology and priorities, which helped to gain their buy-in and restore their confidence. In our biweekly meetings with them in our visualisation room, we bring them up to date on progress.

An example of KeoLife in action: through our tracking charts, we were able to pinpoint faulty engine gaskets as the source of a fumes problem on a number of vehicles. Working with our customer, we proposed a solution to the vehicle manufacturer, who fixed the affected vehicles and now does preventative maintenance on the entire fleet. KeoLife is truly a powerful tool for continuous improvement!
DELIVERING OUTSTANDING

OPERATIONAL PERFORMANCE AND SAFETY

TO MEET THE PERFORMANCE AND SAFETY REQUIREMENTS OF TRANSPORT AUTHORITIES AND PASSENGERS, KEOLIS IS CONSTANTLY STRENGTHENING ITS EXPERTISE IN OPERATIONS AND MAINTENANCE.

BETTER PERFORMANCE FOR THE BENEFIT OF NETWORKS

Operational performance lies at the heart of a high-quality mobility service. Keolis’ proven track record was a determining factor in the decision by the Melbourne, Rennes and Lille transport authorities to renew their trust in us to operate their networks. It was also the main driver behind our contract wins for the new metro in Doha, Qatar, and Manchester’s tram network in the UK. These business successes reflect our ability to deliver the levels of performance and safety that our passengers are entitled to expect.

Keolis sustains this level of excellence by capitalising on the expertise and experience of our 300 subsidiaries to continually improve our business processes. Facilitated by our KeoLife programme (see p. 68-73) and collaborative tools such as KeoSphere (see p. 66), this networked approach enables transport authorities to benefit from the extensive experience of our strong and unified organisation. We also ensure they benefit from best practices developed by other networks. For example, Keolis Norge, in Norway, used our KeoSphere collaborative intranet platform to integrate feedback from other subsidiaries to adjust tram speeds in pedestrian areas of Bergen.

In addition, our global scale means that we can assign the best experts to work on specific projects for several months at a time. A prime example is Hyderabad, India, where we needed to tailor our automation and signalling expertise to local requirements, and then train the people who were set to manage the network.

A SPEND OF 7% GOES TO IMPROVING SAFETY in an average-sized Keolis subsidiary.

UPSTREAM COLLABORATION WITH EQUIPMENT SUPPLIERS

Another key performance lever — also illustrated in Hyderabad — is our strategy of working closely at the earliest project stages with the manufacturers that supply rolling stock, infrastructure and all the systems involved to ensure we cover all operational needs. And because effective maintenance is also a major factor in network performance, in 2016 Keolis introduced a continuous improvement initiative for maintenance processes across all of our operations. Called KHIM (for “Keolis harmonises maintenance across operations”), the programme has initially been deployed across all transport modes in France and Belgium and will be extended to other countries in 2018.
SAFETY, A TOP PRIORITY FOR ALL
The safety of employees and passengers alike is a priority for Keolis and the chief focus of our KeoLife continuous improvement programme. For this reason, sharing operating processes and best practices, just as we do for operational performance, is equally as crucial when it comes to safety. As part of these efforts, an in-house task force representing the major networks operated by Keolis has been set up to develop actionable new ideas for improving the safety of pedestrians, cyclists and drivers.

INNOVATION TO IMPROVE SAFETY
“I spent a year at the Keolis Lyon Pépinière business incubator, as part of Keolis’ graduate training programme. My tasks involved developing a tool to improve working conditions for maintenance teams. The result was a real innovation, generating significant time savings for the entire subsidiary, which operates 950 vehicles. Keolis has since filed a patent for the new tool.”

Pavel Nunu, Outsourcing Manager at Keolis Lyon since January 2018

KEOLIS, THE GLOBAL LEADER IN AUTOMATED METROS
According to a 2017 survey by international consultancy Wavestone, “Ageing networks require operational over-performance on the part of operators.” This has long been an integral part of our approach and our commitment has paid off – a benchmark analysis conducted as part of the same survey on 25 automated metro lines around the world showed that four of the best performing lines in terms of reliability and quality of service are operated by Keolis: Lines 1 and 2 in Lille, France, the Docklands Light Railway in London and Line D in Lyon, France. It’s worth remembering that Lille’s Line 1 is the world’s oldest automated metro line (opened 1983), while the London and Lyon lines have been in service for 30 and 26 years, respectively. This accolade confirms Keolis’ global leadership in automated metros, achieved through outstanding operational efficiency.
MOVING FORWARD RESPONSIBLY

AT KEOLIS, CORPORATE SOCIAL RESPONSIBILITY IS A WAY OF LIFE THAT EXTENDS FAR BEYOND OUR MISSION AS A TRANSPORT COMPANY. WHEREVER WE OPERATE, WE’RE ACTIVELY ENGAGED IN A WIDE RANGE OF LOCAL INITIATIVES TO MEET THE NEEDS OF EACH COMMUNITY.

A COMMITMENT TO EMPLOYEES AND PASSENGERS
Keolis has been pursuing a proactive approach to corporate social responsibility (CSR) for over ten years, encompassing everything from safety standards, diversity and fair practices to sustainable and socially responsible purchasing and the environment. The findings of an in-house survey conducted in 2017 at 55 subsidiaries in 11 countries (which account for 78% of Group revenue) endorse this commitment, highlighting their engagement in all focus areas of our CSR policy.

As regulations evolve — especially with energy transition, which is gaining momentum worldwide — Keolis constantly strives to step up and diversify its initiatives in this area. We’re equally committed to demonstrating exemplary performance and advising transport authorities and other external stakeholders on all CSR related matters. And we’re showing the way in a whole range of areas — from our electric buses in Sweden and the United States, with trials also underway in the Paris region and Caen in France, to the installation of photovoltaic modules at our depots in Tours and Dijon and adaptation of various networks to climate change (to cope with extreme heat, seasonal flooding, snowfall, etc.).

ENVIRONMENTAL PROTECTION MOVES UP A GEAR
Also in 2017, Keolis pursued efforts to obtain ISO 14001 certification for all of our operations. Three years after becoming the first public transport operator to be awarded certification for our corporate environmental management system, 17 subsidiaries have now achieved this milestone. Coupled with our locally certified subsidiaries, this means that 21,673 Keolis employees are currently involved in activities covered by ISO 14001 certification, which is 36% of our total workforce. Our role in initiatives led by some of the most active environmental organisations is a further endorsement of our commitment, such as The Shift Project, a carbon transition think tank. The Group is engaged in another partnership with France Nature Environnement (FNE) to develop biogas. A prime example of the circular economy, biogas is attracting growing interest from local authorities — and Keolis was one of the first operators to convert to it (on our Stockholm bus network). We currently operate 517 buses running on biogas and 1,217 vehicles running on natural gas (including 428 with a fraction of biogas).

ONGOING DIALOGUE WITH STAKEHOLDERS
To help determine our priorities in social responsibility, Keolis invites all stakeholders to contribute to an ongoing process of dialogue, questioning and challenging how we do things. This is achieved through our Stakeholders Committee, which is invited to join the Executive Committee for a day of discussion each year. Regular dialogue at subsidiary level is another key aspect of this commitment (see the findings of the in-house survey mentioned above). These discussions translate into stronger local engagement and a better understanding of needs and expectations. The survey also shows that Keolis’ CSR approach is a key differentiator in the bidding process, which illustrates just how important sustainable mobility is today in urban development policies.
PUTTING A STOP TO SEXUAL HARASSMENT ON PUBLIC TRANSPORT

Several subsidiaries pursued their efforts to fight sexism and sexual harassment on public transport in 2017. Keolis Bordeaux Métropole ran two awareness campaigns on its trams and buses and also trained staff in how to detect and deal with potential sexual harassment situations. Keolis Lyon pursued its ‘exploratory walks’ initiative, which involves groups of women travelling on bus routes and listing the places where female passengers don’t feel safe or where there’s a perceived risk. This has resulted in new services, better lighting and specific passenger information. Other subsidiaries have since adopted the same approach, including Keolis Brest, which staged its first ‘exploratory walk’ in 2017.

In Nottingham, UK, Keolis teamed up with Women’s Aid Integrated Services (WAIS) to promote the UN global campaign, “16 Days of Activism Against Gender-Based Violence”. As part of the operation, the charity’s free 24-hour domestic and sexual abuse helpline number was displayed on handrails on trams and Nottingham Trams staff handed out leaflets to passengers.

PRIORITISING SAFETY

At Keolis, passenger and employee safety is our top priority and we worked relentlessly in 2017 to improve on this front. Actions to enhance driver safety included accident simulations at Keolis Oise in France, a quarterly ranking of the safest drivers at Keolis Rennes and a week-long safety training programme at Keolis Pyrénées.

In the UK, KeolisAmey Docklands won the ‘Significant Safety Initiative’ award for its passenger and employee safety improvement scheme at the 2017 Global Light Rail Awards, which recognises innovation and excellence in the international light rail industry. In 2017, Keolis Belgium became the first passenger transport company to be awarded ISO 39001 certification which is a standard related to road safety. In Australia, in the Gold Coast tram network, we developed a safety & leadership culture programme that helped reduced recordable injuries in only eight months. In addition, Keolis has alerted 59,122 students at their schools on the importance of wearing seat belts on school buses.

And as part of a joint safety campaign with the Group’s insurance providers Verlingue and AIG, half a million flyers featuring three All Blacks players were handed out in schools and on school buses.
INNOVATING

TO CREATE NEXT-GENERATION MOBILITY SOLUTIONS

TO ANTICIPATE FUTURE MOBILITY NEEDS AND STAY ONE STEP AHEAD IN A RAPIDLY CHANGING MARKET, KEOLIS IS RAMPING UP ITS INNOVATION STRATEGY.

THE GROUP IS ALREADY ROLLING OUT THE MOBILITY SOLUTIONS OF TOMORROW, HELPING EACH REGION AND COMMUNITY TO MEET THE CHALLENGES AHEAD, IN LINE WITH THE EVOLVING NEEDS AND EXPECTATIONS OF COMMUNITIES.

With the digital revolution, the energy transition, rapid urban growth and the development of smart cities, no other sector is undergoing as many transformations as mobility. As a pioneer in this market, Keolis is setting out its vision for the mobility of the future — more connected, autonomous, shared and sustainable. And the Group is already laying the foundations for this vision through its innovation strategy, with a specific focus on three key areas in 2017: mobility solutions, passenger services and operating processes.

REAL-TIME ON-DEMAND TRANSPORT

In 2017, we introduced autonomous electric shuttles in several cities (see opposite) and tested a range of new shared on-demand transport solutions, designed to meet the needs of local communities. In Australia, for example, Keolis Downer piloted a real-time on-demand service, first in Newcastle and then in the suburbs of Sydney. Customers can book a ride from their home or nearest pickup point. The system then instantly matches them with a dynamically routed vehicle and other passengers going in their direction, connecting them seamlessly with the fixed-route public transport network or carrying them directly to their destinations.

A FULLY DIGITAL PASSENGER EXPERIENCE

In 2017, Keolis applied its innovative skills to make it easier for connected passengers to use public transport. The Orléans and Montargis networks in France, for example, completed the rollout of the Plan Book Ticket mobile solution developed by Keolis subsidiary Kisio Digital, in partnership with UK startup Masabi. Passengers can now use their smartphones to plan their journey, buy their ticket and validate it onboard. Keolis also introduced a new generation of low-cost ticket validators, designed by French startup partner Famoco. And in the Netherlands, Keolis launched the helloGo, an all-in-one app. After the test phase completed, this new app enables passengers to plan their journeys across all available mode of transport and more — then book and pay via smartphone. The new app will eventually be deployed in other Dutch towns as well as in other European countries where Keolis operates.

90,000 PASSENGERS carried and more than 33,000 KM clocked up by autonomous shuttles with no CO₂ emissions.

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REINVENTING MOBILITY
New innovation initiatives were also launched to improve processes and employee working practices at our subsidiaries, with more effective use of the data generated by transport networks, trials with robotic technologies (telepresence, customer reception at branches, carpark cleaning, etc.) and the rollout of My Keolis Services, a suite of digital applications for drivers and maintenance workers.

PREPARING THE AUTONOMOUS AND ELECTRIC FUTURE OF MOBILITY
After successful trials with autonomous electric shuttles in the Confluence eco-district of Lyon in 2016, Keolis and partner NAVYA extended the initiative to other cities in 2017. In addition to demonstrations in Montreal (Canada), Aalborg (Denmark) and London (United Kingdom), autonomous shuttles have been rolled in Paris-La Défense business district and Las Vegas for several months of trials in real-life conditions. Autonomous shuttles have to contend with the challenges of operating in areas with large numbers of pedestrians (La Défense, Paris) and navigating on public roads with other vehicles and traffic lights (Las Vegas). The purpose of these trials is to further develop the onboard technology and improve the way we operate these new modes of transport, which will soon be part of our daily travel.

Shared electric ‘robot taxis’, presented by Keolis and NAVYA at CES 2018 in Las Vegas, also herald a new mobility experience for the passengers of tomorrow and will soon be tested by Keolis in France and the United States. These zero-emission, near silent taxis will reduce traffic congestion in our cities and resolve the ‘first-and-last-mile’ challenge in densely populated districts or areas currently poorly served by public transport.
KEOLIS, A GLOBAL LEADER IN PUBLIC PASSENGER TRANSPORT, OPERATES AND MAINTAINS URBAN, SUBURBAN AND INTERCITY NETWORKS FOR 300 PUBLIC TRANSPORT AUTHORITIES. WE CURRENTLY OFFER A TOTAL OF TEN DIFFERENT TRANSPORT MODES AND TAKE OUR MULTIMODAL EXPERTISE ALL AROUND THE WORLD.

METROS

**PIONEER AND GLOBAL LEADER IN AUTOMATED METROS • 320KM**
(in operation or under construction)

**Networks in service**
- Shanghai (China), Lille and Rennes (France), Hyderabad (India), London (United Kingdom)

**Networks under construction**
- Shanghai Pudong International Airport (China), three lines in Doha (Qatar)

TRAMS

**WORLD LEADER • 930KM**
(in operation or under construction)

- Melbourne, the world’s largest tram network • 250km
- Greater Manchester, the UK’s largest tram network • 96km
- Aarhus, Denmark’s first light-rail network

**22 networks worldwide**

- **12 networks in France**: Angers, Bordeaux, Brest, Caen, Dijon, Le Mans, Lille, Lyon, Orléans, Paris region (Transkeo tram-train), Strasbourg, Tours
- **7 networks worldwide**: Gold Coast and Melbourne (Australia), Aarhus (Denmark), Bergen (Norway), Porto (Portugal), Manchester and Nottingham (United Kingdom)
- **3 networks under construction**: Newcastle (Australia), Waterloo (Canada), Lusail (Qatar)
BUSES AND COACHES

21,500 VEHICLES WORLDWIDE

1,217 running on natural gas, including
428 with a fraction of biogas • 242 electric and
363 hybrid • 517 biogas-powered vehicles

Urban and Intercity

Australia (Adelaide, Brisbane, Newcastle, Perth)
Belgium (Antwerp, Bruges, Brussels, Charleroi, Ghent, among others)
Canada (Province of Quebec)
Denmark (Aalborg, Copenhagen, Odense, among others)
France (Aix-en Provence, Amiens, Bayonne, Beaune, Bordeaux, Caen, Chaumont, Dijon, Lille, Lyon, Montargis, Morlaix, Obernai, Pontarlier, Quimper, Rennes, Sarrebourg, Toul)
Netherlands (Almere, Province of Utrecht)
Sweden (Borlänge, Falun, Gothenburg, Jönköping, Karlstad, Stockholm)
United States (California, Florida, Nevada)

Bus and Coach Rapid Transit

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

Airport shuttles

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

MEDICAL TRANSPORT

THE LEADING MEDICAL TRANSPORT OPERATOR IN FRANCE

2,200 vehicles • 4,000 ambulance staff • 200 JUSSIEU Secours centres in France

TRANSPORT FOR PEOPLE WITH REDUCED MOBILITY

LEADER IN FRANCE

Angers, Caen, Châteauroux, Laval, Lille, Lyon, Orléans, Paris region (PAM 75, PAM 94) (France); California (United States); Sweden, among others.

TRAINS

5,575KM OF TRACK OPERATED

1,290 TRAINS

11 REGIONAL RAIL NETWORKS

Germany: Hellweg-Netz, Ostwestfalen-Lippe-Netz, Maas-Rhen-Lippe-Netz, S-Bahn-Rhein-Ruhr, Teutoburger-Wald-Netz
United States: Boston, Washington DC
France: Blanc Argent
Netherlands: Province of Overijssel, Twente
United Kingdom: Govia Thameslink Railway, London Midland\(^\text{1}\), Southeastern

\(^{1}\) Until December 2017.
SEA AND RIVER SHUTTLES
Newcastle (Australia); Bayonne, Bordeaux, Lorient and off the coast of Finistère (France)

BICYCLES
OVER 20,000 BICYCLES IN FRANCE AND THE NETHERLANDS (self-service, long-term rental, electrically assisted)

France: Agen, Amiens, Arras, Bayonne, Blois, Bordeaux, Brest, Caen, Chalons, Chaumont, Dijon, Laval, Le Mans, Lille, Marmande, Metz, Montargis, Nevers, Nîmes, Obernai, Orléans, Pau, Quimper, Rennes, Sarrebourg, Tours, Versailles

Netherlands: Utrecht, Veluwe

PARKING
210,500 SPACES managed in France and Belgium, including:
50,000 ON-STREET SPACES

NO. 2 FOR PARKING IN FRANCE
NO. 1 FOR TRAIN STATION AND HOSPITAL CAR PARKS IN FRANCE

400 parking spaces operated in 185 towns and cities across France and Belgium • 25,000 park-and-ride spaces (P+R): Clermont-Ferrand, La Rochelle, Maubeuge, Pontault-Combault, Vitré, among other

AUTONOMOUS SHUTTLES
90,000 PASSENGERS CARRIED AND 33,000KM CLOCKED UP

Regular services
Lyon, Paris and Las Vegas

Demonstrations and trials
Melbourne (Australia), Montreal (Canada), Aalborg (Denmark), Paris-La Défense, Strasbourg (France), Barcelona (Spain), London (United Kingdom), Atlanta (United States)

ON-DEMAND TRANSPORT
Newcastle, Sydney (Australia); Aix-en-Provence, Arras, Bassin de Pompey, Bordeaux, Calvados, Dijon, Dreux, Ile-de-France, Lille, Orléans, Roissy, Rouen, Saintes, Vesoul (France)

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

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

SHARED PRIVATE DRIVER SERVICES
LEADER IN PARIS WITH LECAB
800,000 PASSENGERS IN 2017

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

800,000 passengers in 2017

SEA AND RIVER SHUTTLES
Newcastle (Australia); Bayonne, Bordeaux, Lorient and off the coast of Finistère (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: Camille Delattre.


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