



Integrated urban mobility

THINK

LIKE A

PASSENGER

KEOLIS DOWNER

Keolis Downer is a joint-venture between Keolis, a world leader in passenger transport, and Downer, one of Australia and New Zealand's leading engineering and infrastructure management firms.

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 Australia's largest operator of multi-modal public transport.
- We combine world-class transport operations with a deep knowledge of transport networks in Australia and New Zealand.
- We have 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.
- We **think like a passenger**, ensuring our customer's entire door-to-door journey is catered for and making public transport their first choice.
- We have **Neolis**, a process that delivers optimised urban public transport networks that meet the expectations and changing needs of passengers while delivering value-for-money and balancing the use of finite resources.

- We deliver patronage growth by delivering what passengers want.
- We have delivered the only greenfield railway in Australia for more than two decades.
- We value long term partnerships with our customers and employees via open and honest interaction and engagement.

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's multi-modal operational expertise and proven network planning capacity allows us to plan, develop and operate transport networks in cities and regions.

Our insight to journey planning and customer information, fare policy and collection and network augmentation planning allows us to complement our clients' expectations and our customers' ambitions'.

Through transforming transport networks we can change the way people chose to travel and support the evolution of cities.

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 customer's 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 through-out their journey.

"Customers do not think about modes of transport, only their door-to-door journey."

By thinking beyond the bounds of a single mode of transport we are able to help the community to make an informed decision about how and when to travel to ensure a simple, seamless, comfortable and confident journey.

We will leave a positive legacy

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

As a foundation, we deliver Zero Harm, ensuring no harm comes to 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. We will do this through engaging with the community and our customers to deliver a transport solution that both meets their needs and wants, as well as supporting the vision for the future of the city.

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

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.

**18.5% of
our 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 16 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, moving more than 200 million people each year.

The network is an essential service to the residents and tourists of the world's most livable city, whether in the inner city or connecting the outer suburbs.

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 roll-out of the E-Class tram, the renewal of the heritage depot at Preston and the upgrade of select infrastructure across the network.

"Yarra Trams is the world's largest and oldest tram network with Swanston Street and Collins Street being the world's busiest tram intersection with 186 trams moving through it between 8am and 9am on weekdays."





SNAPSHOT

- 450+ trams;
- 2,200 employees;
- 250km of track;
- 35,000 weekly services; and
- 180 million passengers a year.

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



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.

SNAPSHOT

- 16 stations from Gold Coast University Hospital to Broadbeach South;
- 14 light rail vehicles;
- 150 employees;
- 6.5+ million passengers a year;
- 1,726 weekly services;
- 5% reduction in highway congestion; and
- 25% increase in public transport use.

The Gold Coast light rail (G:link) is the newest light rail in Australia and the first in a greenfield site.

G:link is a new transport spine for the famous coastline and Australia's sixth largest city.

It is also the first public transport project with funding contributions from three levels of government plus the private sector. Stage 2 has also been funded through a partnership between the three levels of government and will be open ahead of the 2018 Commonwealth Games. Planning is underway on further future stages.

Through the use of a public private partnership (PPP), we have been able to provide vital operational advice during the early stages of project and service planning, while providing a common-face to the community and stakeholders through the various stages of the project.

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.

"During the first 12 months of operation, more than \$6 billion was invested in Broadbeach alone. With some property industry estimates placing the change in property values as a result of the light rail of between \$50,000-\$80,000."

As our cities grow we encounter new challenges. Congestion, climate change and social isolation are creating strains on our communities.

Better integrated, multi-modal transport is the key to providing for future population growth in our major cities. Through our provision of high quality public transport and our commitment to sustainability, we are able to facilitate planned land-use, promote activity in urban spaces and address social isolation.

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 Downer is one of the largest bus, coach and BRT operators in the world with over 23,000 vehicles.

Buses are the glue in a multi-modal public transport network. They are the mode that is closest to the community and often provide the 'last mile' of an end-to-end journey. They also feed into tram and train networks and connect people to their friends and family and to shopping, employment, cultural and sporting pursuits.

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 Keoscopye, 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 client.

Our network planning capacity is proven. With our capacity being used across Europe, North America and Australia.

Our capability to design and operate new networks has been the foundation of initiatives to deliver government aims for urban renewal, public transport patronage growth, value-for-money and customer service.

Network planning and design 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.

Our team is committed to anticipating the needs of our customers and to look beyond a single mode of transport to ensure that a journey is seamless, from door-to-door.

The first and last connectivity mile is key to bringing more people to use public transport. We have several trials around the world using autonomous shuttles to ensure this first and last mile connectivity.

The first one started in Lyon, the second largest city in France, in 2016 and ensures connection between a new 'eco-friendly' area of the city and the multimodal public transport network.

More than 6,000 people used this service in the first two months after the launch.

More than
1,100 buses
in 4 States

SNAPSHOT

PATHTRANSIT

- Major Western Australian metropolitan bus operator;
- Operates route and school bus services in Greater Perth;
- 359 buses; and
- 5 depots.

SOUTHLINK

- Major South Australian metropolitan bus operator;
- Operates route and school bus services;
- 334 buses; and
- 7 depots.

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;
- 141 buses; and
- 4 depots.

HORNIBROOK BUSLINES

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





INTEGRATING

PUBLIC

TRANSPORT

MODES

SNAPSHOT

- Newcastle is the first multimodal contract to be delegated to a private operator in Australia;
- 174 buses;
- 2 depots;
- 2 ferries; and
- Light rail to commence in 2019.

 Keolis
Downer

SEAMLESS JOURNEYS

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.

In Newcastle, Keolis Downer took the keys to the public transport network on 1 July 2017. Under the Newcastle Transport brand, we operate buses, ferries and, commencing in 2019, light rail.

"We aim to improve connections between the city and activity centres by delivering fast, frequent and convenient services that make public transport an attractive and viable option for all."

We want people to travel the way they want, and provide them with services tailored to their needs.

To achieve this we have adopted a collaborative approach with local communities and key stakeholders by implementing an extensive community consultation program.

Our unique Neolis methodology is being used to identify key corridors for higher frequency services, with a view to creating a public transport network that meets the needs of passengers while also increasing customer satisfaction and delivering maximum efficiency.

In Newcastle, we are working with the community, key stakeholders and the NSW Government to improve the service offering, with buses covering more ground across increased operating hours. On-demand services will also be introduced during off peak periods in certain areas.

Better coordination between modes including first and last services, headways and connecting times are all designed to provide passengers with a vastly improved experience.

Preparing for the arrival of light rail

Keolis has extensive experience launching new light rail services all over the world. In the past 15 years, we have launched or extended more than 20 light rail operations.

To introduce light rail successfully, we make service improvements to the transport network ahead of construction commencing.

"To minimise changes for the community, we aim to create a resilient design that can cope during construction work, with the ability to remain as is after light rail's launch."

The various modes should also have the ability to support one another where possible, in order to efficiently manage planned and unplanned events.



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