



**Integrated mobility**

**THINK**

**LIKE A**

**PASSENGER**



**Keolis  
Downer**

// Our success is built on our ability to integrate all mobility modes and to partner with local transport authorities to deliver solutions that are adapted to community needs and that encourage the use of public transport."

David Franks  
CEO, Keolis Downer

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# KEOLIS DOWNER

We are Australia's largest multi-modal operator combining world-class operational capabilities with a deep understanding of local needs. We have a unique whole-of-life insight by combining the planning and operating capability of Keolis with the engineering, asset management and rolling stock capabilities of Downer.

Keolis leads the way in public transport, partnering with public decision makers to make shared mobility an asset for cities and local communities. Internationally recognised as the leading operator of trams and automated metros, Keolis

operates all transport modes and develops new forms of shared and customised mobility to answer local needs. With operations in sixteen countries across five continents, Keolis carries more than 3 billion passengers every year.

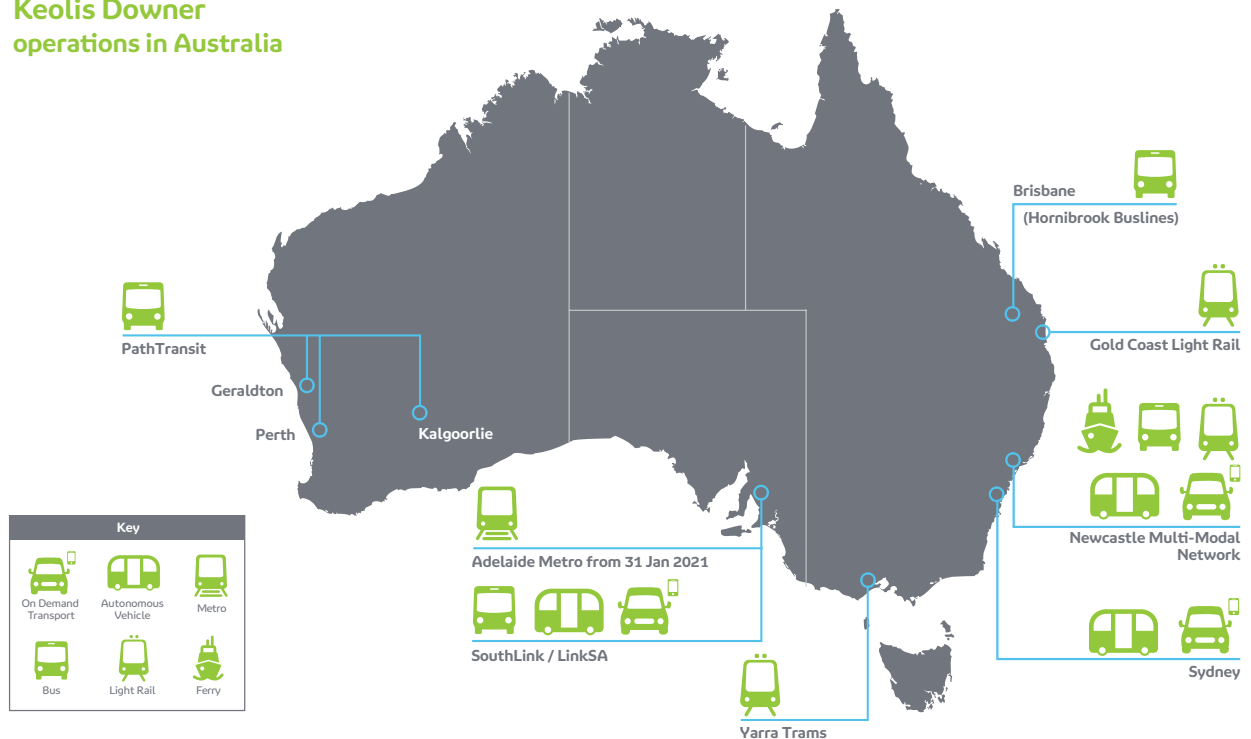
Downer is the leading provider of integrated services in Australia and New Zealand. Downer designs, builds and sustains assets, infrastructure and facilities and has a rich history dating back over 150 years.

Downer's technology and partnerships offer innovative solutions that bring increased availability, improved reliability and reduced costs.

With a unified approach and commitment to safety and operational performance, Keolis Downer has operated and maintained Varra Trams in Melbourne and G:link on the Gold Coast. In addition, Keolis Downer is a leading bus operator with large-scale operations in Western Australia, South Australia and Queensland, and is the operator of the new integrated public transport system in Newcastle.

On 31 January 2021, Keolis Downer started operating Adelaide Metro train services in South Australia.

## Keolis Downer operations in Australia



## KEOLIS DOWNER

Since 2009, Keolis Downer has worked alongside Australian public transport authorities to understand and deliver their vision for the future while ensuring day-to-day operational excellence.

### Why Keolis Downer?

- We are world leaders in mass transit (light rail and driverless metros).
- We have strong local foundations and commit to delivering on our promises.
- Best in class in network design, customer-driven and integrated multimodal operations – we “Think Like a Passenger”, ensuring our customer’s entire door-to-door journey is seamless and making public transport their first choice.
- We value long term partnerships with our customers and employees via open and honest interaction and engagement.
- We have strong innovation capabilities, drawing from both our shareholders and our ability to build strategic partnerships.

### We make public transport the first choice

The trend towards urbanisation and to larger, more complex cities has added new urgency to the challenge of getting urban mobility right.

All modes of transport, from walking to the private car and mass transit, have an important role to play in modern cities. However, our aspiration is to provide a quality of customer experience that elevates public transport to being the first choice for travellers.

Keolis Downer operates the only integrated multi-modal network in Newcastle (NSW) to be managed by a single operator. The network includes buses, On Demand transport, light rail, ferries and autonomous vehicles. Our operational expertise and proven network planning capacity allows us to plan, develop and operate transport networks in cities and regions. Our insight into journey planning, customer information, fare policy and collection, and network planning allows us to complement our clients’ expectations and our customers’ ambitions.

By enhancing the customer experience, delivering services that are safe and reliable and embracing innovation, we can change the way people travel and increase the use of shared mobility.

### We deliver a door-to-door experience through integrated transport networks

Our role as a transport operator has moved beyond a single mode to take a broader view as a journey integrator. This role will naturally continue to evolve to the transport operator becoming an urban integrator.

We place ourselves in our customers’ shoes to walk with them on every step of their journey from door-to-door.

We travel with our customers every step of the way through the role of transport applications, on smartphones and other devices, journey planners and wayfinding. Through partnerships with other industry leaders and the use of big data, we can create powerful new ways to ensure our customers are informed throughout their journey.

**“Customers do not think about modes of transport, only their journey. We need to make this as seamless as possible.”**



## **We will leave a positive legacy**

We are focused on delivering sustainable outcomes that leave a positive legacy for our community.

Our Zero Harm approach ensures optimal safety for our people, our customers and our community.

Our determination goes further to ensure we can deliver a real and lasting positive change to the communities within which we operate.


The community should be confident to use our services because they are safe, meet their transit needs and are delivered in a manner that is commercially and environmentally sustainable.

Melbourne's tram network is now using energy generated by solar panels, thanks to two Victorian solar farms.

**"We are a proud industry leader in workforce diversity, most particularly in promoting the role of women within the transport sector."**

Diversity and inclusion is about removing barriers to ensure people enjoy full participation in a safe and respectful environment. By encouraging and celebrating a diverse and inclusive workplace, we will better reflect the communities we serve.

**23% of employees at Yarra Trams are women**



**Every passenger should feel as though the network was built with them in mind.**

## WORLD'S LARGEST LIGHT RAIL NETWORK

Through Keolis Group we bring the experience of being the world's largest light rail operator. The Group operates light rail in 21 cities on three continents.

To the world, trams are the face of Melbourne. As the custodian of the Yarra Trams network we have a critical role in the city and in the hearts of Melbournians.

While the tram network is fundamental to the identity of the city, it is also fundamental to the way people travel. Yarra Trams is a heavy lifter, delivering more than 200 million passenger trips each year.

The network is an essential service to the residents and tourists of one of the world's most liveable cities.

Yarra Trams is the primary mode of public transport for inner suburban residents, connecting Melbournians with employment, social, cultural and educational opportunities and choices.

However, trams do not work alone. Trams provide vital connections with train and bus services, creating one of the largest and most complex transport networks in the world.

We strive to make public transport the first choice for our customers whatever their reason to travel.

It is crucial to us that despite the diversity of passengers, every customer feels that our service is designed with them in mind. That is the very essence of our **Think Like a Passenger** philosophy, which was first developed for and delivered by our Yarra Trams operation.

As the oldest continually operating electric tramway in the world, the stewardship of the network assets is a major focus. We have brought a view of technical asset management to ensure a customer-orientated approach to delivering engineering quality. Working with the Victorian Government, we have overseen a major investment in the modernisation of the network through the rollout of the E-Class tram, the ongoing refurbishment and overhaul of the existing tram fleet, upgrades to tram stops across the city and a substantial program of maintenance and renewal of infrastructure across the network.

**"Yarra Trams is the world's largest tram network, with the frequency of trams travelling on Swanston Street making it the busiest corridor in the world."**







**Transport is the foundation of modern cities and economies. We create communities by bringing people together and connecting people to jobs and businesses.**

## **SNAPSHOT YARRA TRAMS**



- 475+ trams
- 2,000+ employees
- 250km double track
- 5,000 services a day
- 200 million passenger trips a year





**REVITALISING**

**CITIES**





## SUPPORTING URBAN TRANSFORMATION AND RENEWAL

Modern, high capacity transport shapes cities, influencing where people live and work, and their spending habits. The introduction of light rail to the Gold Coast has been integral to new investment and the economic rebound of the region.

Keolis Downer is part of the GoldlinQ public-private partnership, which in 2011, was selected by Queensland's Department of Transport and Main Roads to operate and maintain the G:link tram network for 18 years.

Since beginning operations in 2014, G:link has performed highly with results of 99.98% punctuality and 90% customer satisfaction in 2018. In December 2017, the 7.3 km extension was launched two months earlier than planned, allowing passengers to connect with train services to Brisbane through Helensvale station, providing an integrated transport solution for travellers in Queensland.

G:link is now 20.3 km and is a central part of the transport system in the Gold Coast.

As well as a mass transit solution for the car congested tourist strip, the light rail has laid the bedrock for a period of urban growth and renewal.

### G:link: a star performer during the 2018 Commonwealth Games

During the Games, the G:link carried more than 1.1 million passengers, nearly four times the average.

The tram operated 24/7, with services running every six minutes during peak periods.

Keolis Downer hired and trained more than 350 extra staff to help customers, operate and maintain the light rail vehicles, manage crowds, maintain infrastructure and clean facilities.

Connecting the light rail to Helensvale station created a seamless multimodal transport hub that was crucial during the Games and leaves a lasting legacy for the residents of the Gold Coast.

### SNAPSHOT G:link

- 19 stations
- 20 km network
- 18 light rail vehicles
- 10+ million passengers carried per year
- 195 employees
- 5% reduction in highway congestion
- 50% increase in public transport use

Over **99%** reliability and punctuality

*Image supplied by TransLink.*

## CONNECTING COMMUNITIES

**We are one of the world's largest and most successful bus, coach and On Demand transport operators in Australia. Keolis is one of the largest bus, coach and BRT operators in the world with over 23,000 vehicles.**

The flexibility of buses provides an opportunity to ensure the transport network matches the changing needs and expectations of the community. Through mature network planning and operations, buses can support growth of public transport usage in urban areas, ensure reliable public transport services and provide an alternative to the car in lower density, outer suburbs and regions.

We pride ourselves on our commitment to understand our customers and the community, and to work collaboratively to realise a shared vision for the transport network.

Through Keoscope, our unique research into changing lifestyles and mobility patterns, we have been able to develop and institutionalise best practice for modern transport networks.

The Neolis network planning tool allows us to localise our knowledge and to develop world-class transport networks matched to the needs of the community and the expectations of our clients.

Our network planning capacity is proven and was used across Europe, North America and Australia.

The first and last connectivity mile is key to bringing more people to use public transport. We operate several On Demand Transport services in NSW, in Newcastle and Sydney.

In the Northern Beaches, in Greater Sydney, we have been operating Keoride On Demand Transport since 2017. From inception, we have successfully grown passenger numbers and now carry around 20,000 passengers a month. In the first three years of operations, we delivered more than 460,000 trips and achieved 98% customer satisfaction.

We also manage several autonomous vehicle trials in Newcastle, Sydney and Adelaide. We are constantly innovating and monitoring technology evolutions to provide the best possible experience to customers.

Designing the right transport offer is the first step, however we understand that the delivery of consistent day-to-day operational excellence is fundamental to ensuring people choose to make public transport part of their daily journey.

In 2018, Path Transit, our operations in WA, became the first and only bus company in Australia to obtain the ISO 55001 Asset Management certification.

**1,000 buses  
in 4 States**





## SNAPSHOT



### PATHTRANSIT

- Major Western Australian metropolitan bus operator
- Operates route and school bus services in Greater Perth
- 430 buses

### SOUTHLINK

- Large metropolitan bus operator
- Operates route, school bus services and On Demand transport
- 85 buses

### LINKSA

- Large bus and coach operator in regional South Australia and beyond
- Provider of a range of transport services including route, school, special bus and on-demand services
- 185 buses
- 4 depots

### HORNIBROOK BUSLINES

- Major Metropolitan bus operator in Greater Brisbane
- Major provider of route and school bus services
- 92 buses
- 4 depots





## SNAPSHOT



- Newcastle is the first multimodal contract to be delegated to a private operator in Australia
- 188 buses
- 6 light rail vehicles
- 2 ferries
- 3 depots



**INTEGRATING**

**PUBLIC**

**TRANSPORT**

**MODES**

**Integrated transport is the most effective way to deliver public transport across multiple modes of travel.**

Integrated transport is about rethinking how transport modes connect with each other. Through timetable harmonisation, improved passenger information and provision of infrastructure that supports easy interchange,

the customer experience is improved and a seamless, door-to-door public transport experience can be delivered. Our goal is for people to travel the way they want and provide them with services tailored to their needs.



## SEAMLESS JOURNEYS

### Designing the right offer

To achieve this goal, we adopt a collaborative approach with local communities and key stakeholders by implementing extensive community consultation programs. In Newcastle, we worked with the community and NSW Government to improve the existing service offering. We achieved this by reviewing the bus network, introducing real-time On Demand transport, improving connectivity across all modes and introducing a new light rail.

Keolis Downer's Network Design approach was a key contributor to the subsequent rise in patronage and growth of more than 12 per cent month-to-month on average was the immediate outcome. Aligning the needs of the community with our capabilities allowed us to deliver an additional 1,200 services each week, including 200 more services on weekends, using the same level of assets. Year on year, after launching the new light rail service, we experienced an increase in patronage of 30% across all modes of transport, including ferries, light rail and buses, all of which were managed by Keolis Downer.

Our capability to design and operate new networks as showcased in Newcastle, has been the foundation of initiatives to deliver government aims for urban renewal, public transport

patronage growth, value-for-money and customer service for communities.

### On Demand Transport

Our Lake Macquarie On Demand service continues to grow with patronage increasing by 73% since service area expansion on 30 June 2019, with over 4,800 customer trips recorded in July. Data shows the residents of the area are embracing the Newcastle Transport service with many customers using the service multiple times a week.

On Demand services are providing customers a versatile and flexible way to travel, and travel options that regular route services are unable to provide.

**"We know the service is getting people to where they want to go, with around 38% of trips unable to be completed on a regular bus route."**

The On Demand service picks up and drops off customers between selected street corners with simple app or phone bookings.

### Park and Ride

As part of our integrated transport program, we have worked with all levels of government, in particular Councils, to manage the operational components of Newcastle's Park and Ride program. This program allows commuters to park their vehicles at designated locations, whereupon our bus services will take them to various stops throughout the city. This initiative is crucial in alleviating congestion, while providing over 1,000 weekly commuters with an affordable and convenient transportation solution.

**"In Newcastle, we worked extensively with the community, key stakeholders and Transport for NSW to improve the service offering, with the introduction of more buses covering more ground across increased operating hours. On-demand services were also introduced during off peak periods in certain areas."**

### SNAPSHOT ON DEMAND TRANSPORT



- 66% of customers book using the Newcastle Transport On Demand app, 34% over the phone
- 6,000 trips delivered in January 2020
- Around 75% use the service to travel to their local shops
- Average app trip rating of ★★★★★









## ADELAIDE METRO TRAIN SERVICES

Through Keolis, we bring experience of operating major rail franchises in the UK, the USA, France, Germany and the Netherlands. Keolis carries more than 6 million passengers on rail every day worldwide.

On 31 January 2021, Keolis Downer started operating and maintaining Adelaide Metro train services in South Australia. The state of South Australia retains ownership of all rail assets including trains, tracks and stations.

During the initial eight years of the contract, Keolis Downer is partnering with the Department for Infrastructure and Transport to deliver enhanced train services and increase the use of public transport in South Australia.

**Our vision is to deliver sustainable, revitalised train services for the people of metropolitan Adelaide and its visitors.** Keolis Downer brings a strong focus on safety and customer service through its Zero Harm and Think Like a Passenger values.

Innovations have been introduced to empower Passenger Service Assistants (PSAs) and enable them to better engage with customers. With a new app and access to real-time information, they are informed as soon as there is a disruption on the network. This enables them to better advise customers and provide alternative options for their travels.

Keolis Downer is leading a new safety culture through the implementation of our Zero Harm approach, creating accountability and ownership within the workforce. Rigorous safety processes and frameworks are gradually being put in place, in collaboration with employees.

**Through the Gawler line electrification project led by the South Australian Government, 12 additional electric trains will be operating on the network, adding 15 per cent more capacity during peak hours.** The first new trains will be introduced in 2021.

Keolis Downer is a major employer in South Australia through its rail and bus operations, totalling 1,000 employees. Our commitment is to **play an active role as a local contributor to the economy, to job creation and training and to further develop our local eco-system of partners by engaging with SMEs.**

**The first new trains will be introduced in 2021.**

### SNAPSHOT

- 15 million passengers carried every year
- 132 km of tracks
- 6 lines
- 89 stations
- 70 diesel rail cars and 22 electric trains





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