

# Integrated Urban Mobility



THINK

LIKE A

PASSENGER

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## ACKNOWLEDGEMENT OF COUNTRY

Keolis Downer acknowledges Aboriginal and Torres Strait Islander peoples as the First Australians and Traditional Custodians of the lands where we live, learn and work.



**"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."**

Julien Dehornoy  
CEO, Keolis Downer

# 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 is a global leader in the shared mobility market and a committed partner to public transport authorities around the world. Keolis co-designs safe, smart and sustainable public transport solutions that help to create more attractive places to live and work. Keolis operates all transport modes and develops new forms of shared and customised mobility to answer local needs. With operations in fifteen 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 operates and maintains Yarra Trams in Melbourne, G:link on the Gold Coast and Adelaide Metro train services. In addition, Keolis Downer is a leading bus operator with large-scale operations in Western Australia, South Australia, New South Wales and Queensland, and is the operator of the integrated public transport system in Newcastle.

# Operations in Australia



## Snapshot

- Present since 2009
- Keolis Downer enables 350 million passenger journeys per year
- 25 sites across 5 states
- Employees 5300+

### We operate and maintain:

- 500+ trams
- 1300+ buses
- 70 diesel rail cars & 22 electric trains

# Our values



**We care:  
we are all in  
this together**

We care for our people, our communities and provide mobility services that are inclusive and adapted to local needs. We build trust with public transport authorities by forging partnerships based on collaboration and transparency, we are custodians of their assets.

**Think Like  
a Passenger**

We strive to make public transport the first choice for our customers, whatever their reason to travel. It is crucial to us that every single customer feels that our service is specially designed for them.



**We imagine:  
we create  
new solutions**

We operate multimodal mobility services to help transport authorities deliver their vision for tomorrow, by supporting their approach and bringing new ideas to the table, based on our local knowledge and drawing from international best practice.



**We commit:  
we will deliver**

We provide transport services that are safe and reliable, we strive to achieve operational excellence. We deliver on our contractual commitments and act responsibly to develop sustainable mobility in every city and region where we operate.

## Zero Harm

We deliver continuous improvement by focusing on reductions in harm to our people, passengers and the environment. We develop, embed and build a safety culture at all levels of the organisation supported by accountability, trust and fairness.

# Energy transition

**Keolis Downer aims to be the partner of choice for public transport authorities in Australia. As such, our focus is to design and deliver services that are safe, reliable, sustainable and innovative, with a constant focus on the customer.**

Think Like a Passenger is at the centre of our culture and what we do every day.

With the world moving to greener public transport solutions, Keolis Downer has embarked on an exciting journey to become the largest operator of zero-emission public transport services in Australia, cementing Keolis Downer's commitment to support PTAs and accelerate the energy transition with large-scale deployments in public transport.

With a pipeline of 200+ electric buses to implement in the coming years in Australia, Keolis Downer has established a Centre of Excellence for the energy transition, to encourage information sharing locally and internationally, with an approach based on continuous improvement.

The Centre of Excellence brings together all skills necessary to support the energy transition in Australia, from design to delivery.

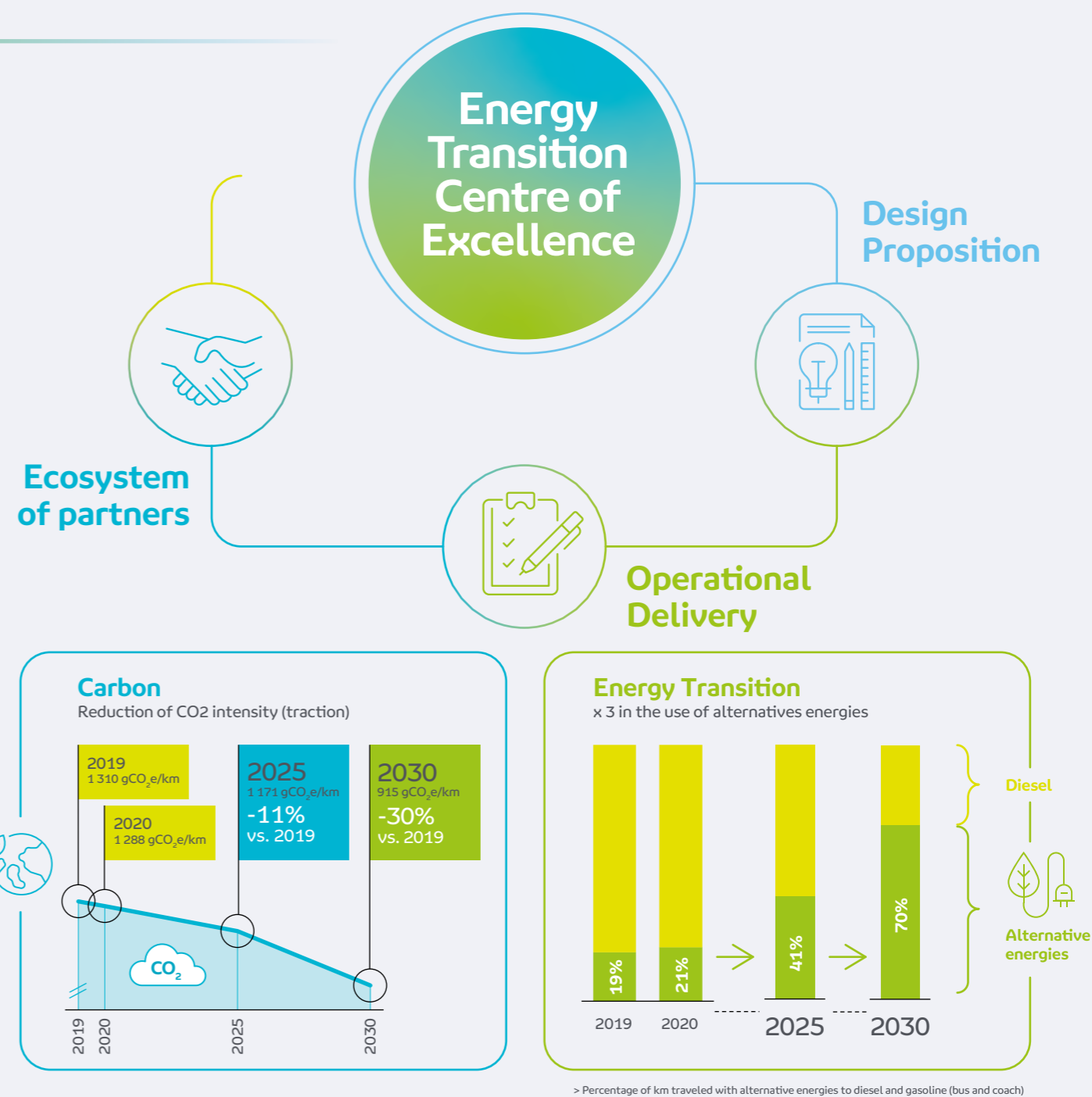
Experts from the Centre of Excellence will bring together key stakeholders from the industry to accelerate the energy transition by sharing international knowledge and developing a local ecosystem of partners.

The Centre of Excellence brings a comprehensive end to end solutions approach to support PTAs deliver on their commitments and accelerate the energy transition in Australia.

Through this Centre of Excellence, Keolis Downer will also train future professionals, by providing opportunities for graduates and young professionals to have hands-on experience and contribute to the delivery of zero-emission transport.



Stay up to date with our energy transition journey through our Energy Transition Centre of Excellence (ETCoE)



The diagram above represents Keolis Group commitments. By 2030, Keolis aims to:

- Reduce carbon intensity per km linked to traction by -30% in 2030 compared to 2019
- Multiply by 2 in 2025 and by 3 in 2030 km operated by **buses and coaches with alternative energies** to diesel compared to 2019
- Cover 80% of KSA revenue with **ISO14001** certification in 2030

# 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) and in the energy transition, with more than 1,000 Zero-emission buses operating globally.
- 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 constantly re-invent new mobility solutions with innovative On Demand Transport services and autonomous vehicles.

## 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 electric buses. 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.



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

50% of our leadership team at Yarra Trams are women

## 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 needs and are inclusive and sustainable.

“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.

# 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.

**"Keolis Downer operates the world's largest tram network Yarra Trams, including the world's busiest tram corridor along Swanston Street."**

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

**Did you know?**  
Melbourne's tram network is powered using energy generated by solar panels, thanks to two Victorian solar farms.

## Snapshot

### YARRA TRAMS

- 475+ trams
- Over 2700+ employees
- 250km double track
- 5,000 services a day
- 200 million passenger journeys per year (pre-COVID)

# 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 July 2014, G:link's network has performed highly with results of 96.5% punctuality and 88% customer satisfaction in 2021. Since the launch of the Stage 2 extension in December 2017 the G:link has carried on average 845,000 passengers every month. With the light rail being added to the Gold Coast

transport network it has seen an increase in patronage across all modes of public transport, providing a significant boost to the region's social and economic development.

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.

On 30 March 2022, the Queensland Government reached financial close for Stage 3 of the Gold Coast light rail. Stage 3 will deliver a 6.7km extension south of the existing G:link network with eight new stations, five additional light rail vehicles, new bus and light rail connections at Burleigh and Miami and an upgrade of the existing depot and stabling facilities.

## Key Stage 3 facts

- 6.7kms of track from Broadbeach South to Burleigh Heads
- 8 new stations
- 5 additional trams
- Approximately 16 to 17 minutes travel time from Broadbeach South to Burleigh Heads
- Stage 3 is jointly funded by three levels of government, with contributions from the Queensland Government, Australian Government and City of Gold Coast.

Over **88%** customer satisfaction

Over **96.5%** punctuality since 2014



**REVITALISING  
CITIES**

## 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

# Connecting communities

**We are one of Australia's largest bus, coach and On Demand transport operators, leading the way in the energy transition to support state government's commitments to reduce carbon emissions.**

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.

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 and in South Australia, in Mount Barker.

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, Melbourne 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-today 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.



## Snapshot

### BUSES

#### NEW SOUTH WALES

Northern Beaches & Lower North Shore: 800+ employees, 402+ vehicles, 31 million+ passenger trips per year, 12 On Demand Vehicles



#### WESTERN AUSTRALIA

Pathtransit: 700+ employees, 15 million vehicle km/per year, 400+ vehicles, 8 million passenger journeys per year

#### SOUTH AUSTRALIA

Southlink & LinkSA: 260+ vehicles, 3,600+ weekly services, over 3.5 million passenger journeys per year and 6 On Demand Vehicles

#### QUEENSLAND

Hornibrook Buslines: 115+employees, 64+ vehicles, Over 1.7million passenger journeys per year, 3.6 million+ vehicle km/per year.



**1,300+**  
buses in 4 States



**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.

### 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

## 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. After launching the new light rail service, we experienced an increase in patronage of 23% across all modes of transport, including ferries, light rail and buses, all of which are managed by Keolis Downer.

### 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.

In 2019,  
**46%**  
customer journeys used the light rail to connect with bus, ferry or train services.

### Delivering more

In Newcastle, Keolis Downer is proud to be part of the fabric of the community.

Integrated transport is key in increasing liveability and creating connected communities.

As part of our integrated transport program, we work with all levels of government, including local councils, stakeholders and the community to improve the transport solutions for the city.

Since 2019, Keolis Downer has designed and operated a stadium shuttle service on behalf of Venues NSW. The shuttle operates along key routes to get sports fans to events at McDonald Jones Stadium. The shuttle operates for NRL home games for the Knights during the NRL season and for other significant events featuring the Wallabies, Matildas and Waratahs

Keolis Downer also is involved in the transport planning for major events across the city from Supercars Newcastle 500, Anzac Day and New Year's Eve. Well planned public transport services are key to a successful events.

### Snapshot

#### ON DEMAND TRANSPORT

- 86% of customers book using the Newcastle Transport On Demand app, 14% over the phone
- Around 70% use the service to travel to their local shops
- Average app trip rating of 4.83

# Adelaide Metro train services

**T**hrough Keolis, we bring experience of operating major rail franchises in the UK, the USA, France 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 2022.

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 ecosystem of partners by engaging with SMEs.

98.5%  
on-time running

99.8%  
overall service availability in the first 15 months of operations



## Snapshot

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



**Keolis Downer**

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