INDIVIDUAL COMMITMENTS 2026

KEOLIS

FRÉDÉRIC VAN HEEMS
Group Chairman
& CEO

Company overview

The Keolis Group is a multimodal transport operator with over 300 subsidiaries in 1 countries and a workforce of 68,000.

Keolis is one of the world's leading players in the shared mobility market and a committed partner to public transport authorities.

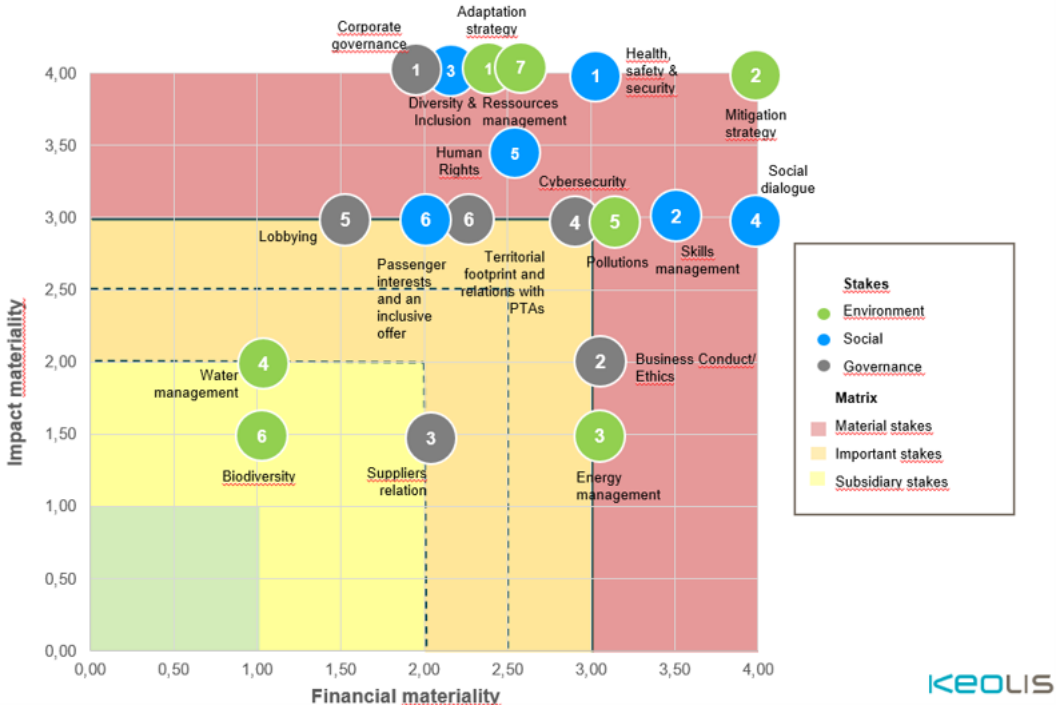
Keolis's purpose is "Enhance everyday life in cities and communities by imagining and operating safe, smart and sustainable mobility solutions accessible to each and everyone".

Public transport – whether by metro, tram or bus – reduces pressure on the environment and natural resources, and limits pollution.

Materiality analysis

In order to identify and prioritise its sustainability issues, Keolis has carried out an in-depth double materiality analysis[1], assessing its activities in terms of their dependencies and impacts, in accordance with the CSRD standards set out below:

Given Keolis's business and economic model, biodiversity does not emerge as a priority. This is due to several factors. Firstly, for the majority of its portfolio, Keolis operates assets owned by public transport authorities for a fixed period, namely the duration of the contract. Secondly, the business does not depend directly on biodiversity. This analysis has led Keolis to focus its actions not only on its direct impact, but also on its indirect impact, in order to exert a positive influence on the value chain. In order to better assess these indirect impacts on biodiversity throughout its supply chain, Keolis has used the Ecovadis risk mapping tool. The results of this analysis are consistent with the assessment based on the Ecovadis risk categories. Furthermore, Keolis has committed (see commitment 3.1) to further identifying its indirect impacts.



1. Keolis has set targets for all the issues it has identified as material (rated 3 or higher in the matrix shown above). All of these targets are available in the Keolis Group's sustainability report, here.

PILLAR

01

STRATEGY AND GOVERNANCE

1.1 Incorporate contractual commitments to biodiversity into tender responses, prioritising local issues[2]

KPI / Indicator: % of tenders for urban transport networks containing at least one contractual commitment on biodiversity

SMART Objective: 100% vs. 30% in 2026

Scope: Keolis Group

Deadline: end 2028

Common commitment: #1, 7

1.2 Ensure that the Executive Committee carries out an annual review of biodiversity targets

KPI / Indicator: number of reviews by the Executive Committee of commitments made under Act4Nature International

SMART Objective: at least once a year

Scope: Keolis Group

Deadline: from 2026 onwards and for the duration of the action plan

Common commitment: #1

1.3 Decarbonise the Group's operations

KPI / Indicator: kg CO^2e/100km

SMART Objective: -38% $kgCO_2e$/100km (vs. 2022) excluding portfolio changes

Scope: Keolis Group

Deadline: end 2030

Common commitment: #1

1.4 Recover waste generated by the Group's operations as part of a circular economy approach

KPI / Indicator: % of recycled waste

SMART Objective: 95% of hazardous waste and 80% of non-hazardous waste recycled by 2030

Scope: Keolis Group

Deadline: end 2030

Common commitment: #1

1.5 Contribute to reducing pollutant emissions from the fleet by engaging in dialogue with stakeholders in the sector

KPI / Indicator: number of annual meetings with key stakeholders[3]

SMART Objective: at least one meeting per year

Scope: Keolis Group

Deadline: from 2026 onwards and for the duration of the action plan

Common commitment: #1, 2, 3, 7

2. E.g.: Natura 2000 sites, Regional Nature Parks (PNR), ZNIEFF areas, presence of protected species, light pollution issues, etc.

3. Vehicle manufacturers, tyre and brake pad manufacturers, research institutes.

PILLAR

02

MANAGEMENT of the direct physical footprint

2.1 Draft a guide of biodiversity best practices to be implemented locally by subsidiaries

KPI / Indicator: number of guides produced

SMART Objective: 1

Scope: Keolis Group

Deadline: end 2026

Common commitment: #2, 5

2.2 Roll out the best practices from the guide across subsidiaries

KPI / Indicator: % of Keolis' turnover covered by at least one measure from the guide[4]

SMART Objective: 30%

Scope: Keolis Group

Deadline: end 2030

Common commitment: #2, 5

2.3 Systematically include differentiated management clauses in new contracts with green space service providers

KPI / Indicator: % of new framework contracts containing clauses promoting differentiated management of green spaces[5]

SMART Objective: 100%

Scope: Keolis Group

Deadline: from 2026 onwards and for the duration of the action plan

Common commitment: #5

2.4 Gradually incorporate differentiated management clauses into existing contracts upon their renewal

KPI / Indicator: % of renewed framework contracts containing clauses promoting differentiated management of green spaces

SMART Objective: 50%

Scope: Keolis Group

Deadline: end 2030

Common commitment: #5

2.5 Implement differentiated management of green spaces on site[6]

KPI / Indicator: m^2 of green spaces managed by Keolis benefiting from differentiated management

SMART Objective: a threefold increase of green spaces at Keolis sites under differentiated management (in m^2), vs. 20 000m^2 in 2025

Scope: Keolis Group

Deadline: end 2030

Common commitment: #5

4. Measurable via the annual environmental report.

5. Measurable via the Procurement Department's contract management tool. By '*differentiated management*', Keolis means: an approach aimed at phasing out the use of all phytosanitary product and varying and adapting management and maintenance practices according to the type of land, its functions and ecological and landscape considerations, in order to promote biodiversity. This is measurable via the Group's annual reporting required of subsidiaries.

6. The management of green spaces at sites operated by Keolis is systematically subcontracted to specialist companies.

PILLAR

02

MANAGEMENT of the direct physical footprint

2.6 Certify the Group's operations in accordance with the ISO 14001 standard, in order to limit the environmental impact of its activities

KPI / Indicator: % of the Group's business (turnover) certified to ISO 14001

SMART Objective: 80%

Scope: Keolis Group

Deadline: fin 2030

Common commitment: #1, 3, 5, 10

2.7 Prevent soil pollution incidents at the Group's sites and ensure their systematic remediation

KPI / Indicator: % of incidents for which a remediation plan has been drawn up

SMART Objective: 100% of incidents are subject to a formalised remediation plan (baseline established in 2026)

Scope: Keolis Group

Deadline: from 2026 onwards and for the duration of the action plan

Common commitment: #1, 3, 5, 9, 10

2.8 Develop training modules on the challenges of biodiversity for staff

KPI / Indicator: modules available : yes/no

SMART Objective: training modules available

Scope: Keolis Group

Deadline: end 2027

Common commitment: #1, 8

2.9 Raise awareness amongst Keolis staff on biodiversity-related issues through the modules developed under commitment 2.8

KPI / Indicator: % of relevant operational roles[7] who have completed the training module on global biodiversity issues

SMART Objective: 50% (i.e. approximately 200 out of 400 people)

Scope: Keolis Group

Deadline: end 2030

Common commitment: #2, 8

2.10 Mobilising transport networks as a means of raising public awareness on biodiversity

KPI / Indicator: number of subsidiaries per year running an awareness campaign on biodiversity issues

SMART Objective: at least 1 Keolis subsidiary per year

Scope: Keolis Group

Deadline: from 2028 onwards and every year

Common commitment: #2, 8

7. By '*relevant operational functions*', Keolis means: the operational functions within Keolis' subsidiaries that have an impact on the management of green spaces – maintenance and assets managers, HSE managers and procurement managers. Keolis is also committed to training the teams responsible for responding to tenders on biodiversity issues.

PILLAR

03

MANAGEMENT of the indirect physical footprint across the value chain

3.1 Mapping and prioritising Keolis's impacts on biodiversity within its value chain (upstream and downstream)

KPI / Indicator: analysis of Keolis's value chain, prioritisation of procurement categories and assessment of impacts

SMART Objective: 1 comprehensive analysis carried out

Scope: Keolis Group

Deadline: end 2027

Common commitment: #2, 3, 4, 5, 6

3.2 Develop and implement action plans with key suppliers having a significant impact on biodiversity in order to mitigate Keolis's main impacts on biodiversity throughout its value chain (upstream and downstream)

KPI / Indicator: number of action plans approved with key suppliers having a major impact on biodiversity

SMART Objective: 10 approved action plans

Scope: Keolis Group

Deadline: end 2030

Common commitment: #2, 4, 9

3.3 Establish a mechanism for suppliers to contribute financially to biodiversity conservation projects

KPI / Indicator: amount allocated to fund NGOs for biodiversity projects

SMART Objective: 100 000€ /year

Scope: Keolis Group

Deadline: from 2026 onwards and for the duration of the action plan

Common commitment: #2, 4, 9