

Think like a passenger

KEOLIS
INDIA PRIVATE LIMITED



Echoes

-The Newsletter

Volume-04

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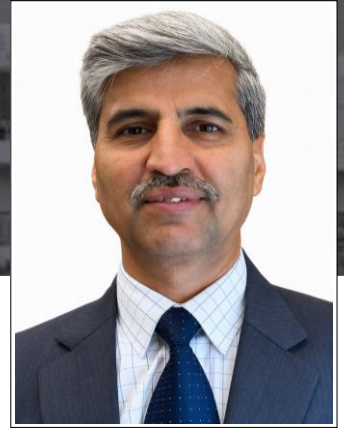
○ Open Your Hearts and Minds

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MESSAGE from the Managing Director



Dear Colleagues and Partners across the Keolis Group,

It gives me great pleasure to connect with you through this edition of our magazine as I complete the first few months of my journey with **Keolis India Private Limited**. Having joined the organization in Mar'26 during a pivotal phase of the Pune Metro Line 3 Project, I have had the privilege of experiencing firsthand the passion, professionalism, and commitment of our teams.

The Pune Metro Line 3 Project represents an important milestone in India's urban mobility landscape. As the Operations and Maintenance partner entrusted with delivering safe, reliable, and customer-focused services over the next ten years, Keolis India is proud to contribute to the development of sustainable public transport solutions for one of the country's fastest-growing metropolitan regions.

Over the past several months, our teams have been working diligently through the pre-operational phase, laying the foundations for a successful commencement of passenger services. This period has presented both challenges and opportunities, and I am pleased to see how colleagues across Operations, Maintenance, Safety, and Support functions have come together with a shared sense of purpose and determination. Their efforts are strengthening our operational readiness, enhancing safety performance, developing workforce capabilities, and embedding the values that define the Keolis Group worldwide.

As we move closer to operational launch, **safety remains our highest priority**. Every activity we undertake is guided by our commitment to maintaining the highest standards of safety, compliance, quality, and continuous improvement. At the same time, we remain focused on delivering an exceptional passenger experience. Our guiding principle, **"Think Like a Passenger,"** serves as a reminder that every decision, process, and action should ultimately contribute to providing a seamless, reliable, and comfortable journey for our future customers.

One aspect that has impressed me greatly is the spirit of collaboration within our organization and the support we receive from the wider Keolis network. Projects of this scale succeed when people work together, share expertise, and remain focused on common goals. The knowledge, best practices, and experience available across the Group continue to be valuable assets as we prepare for this important milestone.

The Pune Metro Line 3 Project is more than a transportation system—it is an opportunity to shape the future of urban mobility and improve the daily lives of thousands of people. As custodians of this responsibility, we are committed to delivering operational excellence from Day One and throughout the concession period, while contributing to the broader mission of the Keolis Group to create smarter, safer, and more sustainable mobility solutions.

I would like to express my sincere appreciation to all colleagues in Keolis India and across the Group who have supported this journey. Your dedication, expertise, and commitment are instrumental in turning our vision into reality.

As we continue this exciting journey, let us remain guided by our shared values, embrace innovation and continuous learning, and work together to set new benchmarks in safety, reliability, operational excellence, and customer satisfaction.

I wish you and your families good health, happiness, and continued success.

- Jagdish Kumar

MD, Keolis India Private Limited

From the Director's Desk



Anand Kale -CHRO

"Talent wins games, but Teamwork and intelligence win championships"

Pravin Gajare-CHQSESO

Safe operations are built on quality maintenance, disciplined execution, and continuous improvement.



JK Mohan-CFO



"In today's dynamic economic environment, financial discipline is not about limiting growth, It is about prioritizing investments that deliver the highest value. By improving cost efficiency, strengthening governance and optimizing resource utilization, we will accelerate Pune Metro's journey toward operational excellence. Financial discipline in managing personal finances will help in reaching your financial goals at a faster pace."

From the Director's Desk



Sanjay Jain-COO

Dear Team,

First and foremost, let me thank and congratulate each one of you for the successful implementation and tremendous effort that went into the CMRS inspection.

The CMRS inspection provided us with an excellent opportunity to test our staff knowledge, assess our preparedness, and evaluate the overall coordination across teams. It gives me great satisfaction to see that we performed exceptionally well on all of these fronts.

Now it is time to begin our preparations for the next stage to focus on COD for the priority section.

Our Key Focus Areas Going Forward

- Learn from the observations raised during the CMRS inspection and address the gaps.
- Continue strengthening our knowledge base and proactively share learnings across teams.
- Keep safety at the forefront of everything we do. Our audits should be rigorous, and we must leave no room for complacency.

As I have reiterated many times, our focus must remain on:

- **100% Safety**
- **Operational Excellence**
- **Satisfied and Happy Customers**
- **Engaged Employees who believe in teamwork and take pride in delivery**

This is a unique greenfield project, and the industry is watching us closely. Let us remain united, support one another, seek help whenever needed, take care of our well-being, and continue working together to create history.

Thank you once again for your commitment and dedication. Let us carry this momentum forward.

#OperationsUnited

From the Director's Desk



A.D. Rajesh -CTO

COD READINESS – ASSET TAKEOVER AND TRANSITION TO OPERATIONS

As we approach the upcoming Commercial Operation Date, we are entering a crucial phase—transitioning from EPC execution to O&M-led asset takeover and operational readiness.

This is not just a milestone, but the beginning of our responsibility to deliver a safe, reliable, and sustainable metro service.

From a maintenance perspective, COD readiness is focused on ensuring that every asset is taken over in line with approved specifications, performance requirements, and RAMS targets.

The objective is clear systems must be fully functional, compliant, and capable of operating independently without reliance on EPC support.

Key efforts have been directed towards:

- Systematic asset verification and takeover against design and contractual requirements.
- Closure of critical defects impacting safety and availability
- Establishment of maintenance regimes and MMS for effective monitoring and control.
- Readiness of spares, tools, and trained manpower to support operations from day one.

With the onboarding of our new Managing Director, this phase brings renewed energy and sharper focus. At the same time, our fundamentals remain unchanged—no compromise on safety, strict adherence to standards, and disciplined asset management without deviations.

It is important to recognize that asset integrity is non-negotiable. The decisions we take today will directly influence system reliability, lifecycle performance, and passenger experience. Therefore, all systems must operate within defined tolerances and maintenance practices must be followed without exception.

As we move towards COD, this marks the beginning of a new chapter—one driven by ownership, accountability, and engineering excellence.

With aligned efforts and a clear focus, we are well prepared to ensure a smooth and successful commencement of commercial operations.

Testimonials

A Proud Recognition for Keolis India

We are delighted to share that Keolis India has received a testimonial of appreciation from Pune IT City Metro Rail Limited (PITCMRL) for the successful mobilization of Operations & Maintenance services for Pune Metro Line 3. This recognition reflects the dedication, teamwork, and commitment of our employees who continue to set high standards in safety, operational excellence, and customer focus. We sincerely thank PITCMRL for their trust and appreciation.



TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Keolis India** has successfully executed the mobilisation of the Operations & Maintenance (O&M) services for **Pune Metro Line 3** to the satisfaction of Pune IT City Metro Rail Limited (PITCMRL).

The successful mobilisation of the project within an 11-month timeline, ahead of the commencement of commercial operations in July 2026, is a remarkable achievement in the urban rail sector. This was accomplished under demanding timelines and complex operational conditions, demonstrating a high level of professionalism, meticulous planning, and execution excellence.

Keolis India successfully carried out end-to-end workforce mobilisation, including recruitment, onboarding, training, and capability building, resulting in the timely deployment of a qualified workforce of **440 employees**, ensuring complete operational readiness from Day One.

Throughout the mobilisation phase, Keolis India consistently maintained the highest standards of quality, safety, statutory compliance, and operational discipline. The successful delivery of **100% trained and deployment-ready employees** within compressed project timelines reflects the organisation's strong operational capability and commitment to excellence.

The project also demonstrated a commendable commitment to inclusion and community development, with approximately **80% local employment generation** and the deployment of **100% women Train Pilots**, establishing a progressive benchmark for diversity and inclusivity in urban rail operations.

Based on the exceptional performance demonstrated during the mobilisation of Pune Metro Line 3, Pune IT City Metro Rail Limited (PITCMRL) is pleased to acknowledge Keolis India as a highly competent, reliable, and professional Operations & Maintenance partner with proven expertise in delivering large-scale urban rail projects. In recognition of this outstanding achievement, we are pleased to support and endorse **Keolis India's nomination for the Global Light Rail Awards – Team of the Year**, as their accomplishment represents a benchmark in collaboration, execution excellence, operational readiness, and innovation within the urban rail industry.

We wish Keolis India continued success in all its future endeavours.



Anil Kumar Saini
Chief Executive Officer

Leadership Spotlight

CEO Keolis -Middle East, India, Asia and Pacific

We are pleased to feature a message from **Alistair Gordon, CEO - Keolis Middle East, India, Asia & Pacific**, as he addresses colleagues across the newly established zone.

In his message, Alistair shares his enthusiasm for working closely with teams across the region and highlights three key priorities that will guide our collective journey ahead: **Safety, People, and Growth**. His emphasis on collaboration, operational excellence, and supporting our people reflects the values that unite us across the Keolis Group.

We warmly welcome Alistair Gordon to his new role and look forward to achieving new milestones together under his leadership as we continue to deliver safe, reliable, and sustainable mobility solutions.

Message from CEO Keolis -Middle East, India, Asia and Pacific

Dear Leadership Team,

Welcome to our New Zone !!!

I am pleased to write to you today in my new capacity as the CEO for the Middle East, India, Asia and Pacific.



Some of the team I know well from our work together at Keolis over many years across the Middle East and India or supporting me in the UK. For others, I am looking forward to meeting you and getting to know you more over the coming months.

I am conscious that each of our operations have their own unique challenges and opportunities, however there are many common threads and lots for us to collaborate on.

My priorities will be:

Safety – Ensuring we maintain the highest levels of safety in our operations

People – Connecting and supporting our teams across the Zone

Pipeline – Securing the future pipeline to support profitable growth through new and existing contracts

Because of existing commitments and then the summer vacation, I will be unable to travel much until September, but I will take the opportunity then to visit you all.

Thank you for your hard work and commitment to date and I look forward to seeing you all in person soon.

Kind regards,

Alistair Gordon
Chief Executive Officer

PROJECT UPDATE

CMRS Inspection Success

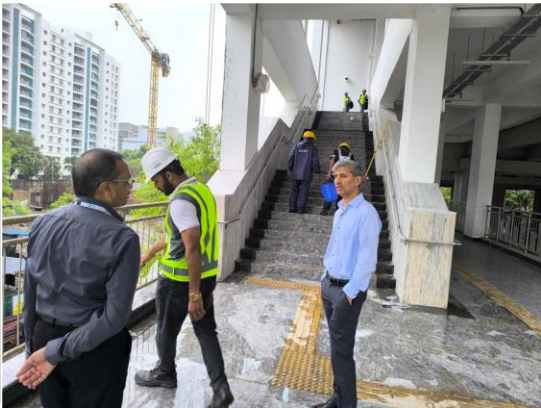
A Story of Commitment, Teamwork & Operational Excellence

Our Journey to Success

The CMRS inspection marked a defining milestone for Pune Metro Line-03. It represented months of planning, dedication, and teamwork by the Keolis Operations Team to demonstrate complete operational readiness for safe passenger service.

In the weeks leading up to the inspection, every member of the Operations Department worked beyond normal responsibilities. Stations were prepared around the clock, emergency procedures were rehearsed repeatedly, documentation was meticulously reviewed, and staff competency was strengthened through continuous training and mock drills.

The commitment of Station Controllers, Operations Managers, Trainers, OCC Controllers, and support teams ensured that every operational requirement was executed with precision and confidence.



ROAD TO SUCCESS



PROJECT UPDATE

CMRS Inspection Success

A Story of Commitment, Teamwork & Operational Excellence

Highlights

- Day & Night Operational Readiness
- Mock Emergency Drills
- Staff Competency Enhancement
- SOP & Documentation Review
- Equipment Functional Verification
- Customer Service Readiness
- Team Coordination Across All Stations



Achievement

Milestone	Achievement
Stations Prepared	Complete Operational Readiness
Emergency Preparedness	Successfully Demonstrated
Staff Competency	Fully Verified
Documentation	100% Inspection Ready
Operations Observation	ZERO

Result

Zero Operations Observation Points.

This remarkable achievement is a testament to the dedication, discipline, and relentless efforts of every member of the Keolis Operations Team. It reflects countless hours of planning, coordination, and continuous improvement.

This success was not achieved in a single day—it was built through teamwork, determination, and an unwavering commitment to operational excellence.

Congratulations to the entire Keolis Operations Team for setting a benchmark in operational readiness and successfully completing the CMRS inspection with zero operational observations. Together, we continue to build a safer, smarter, and more reliable metro system for Pune.

"Operational Excellence is achieved when every individual contributes with commitment, every day." – **Team Operations**

PROJECT UPDATE

KNOWLEDGE PILL

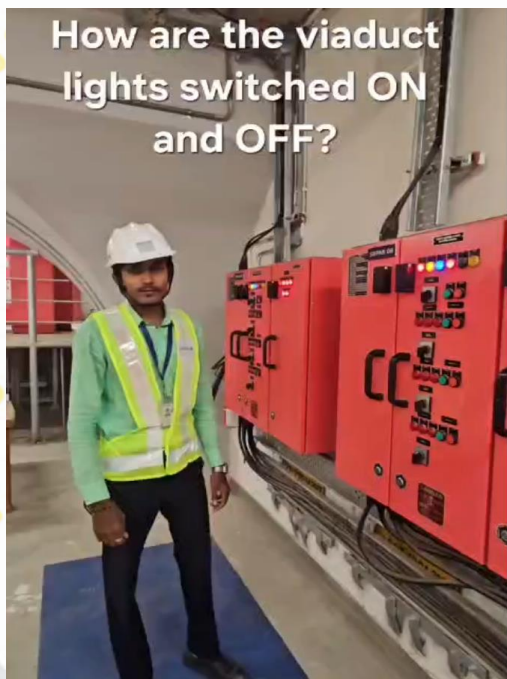
Empowering Operational Excellence Through Continuous Learning

Part of KIHO (Keolis Industrialization Harmonization of Operations) Initiative

Transforming Learning into Operational Excellence

To build a highly competent, confident, and safety-focused workforce, the Station Operations Department launched Knowledge Pill under the KIHO initiative. This innovative learning program converts everyday operational challenges into practical learning opportunities, ensuring that every Station Controller continuously develops the skills required for safe and efficient metro operations.

Unlike conventional classroom training, Knowledge Pill focuses on learning by doing, enabling employees to demonstrate, evaluate, improve, and standardize their operational practices.



KNOWLEDGE PILL WORKFLOW



PROJECT UPDATE

KNOWLEDGE PILL

Empowering Operational Excellence Through Continuous Learning

Part of KIHO (Keolis Industrialization Harmonization of Operations) Initiative

Learning Areas Covered

- Emergency Response Scenarios
- Station Equipment Operations
- Incident & Passenger Management
- SOP Compliance
- Safety & Risk Mitigation
- Communication Protocols
- Service Recovery
- Customer Handling
- Operational Decision Making



Impact Achieved

- **Enhanced Technical Competency:** Practical demonstrations strengthened operational knowledge beyond theoretical learning.
- **Increased Confidence:** Station Controllers developed greater confidence in handling real-life operational and emergency situations.
- **Continuous Improvement:** Video-based reviews enabled individuals to identify mistakes, receive expert feedback, and improve performance.
- **Peer-to-Peer Learning:** Every shared video became a learning opportunity for the entire team.
- **Standardized Operations:** Uniform execution of SOPs across all stations.
- **Higher Operational Readiness:** Staff became better prepared for inspections, emergency situations, and passenger service.
- **Strong Safety Culture:** Reinforced safe working practices and proactive risk awareness.

PROJECT UPDATE

KNOWLEDGE PILL

Empowering Operational Excellence Through Continuous Learning

Part of KIHO (Keolis Industrialization Harmonization of Operations) Initiative

Why Knowledge Pill Works

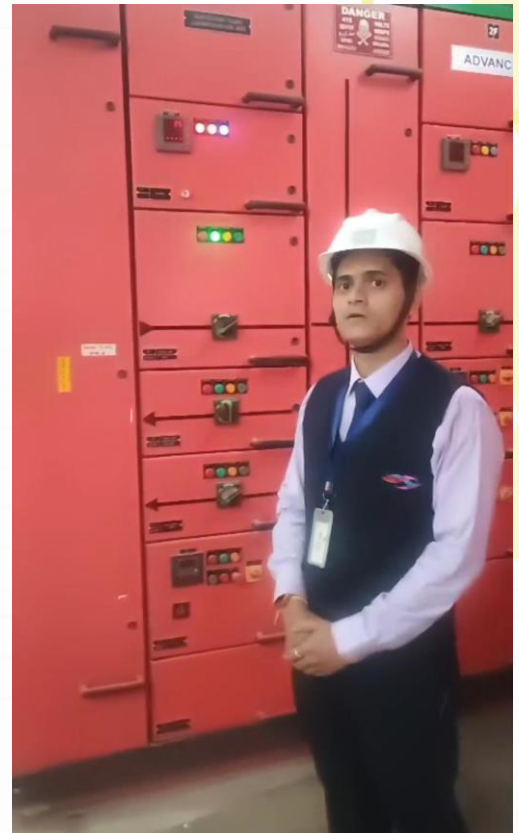
Observe → Perform → Record → Review → Improve → Standardize → Excel

Supporting KIHO Objectives

- Building a skilled and confident workforce.
- Driving continuous operational improvement.
- Standardizing best practices.
- Promoting innovation in learning.
- Strengthening safety culture.
- Enhancing passenger service readiness.

Conclusion

Knowledge Pill has evolved into more than a training activity—it is a culture of continuous learning that empowers Station Controllers to perform with confidence, consistency, and professionalism. Through small but impactful learning sessions, the initiative is creating a workforce that is operationally ready, safety-conscious, and committed to delivering world-class metro services.



"Knowledge grows when it is shared, competence grows when it is practiced."



Tracks and Trails

Welcoming the Managing Director

Mr. Jagdish Kumar has joined as Managing Director, Keolis India Pvt Ltd, Pune, effective 25th March. Mr. Jagdish brings over 34 years of distinguished leadership experience across metro rail systems, operations & maintenance, long-term asset lifecycle management, and PPP/Concession environments.

In his last employment he has served as Executive Director (Electrical) at Delhi Metro Rail Corporation (DMRC), where he has led critical portfolios including traction systems, rolling stock, asset reliability, and long-term maintenance contracts up to 35 years.

His career spans senior roles within DMRC and Indian Railways, with proven strengths in governance, large-scale project execution, safety assurance, financial planning, stakeholder engagement, and transitioning complex systems from project phase to stable, performance-driven operations.

Mr. Jagdish is a Gold Medallist in AMIE (Electrical Engineering), holds an MBA in Finance, and has completed international executive programmes at INSEAD (Singapore) and ICLIF (Malaysia).

With his extensive technical and managerial expertise, strategic clarity, and deep understanding of the metro ecosystem, he is well-positioned to lead Keolis India Pune into its next phase of operational excellence, safety leadership, and value-driven performance.

We look forward to welcoming him and supporting him in this critical leadership role.



Yoga Day Celebration

Celebrating International Yoga Day

Keolis India Pvt. Ltd. proudly celebrated International Yoga Day on June 20, 2026 within our office premises, embracing the timeless practice that promotes holistic well-being.

The session witnessed enthusiastic participation from our employees, who came together to rejuvenate their minds and bodies through guided yoga exercises and breathing techniques. The initiative highlighted the importance of integrating wellness into our daily routines, especially in today's fast-paced work environment.

At Keolis India, we believe that a healthy workforce is the foundation of productivity, positivity, and sustained success. Activities like these reinforce our commitment to employee well-being and foster a culture of balance, mindfulness, and unity.

Let us continue to prioritize health and wellness—on this day and beyond.



"Yoga is not just an exercise; it is a journey towards balance, mindfulness, and well-being that empowers us to thrive both personally and professionally."

Global Leadership Visit

Mr. Eric Moinier's Review Visit | 27 April 2026

Keolis India was pleased to host Mr. Eric Moinier, Deputy Director International, Keolis Group, for a strategic leadership visit to Pune operations. The visit focused on strengthening alignment, reviewing operational performance, and engaging directly with teams across functions.

Mr. Moinier interacted with leadership and frontline teams, conducted walkthroughs of the OCC Theatre and AFC Lab, and experienced on-ground operations through a station visit and train ride. The visit also included a meaningful interaction with managers and a tree plantation activity, reflecting Keolis' commitment to sustainability.

Key takeaways emphasized safety as a non-negotiable priority, adopting a passenger-first mindset, and delivering strong KPIs to support client expectations.

The visit reaffirmed India's importance as a key growth market and further strengthened collaboration between global and local teams, with a continued focus on operational excellence, people development, and sustainable urban mobility.



"Strengthening global collaboration to deliver safer, smarter, and passenger-focused mobility solutions."

Recognition Reward

Maharashtra Best Employer Brand Award 2026

Keolis India Private Limited is proud to be honoured with the Maharashtra Best Employer Brand Award 2026, recognizing our commitment to building a future-ready, people-centric workplace. This prestigious award acknowledges excellence in HR strategy, talent development, employee engagement, diversity and inclusion, well-being, and sustainable people practices.

At the event, Mr. Anand Kale, CHRO, participated in a panel discussion on "The Human Workplace: Putting People First in a Digital Age." He highlighted the importance of empowering India's young, digitally skilled workforce with the right tools, trust, and decision-making authority, while emphasizing that people remain the driving force behind sustainable performance, innovation, and service excellence.

The award was presented on 9 July 2026 at Taj Lands End, Mumbai, in the presence of distinguished HR leaders and industry professionals. This recognition reflects the dedication, resilience, collaboration, and innovation of our employees and leaders. It reinforces our belief that people are at the heart of sustainable business success.

At Keolis India, we remain committed to developing future-ready talent, fostering an inclusive workplace, enhancing employee well-being, and driving growth through people-centric leadership.

We thank our employees, stakeholders, and partners for their trust and support as we continue shaping the future of mobility together.



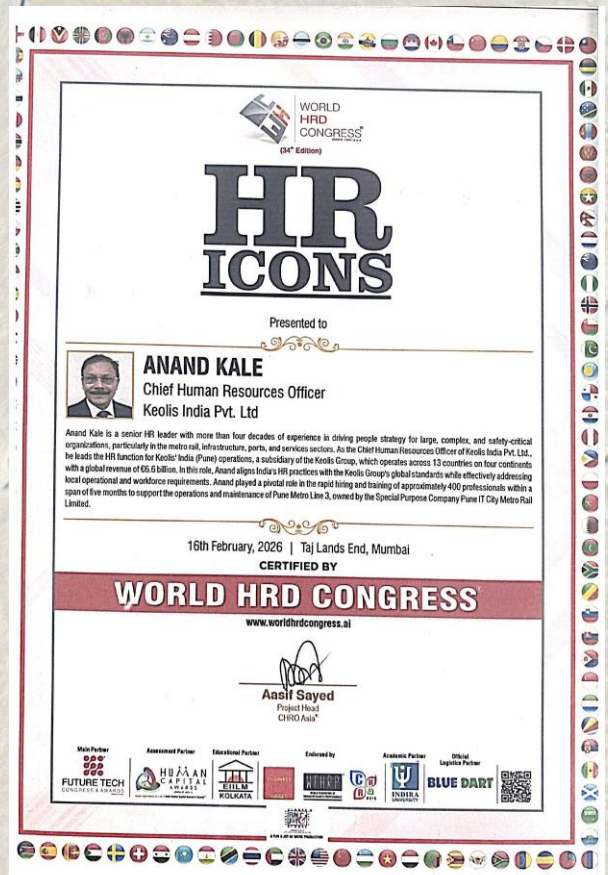
Keolis Pune Recognised at World HRD Congress 2026

Global Recognition for Excellence in People & Development

Keolis India Private Limited was honoured at the 34th Global Edition of the World HRD Congress – Business Leader of the Year Awards 2026, held on 16th February 2026 at Taj Lands' End, Mumbai. With participation from over 1500 delegates across 100+ countries, this recognition highlights our strong presence on the global stage.

Following a rigorous evaluation process, Keolis India received prestigious awards in Women Empowerment and Best in Training & Organization Development. We are also proud to share that our CHRO, Mr. Anand Kale, was recognized as HR Icon of the Year for his outstanding leadership and contribution to the HR domain.

Senior leadership and team members represented Keolis India at the event, reflecting our collective commitment to building an inclusive, high-performance, and people-centric organization. This achievement stands as a testament to the dedication, collaboration, and excellence demonstrated by all teams.



"A proud moment of global recognition, reflecting our commitment to people, excellence, and continuous growth."

Promoting Employee Well-Being

Building a Culture of Health, Energy & Resilience

At Keolis India Pvt. Ltd., we believe that employee well-being is the foundation of a thriving and successful organization. As part of this commitment, we conducted a Physical Fitness Session on 7 February 2026, bringing our teams together to focus on health, energy, and holistic development.

The session was jointly led by

👤 Mr. JK Mohan – CFO 👤 Mr. Anand Kale – CHRO

Both leaders shared valuable insights on how physical fitness contributes to enhanced focus, productivity, and overall personal and professional effectiveness. Their guidance inspired employees to incorporate healthier routines into their daily lives.

This initiative reflects our ongoing effort to foster a supportive and engaging workplace—one where employees can recharge, build resilience, and work towards becoming the best versions of themselves.

📌 At Keolis India, well-being is not just an initiative... it's a culture.



"Empowering our people to stay healthy, energized, and perform at their best."

Keolis India at Indira University – Shaping Future Leaders

Inspiring the Next Generation of Managers

On 22nd January 2026, Keolis India was proud to be part of the Future Leaders Forum, organized by the World HRD Congress at Indira University, Pune.

Our CHRO, Mr. Anand Kale, delivered an engaging and insightful session on “Critical Skills for Future Managers in the Next Decade.” He emphasized the growing importance of essential competencies such as:

- ✦ Digital Literacy
- ✦ Emotional Intelligence
- ✦ Design Thinking

The session sparked an energetic interactive Q&A, where Mr. Kale shared valuable guidance on navigating the evolving corporate landscape and preparing for long-term career success.

As a special highlight, Mr. Kale also presented Certificates of Appreciation to selected scholar students, recognizing their excellence in academics and co-curricular achievements.

With 300+ enthusiastic participants, the session was truly inspiring and impactful empowering the leaders of tomorrow with knowledge and confidence.

🙌 A big thank you to Indira University and the World HRD Congress for hosting this meaningful and enriching interaction.



“Empowering future leaders with the skills, confidence, and vision to succeed in a dynamic world.”

Tracks and Trails



Keolis India Private Limited Executive Committee Team



MD's Interaction with staff during Station Visit



Farewell to former Managing Director



Farewell Dinner



Siemens Director Visit at PMR-10 Station



Tracks and Trails



Women Train Operators – Driving Train



Operations Team- Train Pilots



Operations Team- OCC



Blood Donation Camp at Depot



Tree Plantation at Depot

Tracks and Trails

Townhall Celebration- June Month



Welcoming New Employees
and Birthday celebrations



Tracks and Trails



Interaction with the Ticketing Staff



Informal interaction session with the maintenance staff



Hands-on training, classroom learning with videos and real-time operational scenarios.



Interaction with Station Controller during Site Visit



International Yoga Day celebrations at Stations

Tracks and Trails



Rolling Stock Inauguration



CMRS Audit



Tracks and Trails



Visit of **Laurence Broseta** (CEO international), **Alistair Gordon** (CEO-Zone Middle East, Asia and Pacific) and **SC Mishra** (MD- Hyderabad)



Interaction with Employee



Townhall Celebration

Tracks and Trails



Train Pilots and Station Controllers in PML3 Uniform



Visit to Stations of CEO- International Keolis



Tree Plantation at Pune Metro Line-3 Depot



Visit of Finance team from Keolis Dubai



Coffee break during Site Visit

Tracks and Trails



Visit of **Mr. Darren Glazer**- Safety Expert
(MD & Owner- Rail Specialist Ltd., UK)



Interaction of **Mr. Darren Glazer**
with **Managers**



Visit of **CEO- PITCMRL** to **OCC Theatre**



Visit of **Board of Directors- PML-3**

Tracks and Trails



Leadership field visits to stations to assess readiness, identify risks and drive corrective actions.



Team Operations

Release of **Quality, OH&S and Environmental Policy**



Women's Day celebration

Open Your Hearts & Minds



ARTIFICIAL INTELLIGENCE IN HUMAN RESOURCE MANAGEMENT

Artificial Intelligence (AI) is transforming human resource management by automating routine tasks and enabling HR professionals to focus on strategic initiatives that drive organizational success. Its applications span recruitment, onboarding, performance management, learning, engagement, and administration, reshaping workforce dynamics.

Applications of AI in HR

- **Recruitment and Talent Acquisition**

AI streamlines candidate sourcing with automated resume screening, predictive analytics, and chatbots that conduct initial interviews and enhance candidate experience.

- **Employee Onboarding**

Personalized training modules and AI-powered virtual assistants ease integration, reduce administrative burden, and accelerate cultural assimilation.

- **Performance Management**

Continuous feedback systems and data-driven evaluations reduce bias, provide actionable insights, and support employee growth.

- **Learning and Development**

Adaptive platforms identify skill gaps and deliver tailored learning paths, boosting engagement and retention.

- **Employee Engagement and Retention**

Sentiment analysis and predictive models help HR detect attrition risks and implement proactive retention strategies.

- **Administrative Efficiency**

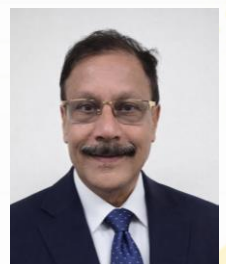
AI automates payroll, benefits, and compliance, while intelligent document systems improve record management and reduce costs.

Benefits of AI in HR- AI enhances efficiency by automating repetitive tasks, improves accuracy in payroll and compliance, and provides data-backed insights for workforce planning. Personalized support elevates employee satisfaction, while cost reductions and optimized resource allocation strengthen organizational performance.

Challenges of AI in HR- Key challenges include algorithmic bias, data privacy concerns, and resistance to change among employees. Effective change management and upskilling HR teams are essential to harness AI's full potential.

Future Outlook- Advancements in natural language processing and predictive analytics will push AI beyond efficiency toward strategic workforce planning, diversity, inclusion, and employee well-being. Organizations that embrace AI thoughtfully will gain a competitive edge in attracting and retaining talent.

Anand Kale-
CHRO



"DIVERSITY INCLUSION AND BELONGING – Culture or Industry Need?"

In my greenfield set ups experiences, I walked into an open space—no fixed processes, no defined culture. While building the systems and the workplace, I could sense one big need - something every workplace must have if it wants to grow and sustain: Diversity, Inclusion, and Belonging,

Now, DIB may sound like a big corporate term & isn't just something only HR or leaders should practice. It's something each one of us can follow in our daily lives.

India, in fact, has always been a living example of DIB. Our country is known for one of the most diverse in the world. We speak different languages, follow different traditions, we still stand united. Our motto—" विविधतेति एकता" or "**Unity in Diversity**"—says it all.

In our workplace too, we're trying to carry forward this same spirit. Today, we proudly run a 100% female Train Pilots from all regions. We have diversified employee We work alongside CSR for persons with disabilities, not with sympathy but with Respect & Equality. We moved away from stereotypes label that Pink is for girls and blue is for boys". In fact, Our Train Pilots wear Purple color uniform combination of Pink + Blue. 'To us, inclusion means not separating people by labels but uniting them with purpose'

From an industry perspective, research across global markets shows that diverse teams perform better, innovate more, and are more resilient in the face of change. Inclusion helps improves engagement, and strengthens the employer brand, reduce attrition. Companies that actively build inclusive cultures are able to attract better talent and respond faster to changing market needs. Forward-looking companies are now investing in inclusive hiring practices, sensitization workshops, and mentorship programs promoting DIB, It's no longer about ticking boxes—it's about building a workforce that reflects the real world.

Call to all Business leaders, today the role is even more important. Inclusion is not be just a word in a policy it should be felt in the way we hire, train, promote, grow and celebrate people. Are we giving equal chances to all, regardless of gender, age, ability, or background? Are our offices and practices, policies inclusive in action, not just on paper? **DIB is not a trend. It's a way of life.** India has shown the world what unity in diversity looks like. Now, it's time we bring that same energy into our homes, schools, workplaces and communities. Let's not just build places to work let's build places where everyone truly belongs.

A Call to Business Leaders

- To truly embed DIB in the workplace, leadership must act with intent:
- **Recruiting beyond your comfort zone**—diverse minds drive innovation.
- **Create policies that reflect all identities**— equal hiring, ability, age, background.
- **Invest in inclusive infrastructure**—both physical and cultural.
- **Lead by example**—in boardrooms, on shopfloors, in casual conversations.

**Inclusion cannot be delegated. It must be modeled
from the top to bottom all levels.**



**Chaitrali Patekar–
Senior Manager HR-IR**



OCC Operational Control Center -Where the Metro Thinks

The Real Brain Behind Metro Operations

Many people think metro operations depend only on drivers and signals. In reality, the **Operational Control Center (OCC)** is where the entire system **thinks • analyzes • decides.**

The OCC is not just a room full of screens.

It is where **critical systems** come together:

ATS → Traffic supervision & operational decisions

SCADA → Power & vital subsystems monitoring

CCTV & ISCS → Safety & incident response

MMS / CMMS → From **reactive** to **predictive** maintenance

Any delay?

Any fault?

Any operational decision?

👉 **It all passes through the OCC.**

Smart operation is not about more trains.

It's about:

Faster analysis

Accurate decisions

Full system integration

Modern metros don't run on isolated systems.

They run on

INTEGRATED INTELLIGENCE

inside the **OCC.**

Prasad Kakde—
OCC Controller- Operations



A Leader Who Walks Beside Us

True leadership is not measured by the height of a chair,
But by the hands that lift others with genuine care.

He leads with wisdom, patience, and grace,

Finding the potential in every face.

He never sees rank as a wall to divide,
Instead, he chooses to stand by our side.

A mentor, a trainer, steadfast and true,
In every challenge, he guides us through.

His vision has shaped the path we tread,
With confidence growing where once we feared.

The strength of our Operations team today
Reflects his leadership in every way.

He inspires not through words alone,
But through actions that have clearly shown
That success is built by trust, respect, and unity,
Creating a culture of learning and opportunity.

As we celebrate the journey we've begun,
We know the best chapters are yet to come.
With gratitude, pride, and hearts that believe,
We are honoured to learn, to grow, and to achieve.
For a leader who walks with his team each day
Will always light the brightest way.



-Jagadesh Billakanti
Associate Manager- Stations

Message from the Station Controllers Team

Together We Achieve Excellence

The successful progress of Pune Metro Line-03 is the result of the collective dedication, commitment, and teamwork of every Station Controller. Every challenge we faced became an opportunity to learn, support one another, and grow stronger as a team. From training sessions and operational readiness activities to trial runs, inspections, and the successful CMRS inspection, each member contributed with professionalism, discipline, and an unwavering focus on safety. Long hours, continuous learning, and mutual support have become the foundation of our team's success.

We sincerely thank our management and leaders for their trust, guidance, and encouragement throughout this journey. Their confidence in us has inspired us to continuously improve and perform to the highest standards.

As Station Controllers, we remain committed to delivering safe, reliable, and world-class metro operations for the people of Pune. This achievement belongs to every member of our team, and together we look forward to reaching even greater milestones in the future.

"One Team. One Mission. Safe Operations. Excellence Every Day."

— Station Controllers Team,
Keolis -Pune Metro Line-03

POETIC THOUGHTS

On the present situation what Keolis India is going through:

"Tracks of Tomorrow"

Steel veins hum beneath the ground,
Dreams of a city, strong and sound.
RDSO's gaze has marked the way,
Safety assured for every day.

Platforms gleam with silent pride,
Doors await the morning tide.
OJT whispers — learning starts,
Hands and hearts will play their parts.

Signals blink like guiding stars,
Coaches ready to erase the scars.
COD, our dawn, so near, so clear,
A promise strong for all to hear.

CMRS walked the rolling frame,
Dynamics tested, risks restrained.
Brakes and doors, control, command,
Audited by a careful hand.
Rolling stock now stands approved,
Every parameter reviewed.

Now stations rise in measured grace,
Systems aligned in ordered space.
From concourse calm to platform flow,
Each detail set, each process known.
SCADA hums and power holds,
AFC clicks, PA-PIDS unfolds.
Equipment rooms and passenger zones,
Inspection-ready, station by station shown.

Rain may fall and sun may blaze,
Dust may dance in fleeting haze.
Yet through it all, the metro stands,
Built by vision, crafted hands.

Soon the wheels will sing their song,
Carrying hopes where they belong.
Keolis India — on this track,
The future rides... and won't look back.



– **Capt. Asha S Alagappa**
DGM- Station Operations



Train your Brain

What is the primary purpose of "Turnback Facility" in metro operations?

A. Train washing

B. Train reversal and return operation

C. Energy Storage

D. Emergency Evacuation

During preventive maintenance of a point machine, which parameter is most critical?

A. Paint Condition

B. Lubrication and operating current

C. Track Color

D. Platform Lighting

Why are Uninterruptible Power Supplies (UPS) provided for signaling systems?

A. To increase train speed

B. To ensure continuous operation during power failures

C. To cool equipment rooms

D. To charge train batteries

What is the typical consequence of wheel flats on metro rolling stock?

A. Better Traction

B. Increased passenger Capacity

C. Excessive vibration and rail damage

D. Reduced energy consumption

If a train loses communication with CBTC (Communication-Based Train Control) but remains operational, it may operate under:

A. ATP Restricted Mode

B. Hyper Mode

C. Economy Mode

D. Service Mode

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