

Carbon Reduction Plan

Keolis (UK) Limited

September 2025

Company Details

Supplier Name: Keolis (UK) Limited

Company Registration Number: 03292357

Commitment to achieving Net Zero

Keolis (UK) Limited is committed to achieving Net Zero emissions by 2050.

What does Net Zero mean in practice?

To achieve Net Zero, we will aim to reduce emissions in line with the latest science-based targets (SBTs). SBTs are greenhouse gas reduction goals set by organisations; they are defined as “science-based” when they align with the scale of reductions required to limit global temperature increases to 1.5°C compared to pre-industrial temperatures. To achieve Net Zero under this scenario, we will need to reduce our absolute emissions by 90% from our baseline year.

The Science Base Targets Initiative (SBTi) recommend that organisations commit to near-term targets (that cover a minimum of 5 years/maximum of 10 years from the baseline year), as well as long-term targets. Keolis (UK) Limited is part of the sustainability commitments of our group of companies, including our parent company (the Keolis Group) and majority subsidiaries.

Our near-term targets

Keolis UK limited is included in Keolis Group's Near Term Target, validated in August 2024 by SBTi. These are:

- Reduce scope 1 and 2 emissions by 42% by 2030.
- Reduce energy usage (upstream Scope 3) by 25% by 2030.
- Cover 43% of procurement emissions (upstream Scope 3) with SBT suppliers by 2028
- Reduce waste emissions (downstream Scope 3) by 25% by 2030.
- Reduce commuting and homeworking emissions (downstream Scope 3) by 25% by 2030.

Our long-term targets

In addition, Keolis UK has fixed its net zero target for 2050 as follows:

- Reduce our total market-based emissions (scope 1, 2 and 3) by at least 90% by 2050.
- Neutralise any residual emissions using verified carbon offsets.

Emissions scopes

To account for the different ways emissions can be generated, they are divided into 3 different scopes:

- **Scope 1 emissions:** direct greenhouse gas emissions that occur from sources owned or controlled by a company, such as emissions from the combustion of fuels in on-site boilers, furnaces, or vehicles.
- **Scope 2 emissions:** indirect greenhouse gas emissions that result from the generation of purchased electricity, steam or other forms of energy consumed by a company.
- **Scope 3 emissions:** all other indirect greenhouse gas emissions that occur in an organisation's value chain, including emissions from upstream and downstream activities.

In the remainder of this plan, we set out our carbon footprint by first analysing our baseline (year 2022) emissions and carbon intensity metrics and continuing to our current reporting (year 2024). We will then present a selection of our past initiatives with their outcomes and our future reduction plans by scope and activity with their expected outcomes. We finish with our long-term projections and a declaration and sign off.

Our Carbon Footprint

Baseline Emissions Footprint

Baseline emissions are a record of the greenhouse gases that have been produced in the past and were produced prior to the introduction of any strategies to reduce emissions. Baseline emissions are the reference point against which emissions reduction can be measured. We have chosen to set our baseline year as January 2022 – December 2022.

Baseline Year: 2022	
2022 is our baseline year from which all reduction measurements will be based and compared.	
Emissions	Total (kt CO ₂ e)
Scope 1 <i>All of the vehicles operated by the company are electric except for a few support and maintenance ones that represent most of the scope 1 emissions.</i>	0.9
Scope 2 <i>More than 80% of the emissions relate to the electricity of the commercial traction with the remaining being the operation of the stations, depots and offices. Depending on the subsidiary, electricity for the traction is provided by the Public Authority.</i>	Market-based: 34.2 Location-based: 40.2
Scope 3 including: <ul style="list-style-type: none"> • Purchased Goods & Services • Capital Goods • Fuel & Energy Related Services • Upstream transportation and distribution • Operational Waste & Water • Business Travel • Employee Commuting & Homeworking 	40.9
Total Emissions	Market-based: 76.0 Location-based: 82.0

GHG protocol, market-based method, operational control approach

Carbon Intensity Metrics

Basaeline Year: 2022	Carbon Intensity Metric
Employees (t CO ₂ e per FTE)	36.9
Trips (g CO ₂ e per trip)	0.53
Distance (g CO ₂ e per passkm)	0.082

GHG protocol, market-based method, operational control approach

FTE based upon 2059 FTEs (full-time employee equivalents) during the measurement period.

Trip based upon 147 million unique trips covered during the measurement period.

Distance based upon 931 million km travelled covered during the measurement period.

The baseline measurement was completing during a period that was partially impacted by COVID and as such is not the best, or most accurate, reflection of full operating emissions at that time. We will continue to use this date for now but continue to draw attention to this fact until such time as we can quantify the impact on the baseline measurement, or we re-baseline our emissions.

Current Emissions Reporting

The latest complete year where our carbon footprint has been calculated is 2024, comprising from January to December of that year. A breakdown of it is presented below and for more years refer to Figure 2.

Current Reporting Year: 2024	
Emissions	Total (kt CO ₂ e)
Scope 1 <i>All of the vehicles operated by the company are electric except for a few support and maintenance ones that represent most of the scope 1 emissions.</i>	1.2
Scope 2 <i>More than 80% of the emissions relate to the electricity of the commercial traction with the remaining being the operation of the stations, depots and offices. Depending on the subsidiary, electricity for the traction is provided by the Public Authority.</i>	Market-based: 29.1 Location-based: 42.9
Scope 3 including: <ul style="list-style-type: none"> • Purchased Goods & Services • Capital Goods • Fuel & Energy Related Services • Upstream transportation and distribution • Operational Waste & Water • Business Travel Employee Commuting & Homeworking	33.3
Total Emissions	Market-based: 63.6 Location-based: 77.4

GHG protocol, market-based method, operational control approach

Carbon Intensity Metrics

Current Reporting Year: 2024	Carbon Intensity Metric
Employees (t CO ₂ e per FTE)	29.2
Trips (g CO ₂ e per trip)	0.40
Distance (g CO ₂ e per passkm)	0.070

GHG protocol, market-based method, operational control approach

Carbon Emissions Breakdown

A breakdown of all the scopes and categories that represent more than 2% of our current emissions is presented in Figure 1, with the remaining grouped together as “Other”.

Emissions by Source for the Current Reporting Year (2024)

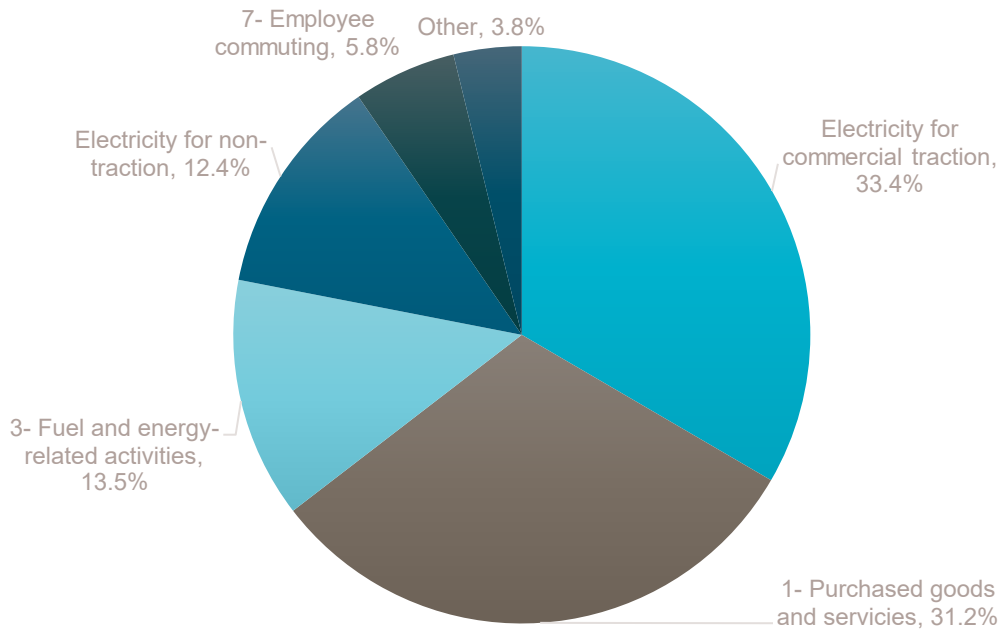


Figure 1: Emissions by Source for the Current Reporting Year (2024)

Carbon Reduction Plan

Together with our parent group and subsidiaries, Keolis (UK) Limited has set clear carbon reduction targets accompanied by robust governance to achieve them. These include near-term objectives that drive immediate, concrete actions, as well as long-term commitments to reduce total emissions by at least 90% by 2050, relative to our 2022 baseline. This plan outlines the progress made to date, highlights the carbon reduction initiatives that have already been implemented, and provides a summary of future measures that will further support the delivery of our targets.

Our Net Zero Targets

Transport relies heavily on fossil energy, and the use of transport, freight and passengers has steadily increased over the last century. While domestic transport emissions have decreased by 12% since 1990, total UK domestic emissions fell by 50% over the same period. Hence, the sector represents about 28% of GHG emissions in the UK and has an important role to play in mitigating climate change.

To mitigate climate change, Keolis has a triple ambition:

- Increase modal share of public transport, proposing attractive and inclusive services.
- Reduce emissions from its vehicles, with energy efficiency plans and use of low-carbon energies.
- Influence the value chain and employee behaviour to mitigate climate change.

In parallel, Keolis is actively working to limit the impact of the increasing number of climate related events linked to rising temperatures.

Keolis environment policy encompasses the Climate Strategy, a strategy with two components:

- Reduce emissions to mitigate Climate Change
- Increase resilience to adapt to Climate Change

Concerning mitigation, the Science Based Targets initiative (SBTi) validated Keolis' Greenhouse Gas (GHG) emission reduction targets for 2030 in August 2024. This commitment confirms Keolis' ambition to fight climate change. The targets align with the 2015 Paris Agreement, which aims to limit global warming by the end of the century to 1.5°C above pre-industrial levels. Setting ambitious greenhouse gas emission reduction targets - and reaching them - by 2030 confirms our willingness to make climate a priority in our strategy and emphasizes the role we play as both a decision-maker and influencer, in collaboration with our Public Transport Authorities (PTAs) and other partners.

Keolis (UK) Limited is committed to achieving Net Zero by 2050.

Our near-term targets:

- Reduce scope 1 and 2 emissions by 42% by 2030.
- Reduce energy usage (upstream Scope 3) by 25% by 2030.
- Cover 43% of procurement emissions (upstream Scope 3) with SBT suppliers by 2028
- Reduce waste emissions (downstream Scope 3) by 25% by 2030.
- Reduce commuting and homeworking emissions (downstream Scope 3) by 25% by 2030.

Our long-term targets:

- Reduce our total market-based emissions (scope 1, 2 and 3) by at least 90% by 2050.
- Neutralise any residual emissions using verified carbon offsets.

Progress

Our progress towards our goals is:

Emissions	Total Carbon footprint (kt CO ₂ e)		% Difference
	Baseline Year: 2022	Current Year: 2024	
Scope 1*	0.9	1.2	+36%
Scope 2	34.2	29.1	-15%
Scope 3	40.9	33.3	-19%
Total Emissions	76.0	63.6	-16%

*The increase is largely driven by a one-off air-conditioning gas usage in one of our subsidiaries.

Emissions	Carbon Intensity Metric		% Difference
	Baseline Year: 2022	Current Year: 2024	
Employees (t CO ₂ e per FTE)	36.9	29.2	-21%
Trips (g CO ₂ e per trip)	0.53	0.40	-25%
Distance (g CO ₂ e per passkm)	0.082	0.070	-14%

We are on track to achieve our near-term targets and will therefore continue to maintain our progress towards this while seeking further opportunities to reduce our impact on the environment.

Completed Carbon Reduction Initiatives

Keolis is consistently implementing new initiatives to drive down emissions. Some are developed by our owning group where they leverage global knowhow and expertise to address complex problems and provide support. Other times, it is developed by our subsidiaries where they tackle specific emission sources that they encounter based on the details of that operation. A series of examples of completed or already implemented initiatives is presented below.

Policy and Governance

Keolis Group environment policy encompasses the Climate Strategy, a strategy with two components plus data as a key enabler:

- Reduce emissions to mitigate Climate Change.** The Science Based Targets initiative (SBTi) validated Keolis Greenhouse Gas (GHG) emission reduction targets for 2030 in August 2024. This commitment confirms Keolis' ambition to fight climate change. The targets align with the 2015 Paris Agreement, which aims to limit global warming by the end of the century to 1.5°C above pre-industrial levels in collaboration with our PAs and partners. These targets are described further down in the Future Carbon Reduction Plans.
- Increase resilience to adapt to Climate Change.** To identify exposure to climate related event, Keolis Group is using a mapping of all sites operated, close to 1000, based on two IPCC scenarios, SSP2-4.5 – Middle of the Road Scenario and SSP5-8.5 – High-emission Scenario, for 2030 and 2050. For the whole group, the main risks identified are heat waves and the consequences of major precipitation (flooding, landslides). Keolis UK's main risks are aligned with the Keolis Group.

- **Track emissions to enable data driven decisions.** The Executive Committee monitors the Climate Strategy, with bi-annual updates directly with the Keolis Group Supervisory Board or Sustainability committee. A “GHG budget” and a 5-year forecast are updated each year, based on bottom-up estimations. Hence, all entities have a transition plan for their activity, mirroring the business context.

Action and Resources

Keolis’ transition plan is consistent with its financial plan, using the same business planning assumptions, time horizon and external assumptions. This plan, to which all entities contribute, is aligned with the ambitions and roadmaps required by our PTAs, which reflect their context and specificities. The plan is focused on traction, which represents about half of Keolis’ total GHG emissions. In the UK, 39% of the emissions come from commercial traction for a total of 45% coming from traction overall. The other main source of emissions is the purchase of goods and services, which represent a further 35%. Of this, most comes from repairs to vehicles and infrastructure, followed by staffing services (security, training and cleaning), and by new machinery and equipment. Traction and purchase of goods and services together represent 80% of the emissions.

For direct emissions and energy consumption, all Keolis entities are pursuing action plans in three areas, both for vehicles (commercial and service) and buildings:

- Energy efficiency,
- Change to low-carbon energy,
- Switch to renewable electricity.

Considering this business model and split of responsibilities and priorities identified in the mapping mentioned above, Keolis has developed an adaption plan in three steps:

- **Manage crisis.** As an operator, Keolis’ priority is to ensure that both passengers and employees are safe, while quickly reestablishing the services. Keolis is widening the current crisis management to encompass climate related events.
- **Anticipate risks.** A solid prevention plan reduces the impact of climate event. The three workstreams are: preserve employee working conditions, customer experience and protect assets.
- **Design resilient projects,** to be adapted to long term evolutions. Keolis works with our PTAs on including climate risk assessment in asset management decision making.

Keolis is also driving the agenda by engaging with key industry associations both globally and nationally. As a member of the UITP Sustainability Committee, Keolis is actively supporting the initiatives and pledge for the sector, including at conferences such as COP. In France, Keolis Group has contributed to the consultation phase of the National Plan for climate adaptation and is part of the working group organised by Ministry of Ecological transition which aims to set sector guidelines for heatwaves for PTAs and operators.

Carbon Disclosure Project

Since 2023, Keolis has reported to the Carbon Disclosure Project (CDP). CDP is a non-profit organization that manages the global environmental disclosure system for investors, companies, cities, states, and regions, with over 23,000 companies disclosing in 2024. Its objective is to challenge companies on their climate strategies, assess their environmental performance, identify emerging risks and opportunities, and anticipate future regulations.

The score range from A (at best) to D, reflecting the degree of transparency, maturity, strategy and actions implemented by the organizations evaluated. An F score indicates that the organization being assessed did not provide sufficient data and information for the CDP to determine a score.

Significant progress has been made on governance, processes and analysis in 2024: Keolis received a B.

Future Carbon Reduction Plans

We are committing to action the following emissions management measures and projects in line with our Net Zero targets.

Reduction Plans – Scope 1 & 2			
Activity	Target Date	% Reduction Target	Category
Switch to non-fossil energy for buildings	2030	100%	Purchased electricity
Use 100% renewable energy for commercial traction at 2 out of the 3 subsidiaries	2030	100% (market-based) on the selected subsidiaries	Purchased electricity
<p>Implement energy efficiency measures to reduce the overall amount of electricity consumed at sites. Optimise operational procedures and implement energy management systems (such as ISO 15001).</p> <p>Examples of reduction measures include:</p> <ul style="list-style-type: none"> • upgrading lighting and introducing more sensor lighting, and aligning sensor times to usage patterns (eg 3 minutes for corridors, 20 minutes for working spaces) • installing timers on sockets/equipment • reviewing and renewing inefficient equipment (when at end of life), and actively consider the energy efficiency of equipment when new purchases are required (eg laptops, fridges, dishwashers) <p>Invite colleagues from different sites to openly explore challenges and barriers to collaboratively find solutions for reduction.</p>	2030	5% (market-based)	Purchased electricity
<p>To further reduce market and location-based energy emissions, installing on-site renewable energy generation technologies such as solar PV panels, solar heating, heat pumps (following an energy audit to assess feasibility and payback periods), to generate electricity and remove on-site stationary combustion (gas) heating to unlock further reductions by switching to renewable electricity.</p> <p>Alternatively, encourage the landlord to do the above or consider moving site whenever possible.</p> <p>If the UK Grid is 100% powered by renewable energy before this point, our Scope 2 location-based (and market-based) electricity emissions will already be zero. We would still consider gas emissions unless removed (or better technology is available).</p>	2030	25% (location and market-based)	Stationary combustion purchased electricity

<p>Conduct a review of company non-passenger vehicles to outline a strategy for company vehicle electrification:</p> <ul style="list-style-type: none"> determine which vehicles to electrify first, dependent on which vehicles are used most, which vehicles are most polluting, and which vehicles are oldest. determine if fleet size can be reduced by using active transport (such as using e-bikes or e-cargo tricycles for shorter use cases). determine a timeframe for vehicle electrification and commit to this. 	2030	100%	Mobile combustion purchased electricity (EVs)
<p>As part of the new franchise Keolis holds for the DLR that started in April 2025, a new and reinforced Carbon Reduction Plan specific for that franchise has been put forward that embraces TfL's 2030 Net Zero objectives and sustains a diverse, inclusive and fair place of work. Such plan will see the DLR become a leader in delivering environmentally sustainable light rail services by leveraging the group's knowledge in the local context. Some of the main points of the plan are:</p> <ul style="list-style-type: none"> Maintain zero recyclable waste to landfill Increase recycling above 85% by the end of year 2025, and to 95% by the end of year 2028 Conduct a three-stage feasibility appraisal of current solar photovoltaics systems in use on the network and identify suitable locations for expansion Deliver a Net Zero feasibility study for our Poplar and Beckton Depots to identify carbon hotspots, efficiency savings, cost benefits and reduction opportunities from sources such as HVAC systems, boilers, plant, machinery and processes 	2030	Up to 100% depending on the specific activity	Multiple including Employee commuting, Waste and Electricity generation

Based upon the above initiatives, it is projected that Scope 1 and 2 carbon emissions will further decrease from our current normalised measurement of 30.3 ktCO₂e to 6.4 ktCO₂e by 2030. This is mostly driven by the use of renewable energy.

We also aim to implement the further initiatives below to reduce Scope 3 emissions:

Reduction Plans – Scope 3			
Activity	Target Date	% Reduction Target	Category
<p>Continue training and engagement for the leadership and the wider employee base. Including and not limited to, creating spaces for environmental positive conversations (internal comms, newsletters, slack, Teams etc), certified Carbon Literacy Training for all applicable to roll out to further workforce and share with externals where appropriate.</p>	2030	25%	Commuting & Home Working Business Travel

<p>As part of DLR's new franchise, staff will be provided with Cycle to Work schemes and free public transportation across the network.</p>			
<p>Engage suppliers and partners to set targets in line with the Paris Agreement.</p> <p>Raise awareness and action through the use of Sustainability Audits and Surveys to request further information regarding emissions from our suppliers and partner network. This data collection will support our reduction journey by gathering important data for future measurement & encouraging supply chain integration towards Net Zero.</p> <p>Complete this audit within two phases:</p> <ol style="list-style-type: none"> 1. Identify suppliers for engagement 2. Formulate and collect data (survey/scoring) <p>Once completed prioritise suppliers with lower carbon footprints as part of the above phased approach. This may also involve purchasing second hand/refurbished (furniture, IT equipment) and extending the lifespan of purchased items.</p>	2030	30%	Purchased Goods & Services
<p>Develop and implement a Sustainable Travel Policy to support environmental impact of choices when travelling, staying in hotels and commuting. The priorities within this policy will support active travel and low emission travel options where appropriate.</p> <p>Monitor and consider alternatives to air-based travel as a priority and commit to offering support to workforce with options for active travel schemes, such as bike to work or car sharing opportunities.</p> <p>Utilise the emissions travel hierarchy:</p> <ul style="list-style-type: none"> • Digital communication • Walking and cycling • Public and shared transport • EV's and car sharing/clubs • ICE vehicles and car sharing/clubs • Air travel <p>Consider creative ways to engage and support the workforce to influence change.</p> <p>Examples include setting an internal organisation carbon credit scheme (limit that to a number of tCO₂e per year), extra holiday days for low emission travel choice, bonuses, subsidised travel, equal mileage payments for diesel/petrol/EVs/cycling.</p>	2030	15%	Business Travel
<p>Improve reuse and recycling, work with waste providers that have a zero-to-landfill commitment and liaise with key suppliers to ship with the minimal amount of packaging needed to secure the product.</p>	2030	25%	Waste

Based upon the above completed and planned initiatives, it is projected that (as a minimum) Scope 3 carbon emissions will further decrease over the next six years from the current normalised measurement of 33.3 ktCO₂e to 28.8 ktCO₂e by 2030. This is a **reduction of 13.6%** and will keep us on track to Net Zero.

Finally, our projected emissions are:

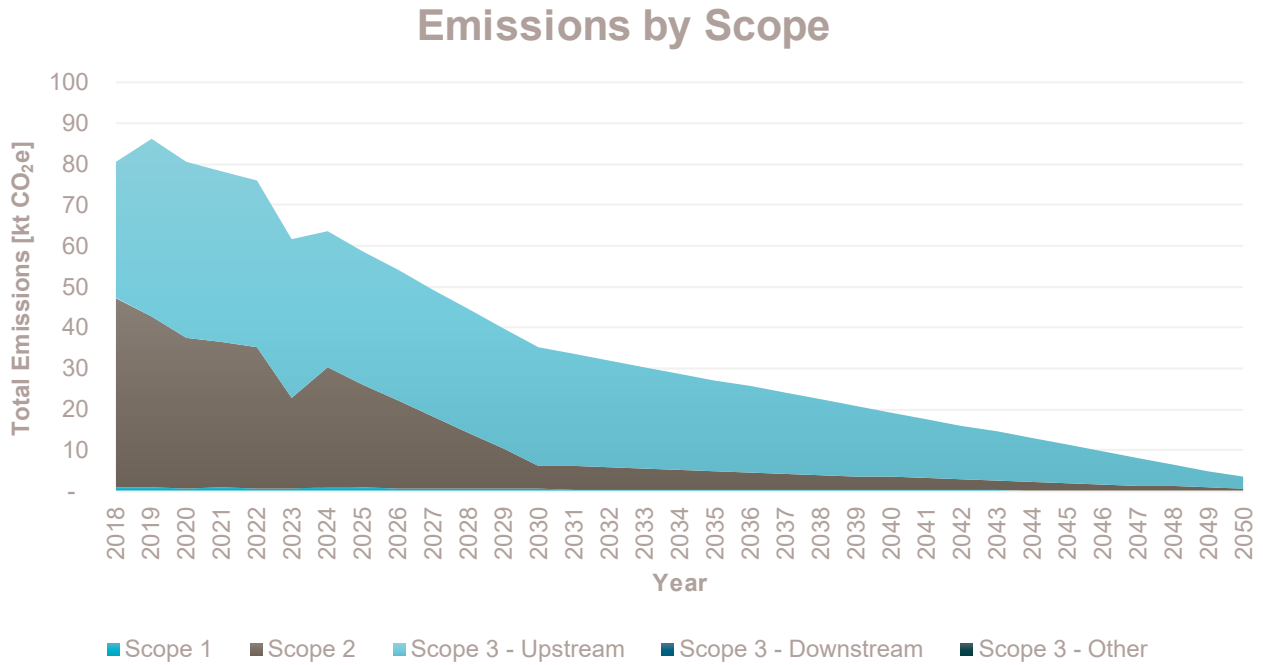


Figure 2: Historic and forecasted emissions by scope

Declaration and Sign Off

This Carbon Reduction Plan has been completed in accordance with PPN 06/21 and associated guidance and reporting standard for Carbon Reduction Plans.

Emissions have been reported and recorded in accordance with the published reporting standard for Carbon Reduction Plans and the GHG Reporting Protocol corporate standard¹ and uses the appropriate Government emission conversion factors for greenhouse gas company reporting².

Scope 1 and Scope 2 emissions have been reported in accordance with SECR requirements, and the required subset of Scope 3 emissions have been reported in accordance with the published reporting standard for Carbon Reduction Plans and the Corporate Value Chain (Scope 3) Standard³.

This Carbon Reduction Plan has been reviewed and signed off by the Keolis (UK) Limited Executive.

Signed on behalf of Keolis (UK) Limited:



Name: Martin Baynham-Knight

Position: Strategy Director

Date: 22nd September 2025

¹ <https://ghgprotocol.org/corporate-standard>

² <https://www.gov.uk/government/collections/government-conversion-factors-for-company-reporting>

³ <https://ghgprotocol.org/standards/scope-3-standard>