

PULSE



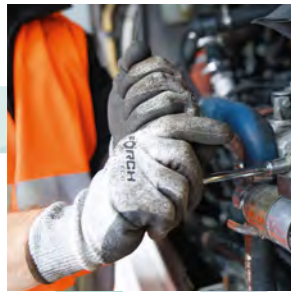
Drivers: mobility maestros

Sharing ideas to shape the future of mobility

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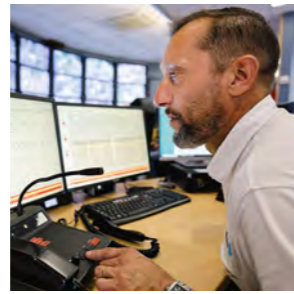
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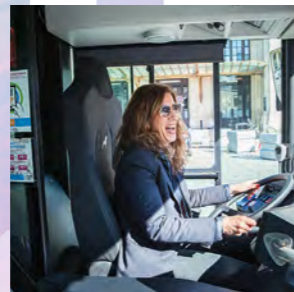
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Where would Keolis be without its staff? Every day around the world, our employees contribute to the shift towards more ecologically and socially sustainable mobility. In this special issue, we turn the spotlight on their skills, know-how and expertise because, without them, we simply couldn’t properly fulfil our purpose.

Providing training to empower our people to continuously develop their skills has never been more crucial. At Keolis, we also believe it’s an effective lever for attracting and retaining new talent. Likewise, we think it’s important that the public have a better idea of what our jobs involve. The “Viewpoints” section of this issue takes a look at the lives of eight committed Keolis employees around the world – some of whom have steered some unusual career paths!

And if you’ve ever wondered what it’s like to be a bus driver, maintenance technician, travel advisor or operations controller, check out the “On the ground” section to learn about a day in the life of the people who keep our networks running smoothly!

In the same vein, did you realise there’s much more to driving a bus than meets the eye? It’s not just about working a steering wheel: drivers play a vital role in everyday mobility and, to do their job effectively, they call on an extraordinary set of skills. Our feature article delves into the realities of the job.

And our “In pictures” section brings you a behind-the-scenes look at a photo shoot to promote our new employer brand. Get up close with the people who embody the Keolis way with pride and passion!

Enjoy your magazine!

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Group Learning and Development
Director, Keolis

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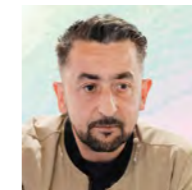


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Watchwords of mobility

① INNOVATE

Pushing back the frontiers to shape the public transport of the future. It means progressively developing new, more efficient, reliable and sustainable forms of mobility for passengers. Every day, our engineers put their knowledge and creativity to work to solve today's challenges and devise better solutions going forward.

② REPAIR

Looking after our fleet to extend its useful service life. It's about acting responsibly for sustainable mobility. Our depot managers ensure our rolling stock operates reliably, efficiently and safely for the best possible passenger experience.

③ ANTICIPATE

Thinking ahead as part of our constant drive to raise standards of service. It means staying vigilant at all times to guard against the unexpected, as much as possible. Every day, our control operators orchestrate traffic flows, analysing, predicting and regulating congestion to ensure smooth flowing services.

④ TRANSPORT

This is our business – it's what we do. We have a responsibility to passengers and other road users. Their safety is our priority. Transport is about much more than driving. It's a mission with real meaning: creating connections and bringing people together.

⑤ DEVELOP

Keeping our finger on the pulse of our ecosystem and constantly analysing for deeper insights. Our market researchers play a vital role. They track trends and listen to passenger expectations. They translate all these inputs into clear objectives for our teams, helping us build ever more effective, needs-responsive solutions.

⑥ INFORM

Always available and in touch with passengers so we can guide them on their journeys. It's about sharing and enabling everyone to benefit from the same positive travel experience. Our customer service staff members ensure passengers are given a friendly welcome and get the assistance they need.



/ Opinion /

“Training tomorrow’s workforce today!”

Clara Jakubik,
Group Learning
and Development
Director, Keolis

“As well as allowing our people to grow, training helps foster a knowledge-sharing culture.”

Like our competitors, Keolis is facing recruitment and retention challenges. Yet a career in the shared mobility industry meets the growing desire for more meaningful jobs: you help curb pollution, open up more remote communities and make it easier for people to get about without their cars – both in cities and in regions. There’s a huge variety of career opportunities for people with different levels of education and experience. And that’s why we see learning and development as crucial levers.

We offer accredited training courses for people of all ages and levels of qualification. Several programmes have been developed especially for younger people, notably work-study and skill acquisition schemes or continuous professional learning. Since 2021, our CFA (Apprentice Training Centre) has trained 600 young drivers. In addition, over the past ten years we’ve developed graduate programmes combining classroom learning at the Keolis Institute (the Group’s in-house learning provider) and one to two-year placements

at a Keolis subsidiary to provide hands-on experience of working in operations, maintenance, engineering or marketing. These graduate programmes are a seedbed of talent for the Group, while enabling talented youngsters to boost their careers.

The people who already work for us are also given the opportunity to build on their skills. At Keolis, we actively support horizontal and vertical career advancement and strongly encourage everyone to take control of their own career. The Keolis Institute offers more than 300 learning modules covering all our job categories as well as management, leadership and personal development. And this catalogue clearly matches needs, since 70% of employees benefited from at least one training programme in 2023 (approximately 28 hours of training per year per person), with a satisfaction rate of 91%! We intend to pursue these efforts and hope to see 80% of staff taking at least one learning module every year by 2025.

In addition, we’re keeping close track on evolving skills requirements as sustainable mobility gains traction. We’re working closely, for example, with each job stream to develop the skills required for the energy

transition and other environment-related aspects impacting maintenance and driving jobs. Furthermore, we’ve developed a leadership model and cascaded it throughout the organisation. The programme is intended for all team managers. The aim is for all 5,000 managers worldwide to be empowered with the same key skills for leading their teams by 2025.

It’s our policy to support everyone who wants to strengthen their skill set, whether it’s for their current role or to switch to another job field. We’ve adopted the 70/20/10 model for learning and development, which is based on the premise that 70% of learning comes from on-the-job experience, 20% from interaction with colleagues and 10% from formal training experiences. Learning and development at Keolis are all about knowledge sharing. We see it as a key driver for innovation – and one of the Group’s core strengths.

The faces of Keolis

/ Vincent, steering two careers /

My career has been a journey of encounters. First, it was a chance encounter that led me to become a driver/conductor for the Fil Bleu network in Tours, central France, in 2001. Over the years, I developed other professional aspirations. And it was another encounter, this time with an estate agent, which prompted me to venture into this sector 18 months ago. Since then, I have become a sales negotiator in an estate agency.

I now wear two hats, and my two roles fit together better than you might think. As both a driver and an estate agent, I meet new people every day. And in both jobs I work with people to meet their needs. This human contact and interaction is what prompted me to make the move. Reaching out to others and helping them make me feel useful. This has always been what drives me.

In 23 years with Fil Bleu, I've built up some really solid experience. I've become much more confident with people. I've also learned how to better deal with conflict situations and switch off from my daily work as a driver. This wealth of knowledge and experience has helped me fit quickly into my new property activity. Today, I'm proud of my unusual career path, with its occasional stroke of serendipity, but always with the support of my family, friends and colleagues. By stepping out of my routine, I've learned to appreciate my job as a driver much more!



“Taking a step back has helped me rediscover my job as a driver and grow intellectually by reaching out and meeting new people. It’s a truly rewarding experience!”

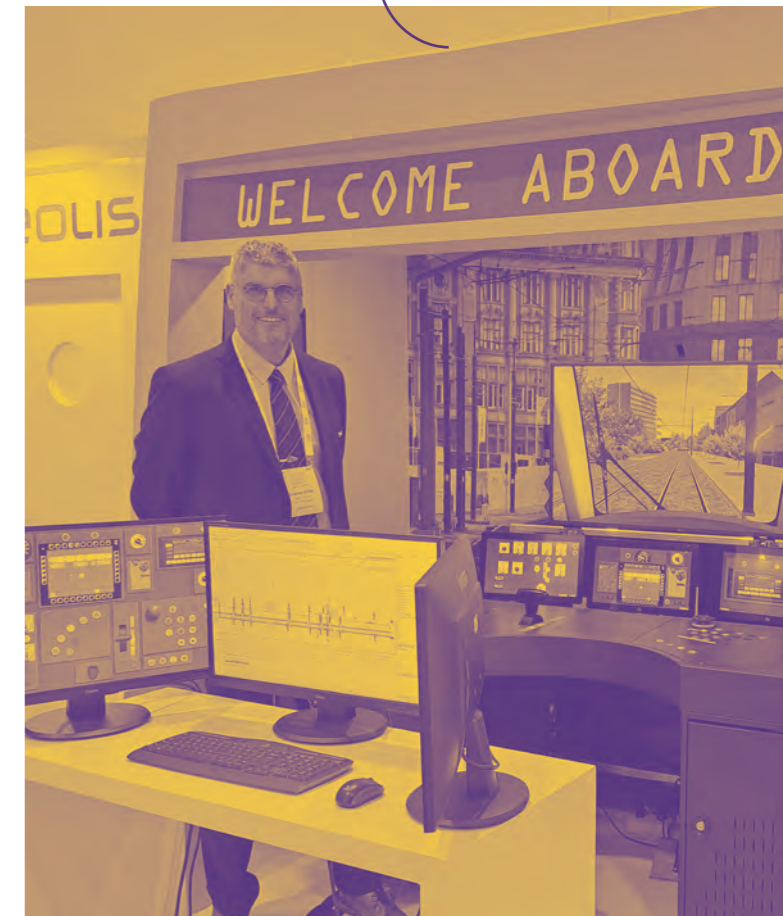
Vincent Bordier,
Driver at Keolis Tours
and estate agent

/ Lionel, training tomorrow’s drivers /

I started out as a driver at Keolis in 2000. I held a variety of jobs up until 2011, from supervisor to public relations manager. During that time, I took training courses in enhanced driving and team management, which made me want to share my knowledge and experience with others. So, I took the plunge and became an in-house instructor to share my love of the job. When Dijon’s new tram network was built, I helped develop training modules drawing on the experience of other well-established networks. I oversaw the rollout of the trainings and led some of the sessions myself.

As part of my new duties, I’ve travelled around the world to learn about different training methods employed by other entities. This experience has played a big part in my approach. I’ve met British, Australian and Danish training experts to get inspiration from their best practices, and they’ve also come to Dijon to see how we do things here. Despite a few difficulties like the language barrier, every visit has had positive outcomes. In my opinion, knowledge sharing is a key pillar of training. At Keolis, we’ve developed our own particular brand of innovative training methods that are highly effective. For me, it’s crucial to share our passion for driving, so training must remain part of our core business.

Lionel Cegarra,
Tram driving instructor
at Keolis Dijon Multimodalité



“I’ve learned a lot through discussions with colleagues both in France and elsewhere. Always be curious and open to other people’s ideas – those are the key values. I want to share.”



“What I love most is being able to help and support drivers. They value it — and so do I!”

**Axel Tardy,
Route manager
at Keolis Gironde**

/ Axel, at the service of others /

I really appreciate human relationships and love chatting and engaging with the people around me... That's what I liked when I worked in retail fashion. But there wasn't much scope for career development. I was still young and thought I'd better do something else. I've always loved driving, so public transport was a natural choice. It's a people-oriented profession and that's also what drew me to it.

I was lucky enough to be part of the first cohort at Keolis's Mobilities Campus apprentice training centre in Gironde, southwest France. That's where I learned the job of driver. We were a small group of 15, with three support staff. The course was highly personalised. I have some great memories of this experience. It was rewarding – both on a human and professional level – and I learned a lot in a short space of time.

Less than six months later, I had the opportunity to progress from driver to route manager. It was my manager's idea. He was the one who pushed me to do it – and I'm glad I listened! It's another aspect of the business with a broader role. I'm fortunate to be able to support other drivers, which is really great. And it just shows, if you join the company by a specific route, like driver training, other career development opportunities can open up. For any young people who might be interested, it's worth keeping in mind!

/ Sofie, an engineer on a mission /

After graduating in electrical engineering, I knew I wanted to have a job with a positive impact on society. So, it made perfect sense for me to specialise in the energy transition and pursue a career in public transport.

I joined Keolis just over a year ago. Day to day, I'm responsible for overseeing electric charging infrastructure projects for the buses at all our Swedish subsidiaries. This includes selecting and purchasing equipment and performing technical analyses on infrastructure, as well as providing technical support for bus depot colleagues. With global warming, we have to rethink how we consume energy. Each region has a finite amount of energy available, so it's vital we use it as efficiently as possible.

There are plenty of challenges ahead, and the technology involved is constantly evolving. This means I have to stay on my toes – always on the lookout for the best innovative solution. What I enjoy most is observing how these choices have a real impact on everyday lives. I know my job is worthwhile when I see an electric bus full of passengers! I'm proud of the part I play in making it happen.

“It's incredibly rewarding to contribute to something that's so essential and appreciated by everyone on a daily basis.”

**Sofie Brantlind,
Energy transition expert
at Keolis Sweden**



**/ Gilles,
the passionate
enthusiast /**

I went to the Canadian Army Command and Staff College and spent nearly eight years in the Army as an infantry and parachute commando officer. After that I joined the Canadian Police, where I had a 25-year career as a patrol officer, team leader, investigator and chief. For all those years, safety, security and public service were a central part of my job.

In 2020, I joined Keolis Canada as Director of Security, Safety and Emergency Preparedness. Then in 2022 I became Director of Health, Safety and Road Safety for the Group. It's different from the Police or Army, but the role comes with its share of challenges. Thanks to my experience, I quickly grasped the safety issues involved. Shortly after joining Keolis, I had the privilege of leading a cross-functional road safety team, giving me a quick dive into the deep end of company culture! My job is to support our teams in the subsidiaries, primarily our drivers and managers, as they roll out the company's programmes and raise awareness about road safety and safety more broadly. I'm naturally inquisitive and always looking for ways to improve passenger and driver safety. It may not occur to us, but an incident can be traumatic and have a huge impact on colleagues.

Last year, thanks to a number of in-house partners, we won the Keolis innovation prize for the S-1 Gard dangerzone deflector on our buses in Sweden. It's mounted in front of the wheels. If a person falls in the vehicle's path, they're deflected away, rather than being hit. We're trialling this device in close collaboration with our Keolis Lille Métropole subsidiary and the customer.

My job's exciting. We've got an excellent team, which I'm proud to be contributing to, and some great people at Keolis. Together, we're moving in the right direction!



“I love taking the bus or tram and talking to the drivers – it gives me a better understanding of their job, the issues they face and how best to support them.”

Gilles Martel,
Director of Health,
Safety and Road Safety,
Keolis

**/ Patricia,
an unexpected shift /**

After university, I'd set my sights on a career in event management and got a job with an exhibitions company. It gave me a sense of status – not to mention a jet-setting lifestyle as I attended high-calibre events across Australia. The event planning business is an exciting profession but it comes with stress and uncertainty. Beyond career success, I knew it was just as important to have financial security and a good work-life balance. I was always chasing the next contract, wondering if I'd ever be able to make a proper living out of it. Then Covid struck – and the event industry took a big hit. I decided it was time for a change. My dad's a tram driver, so he suggested I apply for a job at Yarra Trams. And I got hired! This set my career on a whole new trajectory.

It wasn't easy at first – driving a tram is much harder than it looks! I had to adjust to an entirely new lifestyle, and it was quite eye-opening getting to know my dad from a completely different angle – allowing us to develop an entirely new relationship now. What's great is that when my working day's over, I can really relax. And I've got a level of financial stability I never had before.

The job can be challenging, and it may not be considered as glamorous as event planning, but it's a worthwhile job and no two days are ever the same. Nothing gives me more pride than helping to make people's lives easier. What's more, I get to see my dad at work almost every day! I've never been this happy, and that's also what success is about for me.

“If someone had told me I'd be driving trams along the streets of Melbourne one day, I wouldn't have believed them! Changing careers has given me stability. It's priceless to me.”

Patricia Santiago,
Tram driver for Yarra Trams,
Melbourne Australia





“Being a leader means supporting your team by encouraging them to achieve our shared goals of operational performance and excellence. It carries a lot of responsibility.”

Shyamchandra Mishra,
Managing Director,
Keolis Hyderabad, India

/ Shyamchandra, unlocking leadership and talent /

The Keolis Leadership programme rolled out in Hyderabad last September has been a transformative experience for me and the entire team. It's enabled us to unleash our managers' full potential by encouraging them to embrace new practices. In turn, this has helped foster a culture of continuous improvement in which everyone learns from others.

Our subsidiary embarked on a transformation programme aimed at providing colleagues with the tools and knowledge they need to develop their leadership capabilities. To date, 136 employees – 57 managers and 79 team leaders – have already completed the training, and the initial results are highly encouraging! Leadership has become more collaborative and inclusive. I truly believe it's an attribute that should be cultivated at every level of the company. You learn how to develop your own strengths, become more decisive and more aware of your immediate environment. This all helps you find your place in the team. In my opinion, leading is a daily job: you act as an anchor point for your colleagues with the aim of having a positive impact on their performance. It's also about embodying the Group's values to create a positive, motivating workplace.

/ Mathilde, champion of women's cycling /

In 2021, I decided to make a career change and became a bicycle mechanic. Then a few months ago I joined a French nonprofit called *Donnons des Elles au Vélo* (DDEAV¹). This year, I'm volunteering for the 10th edition of DDEAV's J-1 (Day-1) project. It involves nine female amateur cyclists who'll ride the Tour de France route a day ahead of the men's races. The idea is to promote women's cycling and the bicycle as an everyday means of transport. I like the fact that it's not a competitive event: all participants complete the course to show cycling is for everyone.

Our group of nine is an eclectic mix of mums, youngsters and not-so-young female riders, all amateurs. I'm really proud to be part of the team of support volunteers on this adventure – especially since it's thanks to this initiative that the Tour de France Femmes has been held for three years now. We totally underestimate the importance of the visibility this kind of event gives to women in sport and related jobs like mine. I try to be a role model for women, to inspire and to raise awareness of our sport in its female form. We still lack visibility and representation.

1. A play on words meaning helping women's cycling take off (lit. "giving female wings to cycling").

“It's important to show that anyone can succeed in cycling, competitive or otherwise. Whatever your background, age or gender, cycling is for everyone!”

Mathilde Gallou,
Bicycle mechanic and customer
service agent for the STAR
network in Rennes





A day in the life of an urban bus network

→ Technical expert Cédric double-checks the repairs carried out during the previous shift.

The city of Nancy in the east of France is home to STAN, an extensive urban transport network operated by Keolis. Every year, some 26 million people rely on the network for their daily commute or more occasional trips. And for that, they can thank STAN's 844 employees – 605 of them drivers – who work devotedly across the mobility chain.

Waiting at the bus stop, bathed in the morning sunshine, Camille looks around at her fellow passengers. There's the usual mix – schoolchildren, workers, parents with kids in tow, pensioners – all waiting for the 126 bus to get their day underway. It turns up at 08.17, right on time. The doors open and the passengers board the bus one by one, greeting the driver and scanning their contactless travel card as they do so. Camille takes a seat and gazes out the window, thinking about her day ahead. She glances at the driver, and thinks, "What about her? What's her day like? And what about her colleagues? Who are these people whose job is to enable us to go about our daily activities?" Today, we're heading to Nancy to find out...



1/ AT THE DEPOT

It's eight o'clock in the morning and Cédric Boyat, 45, has just arrived at the Keolis depot, a site he knows like the back of his hand. That's not surprising – he's worked here for 16 years. Last September, Cédric became a "technical expert". He follows a set routine at the start of every working day. "When the next shift begins, we do a handover between the team supervisors. The people going off shift bring the next team up to date on buses that have been withdrawn from service and why, those that have undergone repairs, and so on. This information is summarised in a table."

The table shows the status of each bus, identified by a number, and specifies any performed or planned maintenance, along with parts orders. It's updated in real time to ensure complete accuracy. "Keeping track of everything we do is crucial. Our passengers' safety is at stake after all!"

Three steps are involved in checking over a bus. Cédric starts by doing a comprehensive inspection of all the main parts under the vehicle: suspension, brakes, filters, etc. But there's more to it than simply a visual inspection. Cédric explains: "During my training as a mechanic, we were also taught to use our sense of smell and touch. It wasn't easy at first but with experience I've learned how to detect when something isn't right or needs fixing..."

Next, he checks the engine mounted at the rear of the bus. And lastly, he climbs up on the roof. "All our buses run on natural gas and the cylinders are installed on the roof. They need to be checked thoroughly, as we can't afford to overlook a leak or a dent. I use a torch and a little mirror to inspect them from every angle." Cédric did a full week's training on how to check the bus gas system. It's a critical safety process that not all mechanics can perform.

"Everything I do is with our passengers in mind. I love my job and it's so rewarding knowing others will benefit!" Once each bus has been



← Elisabeth
– 30 years behind
the wheel.



→ Last check before
leaving the bus depot.

inspected and any repairs carried out, they're parked in the depot, ready to resume service.

2/ IN THE DRIVER'S SEAT

And this is where Elisabeth Kolosa comes in... Elisabeth became a driver for the STAN network over 30 years ago. Now in her fifties, she's as dedicated to her job as ever. When she arrives at the depot, she collects her shift sheet, which tells her which bus she's to drive, her timetable and any servicing that's been carried out on the vehicle.

Before setting off, Elisabeth performs a series of routine checks. "I take the time to look over everything, even if it's already been done by several other

colleagues. After all, I'm responsible for my vehicle, so it must be in perfect working order before I take to the road." She works her way meticulously through the pre-departure safety checks: starter, bus fleet management system, lights, indicators, tyres, windscreen, mirrors – nothing is overlooked. If everything seems to be in order, she can set off.

Elisabeth drives a regular route every day. And after three decades behind the wheel, she can't imagine doing anything else. In fact, driving is pretty much a family affair. "My older sister was a bus driver. I used to ride with her when I was younger. I enjoy driving and dealing with the public. It's more than just a vocation; it's a heartfelt commitment."

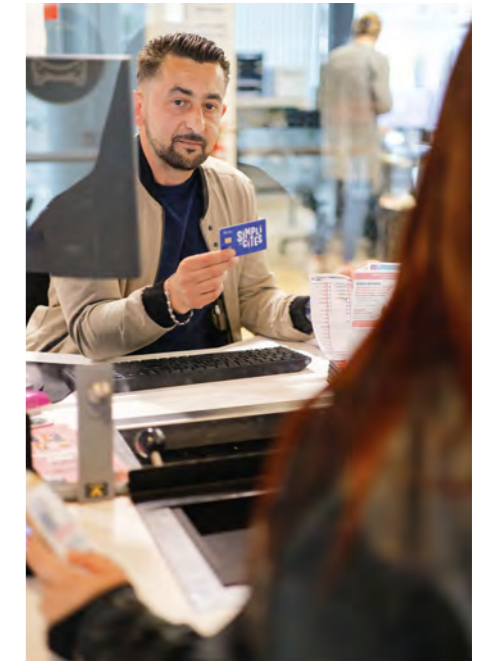
Throughout the day, Elisabeth carries hundreds of passengers along the streets of Nancy, a city she knows intimately. "My job makes me feel useful and that's what matters most. Thanks to me, people can get to where they need to be," she says, her eyes never leaving the road. "Nothing could be more rewarding." Of course, some days are better than others, but that's to be expected. The main thing is that she feels safe – and that her passengers enjoy a safe ride. "Now and again, you get people who're a bit stressed out or in a bad mood, but I never take it personally. I just put on my best smile to try to help them think about something else!"

3/ AT THE SALES HUB

Making life easier for others is exactly how Omar Akil sees his role. He joined the STAN network over 20 years ago, starting out as a driver and then holding various positions through to his job today as a multi-skilled customer service officer – and core team member – at the Nancy travel hub located inside the railway station.

Omar sees himself as a multifaceted team player with an array of tasks which are all equally important. "Part of my job is working the AlloStan hotline. Customers call the team with enquiries about timetables, current service issues or how to get from A to B." Omar and his four other colleagues handle dozens of passenger calls every day.

→ Being able to help
is Omar's favourite part
of his job.



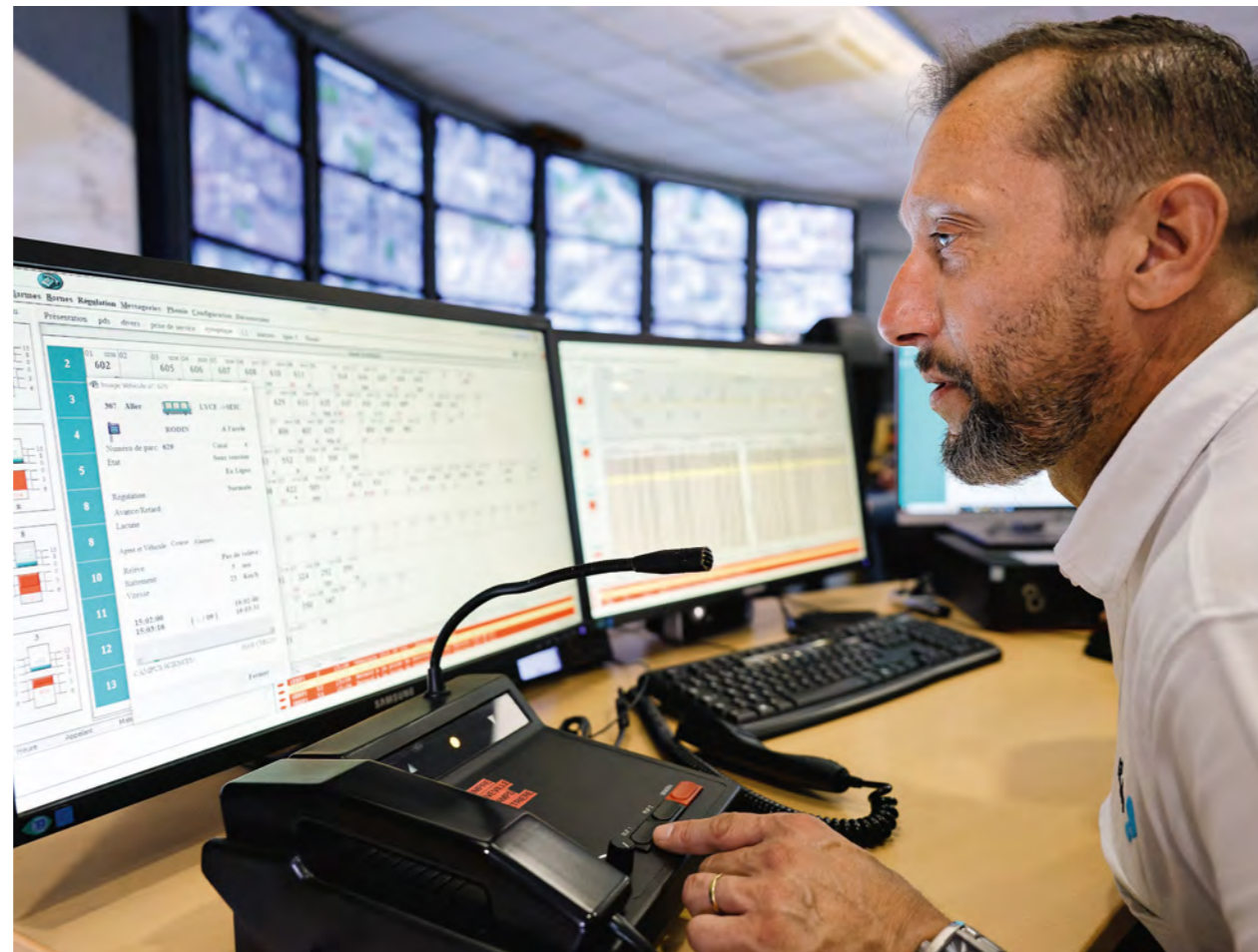
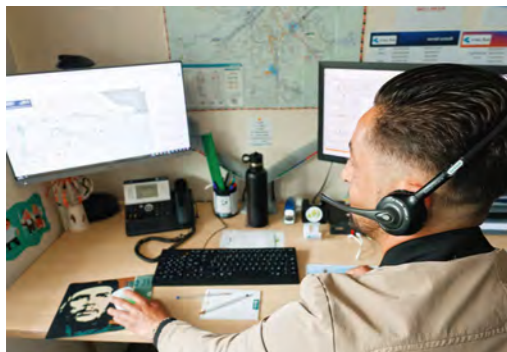
Omar's work also involves dealing with enquiries at the travel hub itself. Customers come in with all types of requests. "Some want to top up their credit or buy a new travel pass. Others need information about temporary bus stop changes or route diversions due to roadworks. And of course people can also come in to pay a penalty fare!" What Omar likes most about his job is feeling useful and helping others.

→ Operations controller
Yannick provides remote
for support for drivers.

“The most rewarding part is seeing a customer leave with a smile on their face, or when someone simply says thank you. It makes my day: I know that I’ve helped them in some way. I couldn’t ask for more.”

Another part of Omar’s job is handling lost property – and there’s lots of it! “I had shelving fitted and set up a system to store items by type: clothing, books, ID documents, luggage, etc. If the owner doesn’t claim their property after one month, we dispose of it.” But instead of simply discarding things, Omar contacts charities to donate clothing, nappies and other non-perishables. “It’s amazing the kinds of things people leave behind! I’ve found crutches and even a dog in its travel carrier forgotten at the station by its owner!” he says with a smile. And as always, Omar is more than happy to help out.

→ AlloStan, the call centre
dedicated to questions
from STAN network users.



4 / IN THE OPERATIONS CONTROL CENTRE

If Omar and his colleagues are able to provide the best possible customer service, it’s partly thanks to the teams at the operations control centre, or OCC. Located not far from the station, the OCC is where we catch up with Yannick Villabruna, 50, who’s an operations controller. The large room houses a dozen screens displaying real-time views of the current status of each sector on the network. With his eyes glued to his monitor and a phone to his ear, Yannick is assisting a driver: “Bus 266, we’re receiving you. If you’re stuck, we’ll send someone to help you get through. Alternatively, go around past the hotel near the station... that should work.” Controllers play a key role in keeping the network running smoothly. Thanks to their high-tech control facilities, they can monitor traffic conditions, the position and speed of each bus and arrival and departure times at each stop – all in real time.

“Our main role is to ensure drivers keep to their schedule and don’t arrive either too early or too late at stops. And of course we’re also here to help them if an incident occurs. That can involve anything from a specific request from a passenger to serious events,” explains Yannick. On his computer screen, calls from drivers are colour coded. Green means a “routine” call, usually from a driver leaving the depot at the start of their shift. Orange indicates an “emergency” call in the case, for example of a street being blocked or a medical

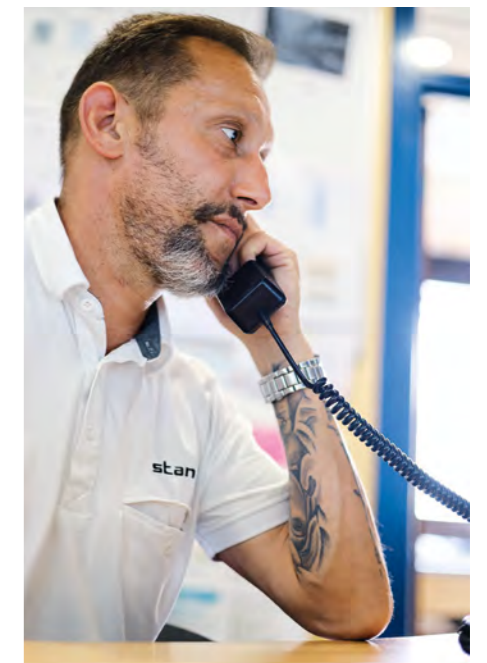
emergency with a passenger. Red stands for “critical emergency”. “This can include, for example, a serious road accident or an assault on the driver. These calls take priority, even if I’m already dealing with another issue.” Yannick can also hear what’s happening onboard the bus, giving him a clearer picture of the incident.

Controllers need a cool head so that they respond effectively, even in the most challenging situations. “If a driver calls because they’ve had an accident, the last thing I must do is panic! They need reassurance – and it’s my responsibility to provide it. I had some military experience before joining Keolis. That’s been extremely useful in my job.”

CONCLUSION

While they have different though complementary – and crucial – roles, Cédric, Elisabeth, Omar, Yannick and all their colleagues across the STAN network are fully dedicated to helping people get where they need to be – safely, comfortably and on time.

1. Source: <https://www.grandnancy.eu/se-deplacer/en-transport-en-commun>



→ Keeping
a cool head under
all circumstances.



FEATURE ARTICLE

Drivers: mobility maestros

Being a bus driver is about much more than knowing how to work a steering wheel. It's a complex job, calling for an extraordinary set of technical and soft skills. That's what emerged from the Driver eXperience study conducted by Keolis's Innovation Department in 2023 (in partnership with Mental Eco) across five Keolis subsidiaries in 2023. The study, which involved 35 drivers and 175 hours of drivetime and maintenance, found these professionals rely on highly developed cognitive abilities. Their role – vital for making mobility happen – is a lot more demanding than first appears. That's why it's so important we support our driver colleagues and value what they do.

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A VAST ARRAY OF COGNITIVE ABILITIES

Driving a public service vehicle completely engages the mind (cognitive skills) and senses (perception), requiring attention and awareness in all directions. Drivers on route have to respond to a mass of information from both inside and outside the vehicle.

They have to think about managing and strictly adhering to routes and timetables, which calls for coordination and accuracy. If a bus arrives too early or late, or takes the wrong route, it has a knock-on effect across the entire network.

Driving a bus also means knowing how to handle a hugely heavy vehicle, especially in built-up areas. The sheer size of these vehicles means they're not well suited to narrow and congested streets, so a high degree of care and attention is needed. Drivers are also responsible for passenger safety, meaning they have to respond to the unexpected and make quick decisions. And they need good interpersonal skills to greet passengers and ensure quality of service and a pleasant atmosphere on the journey.



The Driver eXperience study revealed our drivers have an exceptional ability to concentrate. It included a Mindful Attention Awareness Scale (MAAS) concentration test, which showed they actually score higher than experts in meditation and call on all their mental resources at the wheel.

SOFT SKILLS FOR CALM COLLECTEDNESS IN ALL CIRCUMSTANCES

Being in daily contact with the public requires highly developed soft (behavioural) skills to navigate between driving, assisting passengers and managing difficult – and sometimes aggressive – behaviour onboard. The study revealed three fundamental soft skills possessed by our drivers.

The first is a sense of hospitality. A driver's welcoming attitude is based on two things: empathy and kindness. They have to think like a passenger and anticipate their needs. Kindness is about a warm greeting and demeanour and a willingness to listen. These small gestures can turn a routine trip into a genuinely pleasant experience and create a sense of connection.

The second is a sense of duty or service. At any given moment, a driver has to juggle unpredictable traffic conditions and manage unexpected situations while remaining unperturbed and guided by a service mindset for the good of the community as a whole – which at times can be challenging!

The third skill is managing emotions. When interacting with passengers and other users of public spaces, the ability to stay calm and collected is vital. Taking a breath and keeping a sense of perspective can help defuse tricky situations and prevent tensions from escalating. All part of ensuring quality of service.

Quiz: What kind of driver are you?

Have you ever taken a personality test at work? Answer these quick questions to find out what kind of driver profile is your match!

03. WHAT VALUE BEST DEFINES YOU?

- ★ SELF-CONTROL
- △ PROACTIVENESS
- PUNCTUALITY
- SELF-RELIANCE
- GOOD HUMOUR

04. WHAT KIND OF WORKMATE ARE YOU?

- LOVE TO COLLABORATE
- EXPECT THE BEST FROM OTHERS
- SET A POSITIVE MOOD
- ★ GIVE MY BEST
- △ KEEN TO PROGRESS

01. WHAT'S MOST IMPORTANT TO YOU?

- △ CAREER DEVELOPMENT PROSPECTS
- HUMAN RELATIONS
- ★ PASSENGER COMFORT
- DRIVING
- QUALITY OF SERVICE

02. FOR YOU, PROFESSIONAL DRIVING MEANS:

- ★ ANTICIPATE AND CONCENTRATE
- ENSURE PASSENGER SAFETY
- TALK TO PASSENGERS
- △ MAKE QUICK DECISIONS WHEN NECESSARY
- DELIVER PASSENGERS ON TIME

Answers

Mostly ○:



You're a professional!
You're hard on yourself, but also and especially on others. Punctual, self-reliant, consistent and sometimes assertive, you do your utmost to meet expectations.

Mostly □:



You're an influencer!
Human contact and passenger relations are your thing! A champion of people first, you're good with passengers and know how to talk to them. Your empathy makes it easier for you to defuse tense situations.

Mostly △:



You're ambitious!
A true master of your craft. Your driving is topnotch and you're appreciated as a driver. But it doesn't stop you from wanting to move to other responsibilities.

Mostly ★:



You're an expert!
Being a driver isn't just a job, right? You want to master all the driving techniques and be the best. You're confident in your abilities, including human relations.

Mostly ○:



You're diligent!
You enjoy your job and your public service mission and do it brilliantly. Your consistency and efficiency make you a driver people can trust, though you don't always see it yourself.



MANAGING YOUR MENTAL WORKLOAD

Being a driver on a public transport network can be a bit of a “cognitive marathon”. You’re constantly juggling driving, interactions with passengers and the unexpected. These situations mean you have to be able to manage your mental workload.

Faced with these constant challenges, drivers intuitively develop strategies for managing their mental workload. They adopt a cautious and vigilant approach to improve safety and limit potential pressures. Some drivers strategically position their vehicle in the roadscape to reduce the amount of information they have to process simultaneously. Experienced drivers in particular use this technique to ensure safety and prevent unexpected encounters with road users who might have moved down the side of their vehicle, highlighting the importance of sharp thinking on the road. And to help maintain their concentration and the comfort of passengers, they drive smoothly and economically, utilising the bus’s inertia to minimise effort and any unwanted juddering motion.

By implementing these strategies, drivers achieve what the study calls “mental ecology”. In other words, they make optimum use of their cognitive resources to manage even the most complex situations. These strategies help ensure passenger wellbeing and a smooth and safe journey for all.

HOW CAN WE HELP DRIVERS MANAGE THIS MENTAL WORKLOAD?

Drivers face challenges every day and must maintain a high degree of professionalism. The demands of the role have a clear impact on their stress levels, tiredness and job satisfaction. That’s why the issue of mental workload management is so crucial to their performance, their wellness and the safety of all.

To help them manage it, regular training can be offered as soon as they join the company. Our training covers key aspects of the job, from sense of relationship and duty/service to concentration and staying alert, as well as knowledge sharing. In addition to these courses, the Driver eXperience study highlights the need to personalise career paths according to each driver’s profile and preferences in terms of work environment, driving and customer relations. Every driver is unique, so we must respond to their specific needs and aspirations.



These support measures help reduce a driver’s mental workload, or overload, improve wellbeing at work and ensure quality of service for passengers.

/ Focus /

A job that deserves more respect

Despite its positive contribution to people’s daily lives, the job of driver is often poorly understood and undervalued. And yet drivers play a vital role in mobility, so it’s important to ensure they’re better appreciated for what they do.

COMPLEX WORKING CONDITIONS

It’s a fact – driving a bus in our towns and cities today is no easy task. Drivers have to navigate busy environments, where road layouts are often unsuitable for larger vehicles. Narrow streets and roundabouts combine with cyclists, pedestrians and other road users to create stressful situations requiring a constantly high state of alert and serious roadcraft. Working long split shifts can add to drivers’ physical and mental fatigue, which can negatively affect their work performance and wellbeing. What’s more, 57% of drivers say their job exposes them to the risk of antisocial behaviour and even physical threat, according to a survey by the Keoscopie observatory in 2023.

SPOTLIGHTING DRIVERS’ SKILLS TO RAISE RECOGNITION

Drivers play a vital role in everyday mobility and their job calls on a range of all-important skills. According to a Keoscopie survey in France, 42% of respondents see the profession in a positive light and appreciate the role drivers play. Yet the popular perception of the job sometimes overlooks the cognitive and soft skills involved, focusing instead



preferences and the demands of the service. Initial results are highly encouraging and further trials will be happening soon.

Keolis also introduced the Leadership programme in 2023 to help meet the expectations of managers and their need for support and create a common workspace and language. Our goal is to help staff maintain the highest level of professionalism despite the challenges they face.

on drivers’ technical abilities. We therefore need to raise the public’s understanding of the array of hard and soft skills needed. A better appreciation of their job will undoubtedly have a positive impact on driver motivation and retention.

LISTENING TO IMPROVE THE DRIVER EXPERIENCE

Faced with these challenges, Keolis is taking steps to positively promote the profession, improve working conditions for drivers and build loyalty. One initiative is the Kustomize app, which we’ve been trialling with our subsidiaries in Dijon and Lille in France and also in Sweden. The tool lets drivers plan their shifts to suit their needs, taking account of individual

Drivers play an essential and worthy role. They carry thousands of people to their destinations, making a vital contribution to local community and business life and offering a sustainable alternative to the private car. That’s why being a driver is a role with such a strong social component, promoting environmentally-friendly mobility. More than a job, it’s a real-world commitment to serving society!

Drivers behind the scenes



Drivers – they're there for us every day. And through small acts of kindness, a smile or just saying the right thing at the right time, our drivers can brighten up a passenger's day and even change the course of their lives... We take a look behind the scenes at the filming of our promotional campaign, with our colleagues from Keolis Bordeaux Mobilités and Keolis Gironde.







Pulse Magazine

A Keolis initiative, *Pulse* is aimed at all shared mobility decision-makers, stakeholders and influencers. Available in print and digital format, and via social media, its purpose is to inform the conversation and foster dialogue around the issues and trends shaping our sector.

Check out the online version on our website [keolis.com](https://www.keolis.com)

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Every day, Keolis transports millions of people all over the world. In this special issue of *Pulse*, we pay tribute to the Group's 68,100 employees in recognition of the essential role they play. Across all our subsidiaries, their commitment, professionalism and passion help us deliver an even safer and more sustainable mobility future. This issue is dedicated to them! And special thanks to the people who contributed directly: Clara, Vincent, Axel, Mathilde, Sofie, Lionel, Gilles, Patricia, Shyamchandra, Cédric, Elisabeth, Omar, Yannick and Julie. Inspired by their dedication and their enthusiastic first-person testimonials, we're pleased to bring you an issue that's creative, future-facing and people-focused – just like Keolis!

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