



Statement of non-financial performance

as of December 31st, 2022

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**I. TRANSDEV,
A FAST-GROWING
GLOBAL GROUP
AT THE HEART
OF MOBILITY
CHALLENGES**



Photo : Dietmar Denger@Transdev Group

I. Transdev, a fast-growing global group at the heart of mobility challenges



“Our ambition is to reduce our carbon footprint by 30% by 2030. To achieve this objective, we continuously deploy significant resources through our ‘Moving Green’ environmental strategy, which formalizes our commitments and concrete actions.”

Thierry Mallet, CEO

Mobility is a means, not an end. It enables us to go to school or to work, to meet, to cultivate ourselves, to escape, to entertain ourselves, and to see our loved ones, whether they are near or far. Mobility is an essential need.

Transdev endeavors each day to meet this essential need: to deliver a safe, efficient and increasingly sustainable service available to all. The challenge for Transdev is to enable everyone to move while working for the common good by offering transportation solutions designed as instruments of social cohesion and development. To more fully meet this ambition, Transdev continues to innovate and expand the coverage of its services to serve all types of communities.

Innovating means creating appropriate alternatives to the model of the private car use. This requires taking into account the communities and their demographic density, topography, needs, uses and constraints in order to develop suitable solutions.

To assist our passengers throughout the world, we – the women and men of Transdev – operate trains, metros, trams, buses, coaches, ferries, cable cars, fleets of electric bicycles, transportation on-demand and carpooling services.

The modes used may differ, but the goal remains the same: to contribute to the vitality of communities, to bring their residents closer together, and to meet their mobility needs, while responding to the climate challenge.

Innovating also means reducing CO₂ emissions by turning to means of propulsion other than fossil fuel engines, such as electric vehicles powered by batteries or hydrogen. By the end of 2023, Transdev will operate 2,500 zero emission vehicles* worldwide. To accelerate the energy transition, we are developing a multi-energy approach that makes growing use of sustainable biofuels in our fleet of over 3,500 vehicles*.

In order to collectively rise to this environmental challenge, we have set in motion a transformation process with the aim of becoming even more inclusive, in partnership with all our stakeholders. We also aim to increase our appeal to new talent with a passion for mobility.

Our scope is expanding. Transdev now operates in 19 countries all around the world.

In France, in 2022, many clients placed their trust in us. Examples include numerous new contracts in the Île-de-France region following the opening of the market to competition, including the commissioning of the first urban cable car starting in 2025, and the roll-out of the first retrofitted hydrogen bus in the Normandy region.

In the Americas, Transdev won two new metro contracts: in Toronto, Canada, the Group will operate and maintain the future automatic “Ontario Line” for 30 years. South America has become a major market for Transdev, which already does business in Chile and Colombia, where Transdev signed a significant contract with TransMilenio for over 400 electric buses. In Quito, Ecuador, the Group will operate the capital’s metro as of the first half of 2023. In the United States, we had some notable renewals, such as the Foothill Transit bus network. Last fall, Transdev signed an agreement to acquire First Transit, making North America its second largest business market, behind France.

Transdev teams are committed to serving the common good and developing tailor-made, equitable and responsible transportation services in all communities we serve. This is the foundation for Transdev’s growth, as well as a source of inspiration for its employees.

In 2022, we validated our CSR trajectory, which is founded on environmental, social and governance commitments, and placed it at the heart of our strategy. By doing so, we clearly manifest our ambition to be an employer of choice, an inclusive leader and strong contributor to carbon neutrality, exemplary in terms of ethics and compliance. Furthermore, these commitments demonstrate that we are an active player in the economic and social development of communities, including by providing access to public transportation for the greatest number.

* over the entire operating scope

Assets

A MOVING YOU strategy to serve communities

- Welcoming new passengers
- Enhancing our value offer for our clients
- Leading green innovation
- Guaranteeing sustainable performance
- Building diverse and cohesive teams

Committed teams throughout the world

- Nearly **84,000** employees in 19 countries
- **69%** of teams employed as drivers
- **24%** women on our teams
- **150+** business lines
- **300** internal experts who provide support for operational projects wherever Transdev does business

An ecosystem of partners, a social and local dynamic

- **300+** procurement categories
- **€362 K** donated through the Transdev Foundation
- **€3.5 billion** on average in products and services purchased out of Transdev total procurements

A business model that is respectful of resources

- **€785.6 M** in shareholders' equity and a committed long-term shareholder
- **16** modes of transportation
- **46,669** vehicles operated
- **17.1%** alternative fleet

Value Creation

Empower freedom to move everyday thanks to safe, reliable and innovative solutions that serve the common good 



Results

For our passengers

- **8.8 M** trips each day throughout the world
- **92%** of our rail activities comply with the requirements of our safety management system; **98%** of our activities for other modes comply with the requirements of our safety management system.
- Inter- and multi-modal mobility solutions for an attractive alternative to the private car
- Customer experience and inclusion of all at the heart of our action in the communities we serve

For the planet

- **12%** low-emission energies (including biodiesel, biogas and electricity)
- **20.9%** ISO 14001 certified entities
- **55%** of our entities covered by our Environmental Management System
- **2%** increase in our alternative fleet (non-diesel), i.e. a progression of 15% to 17% of the fleet between 2021 and 2022
- **1,225** employees have completed the Environmental Awareness training

For our clients, local communities and public institutions

- **€19.9 million** paid in corporate income tax
- **"Moving Green"** tailor-made green solutions deployed in 8 Group countries
- **2,000+** suppliers qualified as inclusive suppliers
- **26,848** new hires in communities

For our employees

- **"Drivers@transdev"** international operational task force set up to attract, recruit, hire and retain drivers
- **83.9%** of employees received training during the year
- **9 countries** have conducted an employee engagement survey
- **5,000+** managers have obtained Health and Safety Certification

THE 10 SIGNIFICANT SUSTAINABLE DEVELOPMENT OBJECTIVES FOR TRANSDEV



GOOD HEALTH AND WELL-BEING



GENDER EQUALITY



DECENT WORK AND ECONOMIC GROWTH



INDUSTRY, INNOVATION AND INFRASTRUCTURE



REDUCED INEQUALITIES



SUSTAINABLE CITIES AND COMMUNITIES



RESPONSIBLE CONSUMPTION AND PRODUCTION



CLIMATE ACTION



PEACE, JUSTICE AND STRONG INSTITUTIONS



PARTNERSHIPS FOR THE GOALS







Our business model

Our business

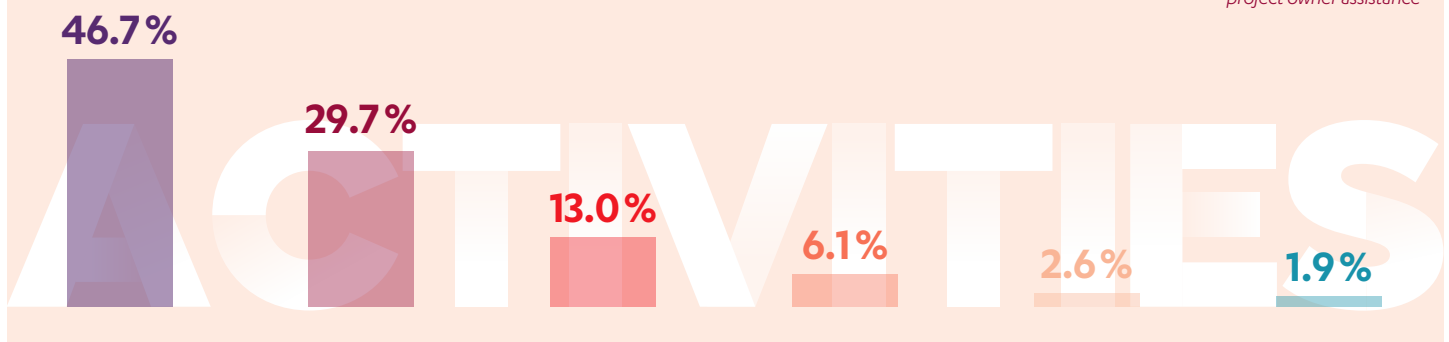
Transdev possesses global expertise derived from over 150 business lines. Each day, 57,868 drivers serve our local authority clients.

Buses, high-frequency bus services, coaches, solidarity shuttles, trains, metros, trams and tram-trains, ambulances, transportation for persons with reduced mobility, transportation on-demand (TOD), autonomous vehicles, bike sharing, funiculars, cable cars, maritime and inland waterway transportation are representative of the broad range of modes of transportation and systems and day-to-day infrastructure that we operate all over the world. In addition to our role as an operator, we are committed to offer all kind of mobility solutions at the service of our customers, and delivering sustainable and inclusive mobility.

Our activities

Urban	Intercity	Rail	Light vehicles	Maritime transport	Other
					
<ul style="list-style-type: none"> Urban and peri-urban buses Urban rail Tramway Metro 	<ul style="list-style-type: none"> Peri-urban and intercity coaches Long-distance coaches Staff transportation Tourism and charters 	<ul style="list-style-type: none"> BtoG rail Commercial rail 	<ul style="list-style-type: none"> Ambulances and non-emergency medical transportation Paratransit Taxis Autonomous vehicles. Shuttles 	<ul style="list-style-type: none"> Ferries 	<ul style="list-style-type: none"> Rail infrastructure POA* consulting Digital Call centers Air cargo Road cargo Holding company and resources Other activities

* project owner assistance



Nearly all of Transdev's revenues are eligible for the first two objectives of the European taxonomy (European Regulation 2020/852 of June 18, 2020) on climate change mitigation and adaptation.

Our mobility solutions

Our urban, intercity, rail, maritime and specific mobility solutions:

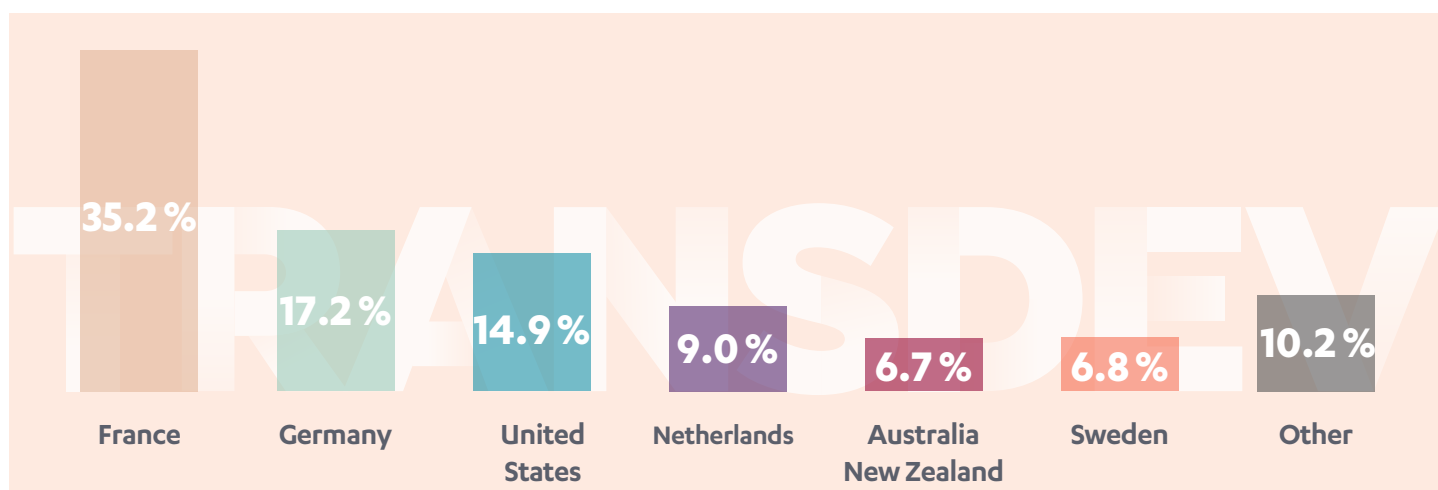
- meet the expectations of our clients that are mobility authorities at the national, regional and municipal levels, as well as of our private clients, with respect, transparency and integrity;
- are adapted to the specificities of populations and communities;
- are in line with the demands of society as a whole (ease of use, respect for the environment and the health requirements, and fairness).



Our geographical presence (consolidation scope)



2022 revenue by country



Our ecosystem of competitors and partners

HISTORICAL OPERATORS	MOBILITY AUTHORITIES	SUPPLIERS	MANUFACTURERS	MOBILITY START-UPS	DIGITAL GIANTS

Traditional competitors are expanding into new geographical areas:

- in Ireland, ComfortDelGro acquired a bus company;
- In Australia, RATP Dev won a contract to operate and maintain Sydney Metro - Western Sydney Airport Line;
- In Dubai, Keolis won the metro/LRT project;
- Grand Paris Express: ComfortDelGro joined forces with RATP;
- in Central Europe, Renfe acquired 50 % of Leo Express;
- in Germany, Trenitalia increased its equity stake in Netinera from 51 % to 100 % (Trenitalia also completed acquisitions in the UK and the Netherlands: Qbuzz);
- in Spain, the SNCF launched Ouilalà;
- in Portugal, National Express won the urban transport contracts for Lisbon and Porto;
- in Singapore, RATP Dev joined forces with ComfortDelGro.

In addition, **operators** are withdrawing from markets and contracts deemed unprofitable or that are highly volatile:

- in Germany, Keolis and Abellio are withdrawing from certain rail contracts;
- in the United Kingdom, a new rail franchising model is being implemented;
- Greyhound is withdrawing from Canada.

The digital giants are enhancing their mobility offers with new services. For example, Google has expanded its multimodal transportation offer by adding several new services and a payment solution to Google Maps.

Start-ups are converting themselves into multimodal mobility platforms with a growing portfolio of activities (passenger transportation, logistics, meal delivery, shopping): FlixBus and BlaBlaCar are continuing to raise funds to expand into new territories (US, UK, Portugal, etc.). Start-ups have also sought to partially withdraw from the autonomous vehicle business to share the burden of R&D investments.

Manufacturers are accelerating their transition to an electric offer, driven by the stimulus plans. Faced with rising raw material prices, manufacturers in the automobile sector have been forced to streamline their mobility service offers (car sharing, taxis, etc.).

Similarly, **suppliers** have been heavily impacted by the crisis but have benefited from the stimulus plans announced. They are also seeing their business model transformed in an increasingly electric, intelligent and connected market. Software developers will undoubtedly play a key role.

All players in the ecosystem have expanded their geographical presence and some of them have developed new business segments.

The mobility sector is undergoing a major transformation and public transportation is still weakened by the crisis, which has reduced ridership levels and the regularity of operations. In Europe, rising energy prices disrupted the economic balance of contracts.

Public transit authorities have taken advantage of the stimulus plans to improve infrastructure and develop multimodal and low-emission transportation. However, at the same time, individual transportation and electric cars have benefited from the stimulus plan.

Public transportation operators are still trying to find a second wind by:

- obtaining the support of public transit authorities to jointly build the services needed in communities;
- continuously adapting the service offer to changing needs and lifestyles;
- continuing the energy transition of their fleets to meet the challenges of climate change and more expensive raw materials;
- innovating and making an even greater commitment to preserving jobs and maintaining service, which are the key to social cohesion in the communities they serve.

Transdev, a fast-growing global group at the heart of mobility challenges

Transdev's adapted mobility networks and solid infrastructure management provide it with the means to reduce its carbon footprint, as well as local pollutants that directly impact public health:

- by focusing on developing rail transportation, which is still the most efficient form of low-emission public transportation;
- by promoting appropriate urban infrastructure (such as high-frequency bus services);
- by committing to the energy transition (renewable energy, zero emissions);
- by reducing the environmental impacts of all our activities (eco-driving, green depots);
- by improving the customer experience in order to accelerate the reduction in the use of private cars (on-demand transportation, autonomous vehicles), including in low-density areas;
- by innovating and designing a new mobility model (Mobility as a Service, car-sharing).

Responding to local challenges at the lowest cost

Our business model consists in imagining, building, organizing and operating appropriate mobility solutions for everyone, in a highly regulated global passenger transport market that is open to competition in measures that vary considerably by country and transportation modes.

Over 95 % of our activities involve contracts to manage transport services on behalf of local authorities - BtoG activities (cities, metropolitan areas, departments, regions or national governments). We also work for other private communities or associations, such as in Canada, where we provide transportation services for several schools, and in France and Chile, with our airport transportation offer.

If a market is open to competition, access thereto is usually decided through a competitive bidding procedure. When the specifications are prepared, the public transit authority (the PTA) will determine the specific needs to be met. The bidder whose bid best meets these requirements in terms of understanding local specificities and that offers the most favorable price will be awarded the contract. Therefore, each contract is a unique response to a local demand in terms of transportation modes, and also takes into account the number of vehicles involved, the frequency of service, pricing and the commitments the bidder may make on future developments in the use of the transit system.

Compensation

When Transdev contracts with government agencies, its clients are public transit authorities. In such case, two forms of collaboration are possible:

- **Gross contracts:** the transit authority undertakes to pay us a predetermined amount based on a volume of service (in hours or kilometers, for example). All passenger revenue is remitted to the transit authority. In certain cases the contract may provide for variable compensation tied to increases in ridership. Apart from such variable compensation, Transdev does not bear the risk of passenger revenue; however, Transdev generally bears the costs necessary to provide a proper level of service in accordance with the contract;
- **Net contracts:** under these contracts, we generally receive a grant from the transit authority in an amount agreed upon when the contract is signed. All or part of the profits generated from passenger revenue accrue to Transdev (directly, or indirectly under a bonus/penalty scheme), which assumes the risks in connection with revenue and cost management. The grant is intended to cover the difference between projected revenue and projected costs.

Overall, our business is divided between these two types of contracts, although this allocation may vary significantly by country and activity. We create value in all our activities by:

- meeting all needs of our customers and clients, whether they are passengers, public transit authorities or businesses;
- developing new solutions for future needs and markets;
- focusing on operational excellence in order to provide the best possible service at all times at the lowest cost.

Cost control

Our main cost are:

- employee payroll;
- financing the vehicle fleet;
- energy and fuel costs;
- financing for our operations.

Employee payroll

Ordinarily, Transdev directly employs all teams that provide its services. Our teams are Transdev's greatest asset.

Financing the vehicle fleet;

For contracts with public transit authorities (depending on geographical area and transportation modes), the fleet is provided:

- by the transit authority; or
- by Transdev.

In this case, two situations are possible:

- we own the equipment;
- we lease the equipment from a third party, in which case Transdev is not exposed to residual value risk.

In all cases, the equipment must comply with the specifications established by the transit authority.

Energy and fuel costs

Our vehicles are fueled primarily by diesel, electricity, hydrogen and gas. Most contracts with public transit authorities include indexation clauses that cover mainly energy costs and employee remuneration.

These clauses do not in all cases set off the full amount of price increases as the changes in the indexes may not be aligned with costs actually incurred.

Financing for our operations

We rely on a combination of financing, such as:

- our capital: Transdev's parent company, Transdev Group, is jointly owned 66 % by Caisse des Dépôts and 34 % by Rethmann France;
- bonds;
- bank loans and a Schuldschein placement;
- asset financing consisting primarily of operating leases;
- resources generated by operating working capital;
- profits from our operations.

Adapting to a sustainable transformation

The public transportation sector constantly evolves to meet the climate challenge and adapt to changes in our lifestyles. Although the health crisis has waned, our passengers have permanently changed their habits.

Adapting to a long-term change in mobility habits

Although the number of passengers has nearly returned to pre-crisis levels, the distribution of ridership during the day and week has changed, with less regular peaks. Business levels are still below pre-health crisis levels. A long-term decline in ridership seems to be emerging in most geographical areas, although highly urbanized areas are recovering more quickly. This decrease directly affect older passengers and persons who are not dependent on public transportation.

Some responses to the crisis became permanent, such as the widespread adoption of teleworking and the expansion of home delivery services. In the mobility field, alternatives to public transportation, such as electric bicycles or cars, have been encouraged and incorporated into stimulus plans that confirm enduring changes in mobility habits.

Meeting the challenges of the ecological transition and territorial cohesion in a context of economic recovery

In the face of a growing energy crisis, record greenhouse gas concentrations and worrying weather events, governments at COP27 agreed to advance the goal of global adaptation and resilience for the most vulnerable communities. Resilient transportation infrastructures have become fundamental for the environmental, social and economic viability of communities, as well as a genuine challenge for Transdev as an international transportation player. More than ever, Transdev must play its part in the global climate emergency:

- **in supporting the energy transition** in communities by offering high-quality mobility solutions that reduce emissions per passenger;
- **in developing efficient transportation network connectivity**, relying in particular on rail transportation, which is one of the most effective methods for meeting climate challenges;
- **as a development catalyst for populations in peri-urban areas** thanks to shared, multimodal and inclusive mobility offers that provide citizens with access to mobility in specific areas, whether or not they have a private car.

The various mobility decarbonization policies promoted by governments are characterized by approaches that, to a greater or lesser extent, favor the public transportation sector over individual mobility, particularly electric cars. We are convinced that our business is destined to play a decisive role in the ecological transition. Our commitment to the environment and our ability to support public decision-makers in this area are, more than ever, at the heart of our corporate strategy.

Designing mobility in 2030






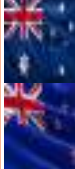
We perceive the emergence of four major trends by 2030:

- **the fight against global warming**, which opens up an entire panoply of public and private actions: the energy transition of vehicles, the emphasis placed on energy savings, restrictions on private vehicle traffic in urban centers;
- **a more fragmented demand**, with very different needs depending on the type of passenger: the elderly and dependent persons, schoolchildren, working people, young people. These demands will require flexibility and constant adaptation of modes of transportation. They will also bring about modifications of urban spaces. Providing a balanced service for all users will require designing new services, in collaboration with those concerned;

- **the advent of new transportation modes**, such as bicycles, scooters, and increasingly automated transportation modes, such as autonomous private cars or public transportation, automated metros. These technological revolutions are transforming our businesses and our ecosystem. The emergence of the autonomous car market, which will mature between 2030 and 2050, will impact day-to-day mobility by opening up new markets for people without a driver's license or with disabilities;
- **the digitalization of our societies** is a growing phenomenon that has become increasingly manifest in recent years, and transportation operators have a role to play in this trend, particularly in the development of MaaS (Mobility as a Service) solutions.

Transdev's six main countries have taken a coordinated approach to thinking about future trends and proposing actions that will position Transdev as of today.

The future picture of mobility in 2035 developed by Transdev's six largest countries

	<p>FRANCE</p> <p>A flexible and rational mobility system that reconciles energy transition and budget constraints</p>		<p>GERMANY</p> <p>Multimodality as a key in a customer-oriented world</p>
	<p>SWEDEN</p> <p>An energy-centric mobility landscape</p>		<p>NETHERLANDS</p> <p>Living and working in an urbanized setting or being marginalized in the countryside</p>
	<p>UNITED STATES</p> <p>Reconsidering mobility through innovation and expertise</p>		<p>AUSTRALIA NEW ZEALAND</p> <p>Decentralized eco-friendly urban world: working and playing within 30 minutes from home</p>

Transdev, a fast-growing global group at the heart of mobility challenges

Our MOVING YOU strategic plan

The Group establishes the global strategy, sets financial guidelines and assists its subsidiaries in developing their expertise. The ability of the subsidiaries to play their role of responding to the needs of their clients, the public transit authorities, has been strengthened. They deploy the Group's strategy, *Moving You*.

In this context, and in the service of our **Purpose** – “empower freedom to move every day thanks to safe, reliable and innovative solutions that serve the common good” – our strategy and governance adapt to current challenges. In 2022, the Group accelerated its transformation, focusing on three strategic priorities:

- **We are an employer of choice** – Transdev is inclusive and welcomes its employees into dynamic teams driven by the common good. A manifesto for a diverse, fair and inclusive company was rolled out.
- **We invest selectively** – as the lockdowns end and passengers return, Transdev is once again seeing pre-crisis mobility trends. Nevertheless, the energy crisis is still negatively impacting our operations in Europe. Against this backdrop, investment decisions are analyzed beforehand to ensure the right conditions for delivering our services. The acquisition of First Transit was an important step in the Group's growth in North America.

- **We develop added value through our contracts** – Transdev has focused on contracts with a high social and environmental impact. Innovations closely tailored to meet the demands of the communities we serve and of our clients set Transdev apart and position it as the global leader in inclusive and green mobility.

These common priorities are deployed in the 19 countries where we do business pursuant to the strategic roadmap *Moving You*, which is developed by each management team and validated once a year by the Executive Committee.

This roadmap now incorporates the Group CSR commitments at the heart of the strategy.

At Transdev we also have a set of guidelines that apply to all our actions:

- We take care of communities and travelers (Care).
- We share best practices and build collectively (Share).
- We innovate to invent solutions that meet the climate challenge and the range of changes in our passengers' lifestyles (Dare).

MOVING YOU, TRANSDEV MANAGERS MAKE A COMMITMENT

In 2022, at the annual Top Executive convention (circle of the Group's 100 top executives), we reaffirmed our commitments in all the communities we serve.



WELCOMING NEW PASSENGERS

A holistic approach to mobility patterns, based on data analysis, to design solutions that will enable passengers to opt for public transportation.



ENHANCING OUR VALUE OFFER FOR OUR CLIENTS

Promoting Transdev's global expertise in our service offers so all our clients can benefit from the best practices and expertise of a global group.



BEING THE LEADER IN GREEN INNOVATION

A position as an operator at the heart of the energy transition of fleets and the transformation of our businesses to design zero-emission services.



GUARANTEEING SUSTAINABLE PERFORMANCE

Responsibly using our resources to reduce costs and improve our impact on the climate.



BUILDING DIVERSE AND COHESIVE TEAMS

A commitment by everyone to diversity, equity and inclusion to make Transdev an employer of choice.

Dialogue with stakeholders

We engage in a continuous dialogue with a very dense ecosystem of stakeholders at all levels of the organization. We build, maintain and develop long-term relationships of trust with our stakeholders that enable us

collectively to meet today's challenges and assist the transitions underway in a spirit of joint action, cooperation and transparency.

Transdev, a fast-growing global group at the heart of mobility challenges

STAKEHOLDERS	CHALLENGES	RESOURCES	EXAMPLES OF INITIATIVES IN 2022
EMPLOYEES	<ul style="list-style-type: none"> Providing a safe and inclusive workplace for every employee. Giving our employees the opportunity to grow, enabling them to acquire the skills and knowledge necessary to thrive in our work ecosystem, now and in the years to come. 	<ul style="list-style-type: none"> Regular employee engagement surveys. Dedicated HR programs and tools: we@transdev managerial model, "drivers@transdev" program dedicated to drivers, induction and integration programs, me@transdev platform, etc. (see "Taking care of our employees" section). Development of new management and leadership training courses. 	<ul style="list-style-type: none"> Work on the Group's Employee Value Proposition with a group of employees and the involvement of a wider circle in the countries through surveys. Launch of a web radio on the theme of "diversity, equity and inclusion." Second edition of the "On The Launch Pad" program dedicated to the young talents of the Transdev Group.
COMMUNITIES	<ul style="list-style-type: none"> Effectively developing public transportation solutions in the communities we serve. Supporting and contributing to sustainable local economic growth and social mobility. Understanding the needs of our communities to reinforce our engagement activities and improve our services. 	<ul style="list-style-type: none"> Ongoing and regular dialogue with our communities and all relevant stakeholders. Funding charitable causes for our communities. Regular surveys to obtain crucial information and opinions to improve our local engagement. 	<ul style="list-style-type: none"> Collective for an inclusive economy. Rollout of a whistleblowing system in each Group country enabling any employee or external stakeholder to report a compliance problem (harassment, corruption, abuse, anomalies, etc.).
PASSENGERS	<ul style="list-style-type: none"> Developing a long-term relationship with customers Being available and responsive to customer needs. Adapting to and listening to customers' expectations and being the preferred mobility partner. 	<ul style="list-style-type: none"> Digitalization of services and providing real-time information. Customer relationship management systems. Regular satisfaction surveys. Events organized for customers on specific issues (security, safety, environment, etc.). Ongoing dialogue with customer representative groups. 	<ul style="list-style-type: none"> European Rail Agency (ERA) safety climate survey. In May 2022, Transdev updated its barometer of surveys to more fully understand changes in behavior. Launch of a pilot project in Lund, Sweden, to equip a bus with a road condition reporting system.
SUPPLIERS	<ul style="list-style-type: none"> Establishing strong and lasting relationships with our suppliers, who are key partners in our supply chain. Developing and embedding sustainability and ethical standards in our supply chain. Entering into contracts on mutually acceptable commercial terms. 	<ul style="list-style-type: none"> We maintain close ties with our suppliers and economic partners. We are committed to a responsible and principled approach based on quarterly meetings with our strategic suppliers. Regular discussions to support joint efforts to identify and manage potential risks. 	<ul style="list-style-type: none"> In Morocco, we have begun an inclusive purchasing process by updating the supplier evaluation questionnaire in order to review the classification of our suppliers, to give preference to those who adopt the same approach and to help those who have difficulties in aligning themselves. In 2022, Sweden conducted a CSR assessment of the majority of its suppliers. In France, Transdev is renewing its commitment to the development of responsible purchasing by signing in 2022 the "Supplier Relations and Responsible Purchasing" (RFAR) charter designed by the National Corporate Ombudsman and the National Purchasing Council.
PUBLIC AUTHORITIES	<ul style="list-style-type: none"> Promoting policies to encourage the optimal deployment of public transportation by private actors. Keeping abreast of current events and political developments. 	<ul style="list-style-type: none"> Close dialogue with representative organizations in the sector: UTP* in France, APTA* in the United States, and UITP* at the international level. Direct links with policy makers. 	<ul style="list-style-type: none"> In January 2022, Intercommunalités de France and Transdev signed a partnership agreement to continue their work on the evolution of the institutional landscape of mobility. In France, in connection with the partnership with the Inclusive Mobility Laboratory (LMI), in 2022, Transdev participated in the first anniversary of the "#Tous mobiles" initiative supported by the Ministry of Transportation.
SHAREHOLDERS	<ul style="list-style-type: none"> Keeping our investors informed of the company's development and strategic orientations. Ensuring the company's stability. Interact with investors and providing evidence of our actions in order to maintain trust. 	<ul style="list-style-type: none"> Our two shareholders, Caisse des Dépôts and Rethmann Group, are at the core of the decision-making process at shareholder meetings. Ongoing dialogue with the Investor Relations Department. Involvement in Transdev's CSR commitments. The Board of Directors approves strategic choices and monitors their implementation. 	<ul style="list-style-type: none"> Increased engagement with shareholders on corporate social responsibility issues. The CSR Committee of the Board was set up in 2022 and met three times during the year to discuss CSR issues.
CLIENTS	<ul style="list-style-type: none"> Developing a long-term relationship with clients. Being available and responsive to clients needs. Adapting to and listening to clients' expectations and being the preferred mobility partner. 	<ul style="list-style-type: none"> In all territories where the Group does business, our teams maintain a constant dialogue with clients and public transit authorities in order to understand and fully meet their expectations. Events organized for clients on specific issues (security, safety, environment, etc.). Ongoing dialogue with clients representative groups. 	<ul style="list-style-type: none"> In June 2022, Montpellier Méditerranée Métropole, local network (TaM) and Transdev launched the Terra bus stop experiment. These stops will be tested for two years and will collect quantitative and qualitative data with the aim of developing an accessible service tailored to meet the needs of the general public.
SOCIAL PARTNERS	<ul style="list-style-type: none"> Maintaining a high-quality social dialogue. 	<ul style="list-style-type: none"> Constructive dialogue with unions and workers' representatives. Various social and economic committees representing employees have been set up, which meet at the regional, country and Group levels to ensure an ongoing dialogue. 	<ul style="list-style-type: none"> Member of Global Deal, a worldwide initiative to make social dialogue a tool for decent working conditions and inclusive growth.

* UTP (French Public Transport Association) / APTA (American Public Transport Association)

Business successes

In Sweden, start of service on the Öresund rail lines (Sweden-Denmark connection) and Roslagsbanan lines, north of Stockholm.



In Australia, renewal for 10 years of the bus contract with TransPerth in Western Australia (Perth) worth €842 million.

In France, Transdev was awarded 6 bus units in Île-de-France, as well as the contract for the first urban cable car, contracts to operate regional lines, and key regional contracts (Saint-Etienne, Compagnie Océane, etc.).

In Ecuador, award of the contract for the operation of the first metro line in Quito, in partnership with Metro de Medellín.

In the Netherlands, extension for 2 years of the operation and maintenance contract with Stadsregio Arnhem-Nijmegen (urban, interurban and train services).

In Canada, award of the 30-year operation and maintenance contract for the "Ontario Line" future automatic metro, with Plenary and Hitachi.

In Germany, start of the operation of 10 S-Bahn regional train lines in Hanover, carrying about 30 million passengers annually.

In Morocco, commissioning of the extension of line 2 of the Rabat-Salé tram network, which has been operated by Transdev since 2011.



In the United States, renewal of the Foothill Transit (including a fleet of electric buses) and Nassau County contracts.



New environmental solutions

In Australia, the first full-size electric bus, powered entirely by sustainable energy sources, is now on the road in Queensland and the Redlands, east of Brisbane. This new electric bus is powered by solar energy produced locally at the company's depot in Capalaba.



In New Zealand, Transdev subsidiaries Howick and Eastern Buses in Auckland and Mana Newlands Coach Services in Wellington made a commitment to test new hydrogen technology in their existing diesel bus fleets to reduce their carbon footprint.



In Colombia, a major contract was signed with TransMilenio covering over 400 electric buses and the largest electric depot in the Bogotá area (40,000 m²).



In France, Nantes Métropole, launched Captain Bike, a new electric bicycle and scooter service.



In Sweden, a network of 145 electric buses set up in Umeå in western Sweden; 317 fossil-free buses for northern Stockholm.



II. TRANSDEV, A COMMITTED PLAYER



Photo : Sandra Viklund Fine Art Photography

II. Transdev, a committed player



Our responsibility approach

More than ever, our long-term growth is tied to our ability to maximize the positive social and environmental impact of our activities, with and for all our stakeholders. We are persuaded that our CSR approach is a driver of long-term performance, transformation and collective commitment, as well as a factor that sets us apart from other companies. In addition to complying with regulatory requirements, we strive to anticipate and exceed them, in order to be an attractive and inclusive company to work with and for.

Reaffirming our commitments

In line with the Paris Agreements, we are working towards a controlled trajectory to achieve carbon neutrality in 2050. To do so, we have developed a methodology for calculating our global footprint and we exhort our suppliers and partners to join us in this process.

We have set ourselves high goals with respect to working conditions in order to attract, motivate and retain employees and accelerate change on the issues of diversity, equity and inclusion. **Our ambition is to be recognized as an employer of choice by 2025, with inclusion at the heart of our management practices and our organization.** We reaffirm our ambition to accelerate changes towards gender balance and we have set a target of having 34% women among the Group's top 100 executives by 2030.

As a trusted partner to local authorities, we reaffirm our commitment to **being a leader in the areas of safety and security and a major player in the inclusive economic and social development of communities by 2030.** Finally, ensuring long-term and responsible growth requires us to make our ethics and compliance approach both an essential requisite and a performance enabler.

Strengthening our CSR governance

Our responsibility approach is an integral part of our strategic and decision-making processes. At the Executive Committee level, CSR is implemented by the Human Resources and CSR Directions. We have continued to strengthen our CSR governance and to ensure that our commitments are implemented, we formally grounded on several circles of collaboration:

- **The CSR Committee of the Board of Directors.** This committee was set up in 2022 and met three times to discuss issues of diversity, equity and inclusion, safety and environment.
- **The CSR Strategic Committee:** this committee is made up of three members of the Executive Committee and steers our non financial performance. It meets on average twice a year.
- **The Extended CSR Strategic Committee:** this committee is made up of the CSR Strategic Committee members plus two country CEOs and the Communications Direction. It meets once a year to discuss the progress of our strategic CSR commitments.

- **The CSR Corporate Committee:** the finance, environment, purchasing, HR, safety, security, communications and business development departments are represented on this committee. It coordinates the non-financial reporting process and is supported by the work of a network of officers in all Group subsidiaries.
- **The International CSR Community,** which comprises the CSR officers in the countries where the Group does business. Its role is to establish the CSR roadmaps for each country and deploy policies and tools that enable achieving the Group's CSR commitments and objectives. The community meets monthly to share progress and best practices that feed the Group's collective CSR expertise for the benefit of communities.
- **The CSR Department,** which coordinates these various bodies and oversees the Group's CSR roadmap.

Deploying our CSR trajectory

In 2022, the Transdev Group established a CSR trajectory in line with the expectations of all its stakeholders. It is grounded on six key commitments: **global carbon footprint; global safety and security; work conditions to attract, engage and retain; diversity, equity and inclusion; social and economic development of communities; ethics and compliance.**

For each of these commitments, the Group has defined an ambition and a trajectory. This trajectory and our roadmaps are in line with the objectives of the UN's Sustainable Development Goals, in particular the following objectives:



Our CSR trajectory

CSR COMMITMENTS	2022	2023	2025	2030
GLOBAL CARBON FOOTPRINT	VISION SCOPE 3 Design and deployment of the Group methodology for calculating our global carbon footprint		New commitments defined across the entire value chain	Oversight of our global carbon footprint
GLOBAL SAFETY AND SECURITY	Strengthening the Group's safety and security policies	Strengthening our leadership and behavioral practices	Alignment of SMSs with international standards (e.g. ISO 45001, EFQM)	Coordination of a proactive safety and security culture
WORK CONDITIONS TO ATTRACT, ENGAGE AND RETAIN	Structuration of HR programs	Deployment of programs to enhance the appeal of our company and retain employees	Oversight of HR performance	Continuous improvement in employee engagement
DIVERSITY, EQUITY AND INCLUSION	Launch of the Group's diversity, equity and inclusion manifesto and charter	Deployment of the Group's diversity, equity and inclusion roadmap	Setting new diversity goals	Being an inclusive leader
SOCIAL AND ECONOMIC DEVELOPMENT OF COMMUNITIES	Structuring the Group's social value proposition and implementing the action plan		Deployment of the social value proposition in all Group countries	
ETHICS AND COMPLIANCE	Updating the Code of Ethics and compliance	Updating our ethics and compliance management system (ECMS)	Making ethics and compliance a performance enabler	

Incorporating CSR into all our activities

Transdev continues to deploy its CSR policies, programs and initiatives within the framework of its strategic commitments to achieve the objectives set by the Group for 2025 and 2030.

Our achievements and progress to 2022 are described in the following sections of this report.

Evaluating our process

In 2021, we appointed Ecovadis to evaluate our entire CSR process. The Ecovadis rating assesses the quality of a company's CSR management system based on its policies, actions and results, focusing on four main areas: the environment, social and human rights, ethics and responsible purchasing. We obtained "silver" certification, which places us in the top 25% of the best performing companies in our category in terms of CSR, with standout performance in the area of responsible purchasing.



In 2022, Thierry Mallet, Group CEO, reaffirmed our support for the principles of the United Nations Global Compact. Since 2015, our annual reporting has been certified "Advanced" by the Global Compact. This is the highest level of reporting under the Global Compact, which aims to create a standard of excellence in CSR performance and promote transparency.

In the countries where we operate, our entities are working to have their performance and the quality of the processes they have implemented recognized and certified. For example, in 2022 this was the case in Morocco. Following an Integrated Management System (IMS) audit, Transdev Rabat-Salé obtained a favorable opinion for four certifications: Safety (ISO 45001), Quality (ISO 9001), Environment (ISO 14001) and Energy (ISO 50001). In addition, the ISO 26001 certification of Transdev Rabat-Salé's responsibility process is at an "Advanced" status.

In the Netherlands, Transdev has carried out its own materiality analysis in order to develop a solid CSR strategy tailored to local specificities. This is a first for Transdev at country level.

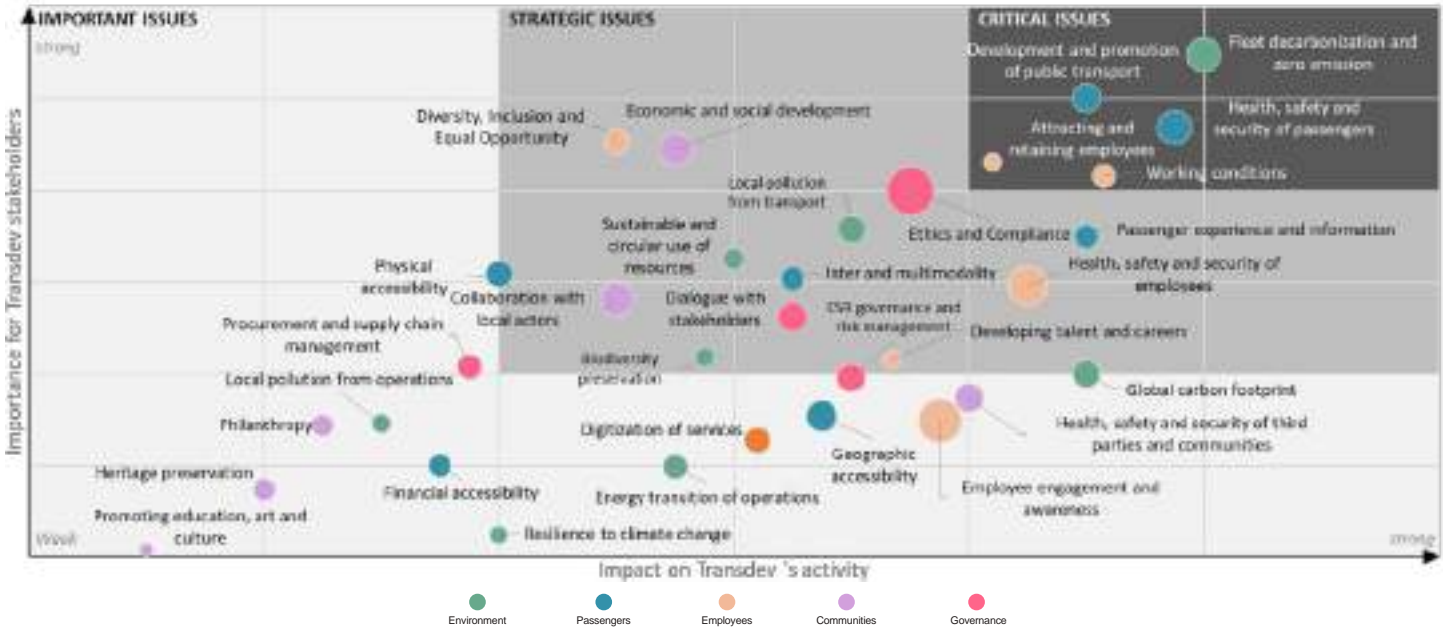
Transdev Netherlands has also undertaken the CSR Performance Ladder process, a Dutch CSR management and certification system. It is inspired by international standards (ISO 26000, ISO 9001:2015, AA1000, GRI) and focuses on 31 aspects and on the implementation of a stakeholder consultation system. Transdev Netherlands aims to reach Level 3 in the first quarter of 2023.

In Australia, Transdev Sydney Light Rail was the first light rail operator to register for an operational sustainability rating with the Infrastructure Sustainability Council (ISC), the leading infrastructure sustainability organization in Australia and New Zealand. The Sydney Light project was awarded an "Excellent" rating by the ISC.

Currently, we are preparing to implement the **Corporate Sustainability Reporting Directive (CSRD)**, which was adopted on November 10, 2022 by the European Parliament, and which amends the non-financial reporting requirements of the 2014 Non-Financial Reporting Directive (NFRD). The implementation of this directive will require us to provide more detailed information on our environmental, social and human rights impacts.

Identifying and meeting our non-financial challenges

Transdev's materiality matrix



Our 32 CSR issues were identified by the community of CSR representatives of all Group countries and validated by our expert partner, BL Evolution. In 2021, these issues were prioritized by analyzing 63 in-depth qualitative interviews conducted in eight Group countries (France, USA, Germany, Netherlands, Sweden, Australia, Canada and Ireland). The impact of these issues on our business model was established in conjunction with the Group Executive Committee.

- Environmental issues:** more than ever Transdev is expected to be an active player in the ecological and energy transition. In the communities we serve, the Group contributes to the ecological transition by decarbonizing its fleet, reducing pollution and using resources sustainably.
- Passenger health, safety and security:** this is and remains the priority, particularly in view of the public health issues currently facing our societies. Today, this is Transdev's priority for all: our passengers, our employees and our external stakeholders.
- Expanding and promoting public transportation:** a catalyst for the ecological transition in the communities we serve, public transportation is one of the answers to the social challenges facing our societies; developing a multimodal and accessible offer contributes to meeting the challenges of inclusion and equality in all communities.
- Employment challenges:** ensuring the appeal of our jobs, recruitment and employee working conditions are issues that have acquired new prominence as a result of the health crisis. Most of Transdev's teams were on the front line and were the first to be impacted by the health situation and the associated restrictions. Ensuring good working conditions for employees in the context of the transformation of the mobility sector underway is a major challenge.

In 2022, we once again carried out an in-depth analysis of our non-financial (CSR) risks. The method used to identify and prioritize these risks is described in the methodological note. The analysis method was adjusted and the risks of anti-competitive practices, tensions in the hiring of maintenance technicians and drivers, and the pandemic were added to the risks studied. This analysis confirmed our choice of environmental, social and governance priorities.

Our strategic CSR commitments



- 1** Our Stakeholders
- 2** Our CSR Commitments
- 3** SDGs related to CSR Commitments

Management of our non-financial performance

	FIELD	CHALLENGES	SIGNIFICANT RISKS	POLICIES AND ACTION PLANS	COMMITMENT	KPIS	TARGET
ENVIRONMENT		<ul style="list-style-type: none"> Decarbonization of our fleet and zero emissions Local pollution from transportation Sustainable and circular use of resources Global carbon footprint Preserving biodiversity Energy transitions of operations Resilience to climate change 	Gradual air pollution	Environmental policy + Our actions and programs in support of the energy and ecological transition and to fight against climate change	<ul style="list-style-type: none"> Contributing to the reduction of CO₂ emissions in communities. Reducing congestion and preserve air quality from local pollution. Increasing our non-diesel fleet in response to the depletion of fossil resources. Commitments made to communities through partnerships to preserve nature and biodiversity. 	GHG emissions kg/100km traveled	Reduce the carbon intensity of our fleet by 30% by 2030 (base year: 2018)
			Regulatory and contractual non-compliance in environmental matters			Pollutant emissions g/100km traveled	Decrease compared to year "N-1"
			Accidental/gradual ground pollution			Alternative fleet percentage: non-diesel road fleet (CNG, biogas, electric, biofuel, hydrogen)	50% increase in the alternative fleet by 2030 (base year: 2018)
PASSENGERS		<ul style="list-style-type: none"> Passenger experience and information Financial, physical and geographic accessibility Inter- and multimodality Health, safety and security of passengers Digitalization of transport services Developing and promoting public transportation 	Serious train and bus accidents	Health and Safety Policy	<ul style="list-style-type: none"> Strengthening governance and compliance, improving health and safety performance. Applying strict sanitary measures in our vehicles and stations to combat Covid-19 to ensure the safety of our passengers and the public. Implementing all resources necessary to protect the health, safety, security and tranquility of passengers. 	Major accident rate	Each day, we do everything possible to achieve our goal of zero accidents.
			Assaults on passengers Terrorist attack	Security Policy		Rate of physical assaults on passengers	Ensuring a safe travel environment
EMPLOYEES		<ul style="list-style-type: none"> Working conditions Health, safety and security of employees Diversity, inclusion and equal opportunities Developing talent and careers Employee acquisition and retention Meaning of our activity shared by employees 	Workplace accidents	Health and Safety Policy	<ul style="list-style-type: none"> Strengthening governance and compliance, improving health and safety performance. Promoting a positive and proactive culture of wellbeing and safety. Implementing all resources necessary to protect the health, safety and security of employees and subcontractors. 	Lost time injuries frequency rate	Annual performance targets
			Assaults on employees Terrorist attack	Security Policy		Lost time injuries severity rate	Ensuring a safe travel and work environment
			Absenteeism and low employee commitment (including psychosocial risks)	Engagement Policy + Talent Management and Learning Programs + Diversity, Equity and Inclusion Program		Lost time injuries frequency rate due to assault	
			Poor skills planning			Lost time injuries severity rate due to assault	Share of countries covered by a national security officer relative to the total number of countries in the consolidation scope
COMMUNITIES		<ul style="list-style-type: none"> Collaboration with local players Economic and social development Promoting education, arts and culture Health, safety and security of third parties and communities Heritage preservation Philanthropy 	CSR claims against a supplier	Sustainable Procurement policy	<ul style="list-style-type: none"> Raising awareness among our suppliers and subcontractors to sustainable initiatives. Ensuring they undertake to comply with our ethical principles. Taking into account their commitment to responsible business. Assessing the relationship with our suppliers. Monitoring implementation of our policy in Group countries. 	Percentage of master contracts > € 1 million that incorporate the Suppliers' Charter	Incorporation of the Suppliers' Charter into all contracts with a value over € 1 million.
			Failure to respect human rights	Fundamental rights policy + Data Privacy Policy + Ethics and Compliance Management System (ECMS)		Annual percentage of projects approved by the GEC* for which human rights risks have been assessed and reduced to an acceptable level	100% of projects approved by the Group Engagement Committee
Personal data breach	Protect personal data of our stakeholders	100% of countries covered					
Corruption	Zero tolerance for corruption	Percentage of managers trained in anti-corruption measures every sliding 3 years	100% of managers trained at least every 3 years				
Anti-competitive practices	Currently covered by Transdev's ECMS						
GOVERNANCE		<ul style="list-style-type: none"> Business ethics Risk management and transparency Dialogue with stakeholders Procurement and logistics management 					

Pandemic

III. TRANSDEV, A SUSTAINABLE MOBILITY PLAYER



Photo : Transdev Group

III. Transdev, a sustainable mobility player





Acting for the environment and the climate

According to the International Energy Agency, the transportation sector accounts for over one-third of global greenhouse gas emissions – mainly due to its dependence on fossil fuels – and 40 to 60% of these emissions are due to the use of private vehicles. Abandoning the “car is king” model is crucial. Promoting public transportation and modal shift, and decarbonizing our vehicle fleet are major priorities in our fight against climate change.

Our ambition is to make a significant contribution to achieving carbon neutrality by 2050. To achieve this objective, **we continuously deploy significant resources through our “Moving Green” environmental strategy**, which formalizes our commitments and concrete actions.

We have made it a priority to support communities in their efforts to achieve sustainable low-carbon mobility. We mobilize the full range of our expertise to help our clients choose appropriate mobility solutions and provide genuine alternatives to individual mobility. We are Europe’s leading zero-emission mobility operator and, each day, we develop energy solutions for cleaner travel.

Finally, on a day-to-day basis, we take all possible measures to control our environmental impact and raise awareness among all our employees about the challenges of sustainable mobility.

FIELD	CHALLENGES	RISKS
   	<ul style="list-style-type: none"> Decarbonization of the fleet Local pollution Sustainable and circular use of resources Global carbon footprint Preserving biodiversity Energy transition transitions of operations Resilience to climate change 	<ul style="list-style-type: none"> Accidental / gradual ground pollution Gradual air pollution Regulatory and contractual non-compliance in environmental matters

Our “Moving Green” environmental strategy

In 2019, the Transdev Group made ambitious carbon reduction commitments to be achieved by 2030, aligning us with the Paris Agreements.

Building sustainable mobility requires, first and foremost, convincing as many people as possible to choose public transportation, by improving the customer experience and adapting our offer to passengers’ needs (multimodal options, attractive and comfortable conditions, transportation on demand, deployment of Mobility as a Service, etc.). It also requires decarbonizing our vehicle fleet by deploying alternative energies (electric, biogas, hybrid and hydrogen vehicles).


Since 2020, our “Moving Green” strategy has formalized our commitments and concrete actions:

- Reduce the carbon intensity of our fleet by 30 % by 2030 (base year 2018);
- increasing our alternative vehicle fleet by 50 % by 2030 (base year 2018) – which already consists of 11% compressed natural gas (CNG) and biogas, 3% biofuel and 3% electric.

To achieve these goals, we support our clients in deploying efficient, low-carbon transportation networks, we offer intelligent financing solutions to engineer the energy transition, and we leverage our expertise and experience, in particular our zero-emission know-how.

Our “Moving Green” strategy is deployed on all continents thanks to the commitment of its local teams. The majority of Group countries has made political commitments to reduce GHG emissions by 2030. Four of our countries have aligned their policies with the Group’s climate commitments: France, Australia, New Zealand and the United States.

Transdev’s roadmap to align the environmental impact of its value chain with the Paris Agreements

	2018	2022	2023	2025	2030
					
SUPPLIERS		Scope 3 measurement		Commitment of our suppliers to a responsible approach	Emissions per km down 30 % since 2018
OPERATIONS Scopes 1 & 2	1,93* MtCO ₂ e	Energy transition commitment for our fleets <i>emissions per km down 30 % between 2018 and 2030</i>	Footprint measurement per passenger transported	Renewal of the climate commitment of our operations on a passenger per km basis New commitments defined across the value chain	Commitments across the value chain, aligned with the Paris Agreements
COMMUNITIES		Estimated emissions avoided		Promotion of Public Transit to our clients as a catalyst for decarbonization	50 % more alternative vehicles since 2018
Decarbonization of transportation	Proposed alternatives to the private car: CO ₂ avoided due to modal shift				

* CO₂ footprint for 2018 (year of reference)

Our environmental policy

Controlling our environmental impacts requires analyzing the significant risks inherent in our due diligence duty and our compliance with Directive 2014/95/EU of the European Parliament. This in-depth study highlighted our main environmental risks:

- gradual air pollution: climate and air quality issues;
- gradual and accidental ground pollution in the areas where we operate;
- Regulatory and contractual non-compliance in environmental matters.

We have adopted an approach that aims to preserve ecosystems in the long term by focusing on the following main areas:

- **Minimizing our environmental impact by implementing our Environmental Management System (EMS)**, Transdev is committed to continuous improvement. The application of our policy and compliance with our commitments are monitored and verified annually (number of entities in compliance with Transdev's EMS criteria, percentage of the environmental policy deployed in each Group subsidiary, percentage of ISO 14001-certified sites).
- **Ensuring compliance** : through our continuous improvement approaches, experiments and pilot initiatives, Transdev complies with environmental regulatory requirements or seeks to exceed them and provide environmentally friendly mobility (number of instances of non-compliance/number of contracts);
- **Making a commitment through effective communication**: we promote the highest level of environmental excellence and sustainable development in our business practices (responsible driving, route optimization, etc.) and through our communications aimed at passengers, in particular through multimodal information systems that provide passengers with all information they need to complete their journey door to door using various transportation modes (changes in GHG emissions kg/100km traveled).

Our environmental management system

We monitor our environmental impacts and apply a quality approach to our processes and the certification of our infrastructures. Our Environmental Management System (EMS) enables us to detect and measure the environmental impact of our services with a view to continuous improvement.

This system has been implemented by many of our entities and adapted to local specificities.

Through our EMS, we monitor our environmental impacts (local pollution, energy consumption, carbon emissions, water and waste management), ensure regulatory compliance, and achieve Transdev's environmental policy objectives.

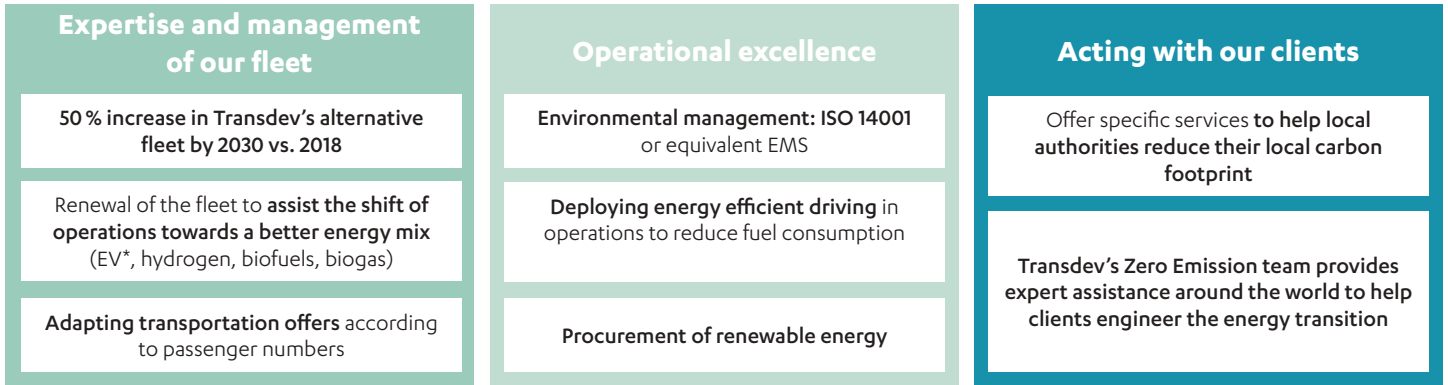
In France, this approach is reinforced by the FACE (Fundamentals, Continuous Improvement and Excellence) internal certification, a genuine quality management tool for our networks. To date, 104 entities have been certified (with the assistance of Bureau Veritas, an independent entity).



Our action principles

Mobilizing at all levels

Mobility operators, local authorities, public utilities, infrastructure providers, equipment manufacturers and citizens are all key stakeholders in the ecological transition of communities. Consequently, the Transdev Group listens, shares and engages in dialogue with its ecosystem. We are convinced that accelerating this transition will require a collective effort.



At the political level, we take part in the public debate and take all measures to align ourselves with undertakings made, such as the Paris Agreements, and to comply with applicable laws. This is particularly the case in Europe, where the European Union adopted the Taxonomy Regulation in 2020. This text is in line with the objective of achieving carbon neutrality by 2050 that was established in the European Green Deal. The Taxonomy aims to redirect capital flows towards sustainable investments, promote long-term transparency, and incorporate the concept of sustainability into risk management. For these purposes, the Taxonomy Regulation establishes reporting obligations based on a classification system for non-financial and financial companies.

In accordance with this regulation, we have rolled out our "Moving Green" strategy and strengthened our reporting processes.

In all countries where the Group operates, we are committed to contributing to the quality of life in communities, to dealing with the depletion of fossil resources and to protecting biodiversity. This requires reducing our CO₂ emissions, controlling the risks of pollution in the communities we serve, decarbonizing our vehicle fleet, and setting up partnerships to protect nature and biodiversity.

At the national level, the Netherlands has made even more ambitious commitments, in line with its governments' undertakings. Transdev Netherlands, which includes the Transdev/Connexion OV, Connexion Taxi Services and Witte Kruis operating divisions, endeavors to reduce its CO₂ emissions as much as possible. Its revised targets for the period 2022-2025 are:

- At least 50 % of the commercial public transportation fleet powered by electricity or hydrogen;
- Total annual gas consumption of buildings and facilities reduced by 10%;
- Total annual electricity consumption of buildings and facilities reduced by 30 % compared to 2019.

For our employees, in 2022, the Transdev Group developed an e-learning module to raise awareness of current global environmental issues. The Environmental Awareness course covers the role of the transportation sector, as well as the Group's strategy, ambitions and solutions for reducing its environmental impact. In 2022, **1,225 employees** completed this online module.

Finally, **within the transportation industry,** we participate in working groups and put our expertise at the service of the collective good. To accelerate the transformation of the sector, our actions focus on four priorities: encouraging modal shift, developing public transportation services in urban and peripheral areas, ensuring an inclusive energy transition, and adapting to local specificities.

Mobilizing to serve passengers

Encouraging modal shift to reduce emissions

Cars are currently the dominant transportation mode in the countries of the European Union, with an average of less than two persons per car**. The environmental impact of public transportation is in all cases much lower than that of private transportation. Our activity enable us to reduce the carbon footprint of the public transportation sector, but also to reduce road traffic and the massive emissions it generates. Our first catalyst in favor of the environment is to attract passengers:

- by encouraging dialogue with our clients and local actors driven by our detailed knowledge of the communities we serve;
- by improving the customer experience:
 - by offering seamless travel: multimodal options,
 - by offering comfortable conditions (quality impact of energy efficient driving);
- by adapting our offer to passengers' needs:
 - with increasingly flexible solutions for the first and last kilometers (transportation on-demand),
 - adjusting our capacities in real time to daily changes in customer needs (Flowly);
- by reducing the environmental impacts of all our activities.

In addition, we inform passengers on the environmental impact of their journey, by offering comparisons between various modes of transportation (kg GHG emissions/100km traveled).

* EV: electric vehicles

** source Ademe

Thermal power ferries offer efficient, comfortable, and popular shared transportation for travelers, providing a credible alternative to driving alone. This is the case with Transdev Sweden's ferries. The M/S Rex, a ship built in 1937, ran on a mixture of diesel and biodiesel until 2020. The use of this boat avoided 50kg of CO₂eq emissions per journey, compared to an equivalent journey by private car. In addition to reducing emissions, the M/S Rex also eases traffic congestion in the Swedish capital.

The Swedish teams have furthered their objective to pursue energy transition for their activities: following a retrofit carried out in partnership with Scania, the M/S Rex is now hybrid and uses biodiesel and electricity. It can technically run entirely on electric power. However, for this to be possible, the local authorities must invest in charging infrastructure to provide shore power at the end of the line.



Mobilizing alongside public services and mobility operators

Our expertise at the service of the green conversion

Reducing economic and energy dependence on fossil fuels and accelerating the energy transition are priorities for Transdev. Our commitment is reflected in the assistance we provide to public transit authorities in converting their vehicle fleets. We have created a specific centralized unit: the Zero Emission Team. It provides expert support to our subsidiaries around the world. The Zero Emission team is made up of experts with cutting edge knowledge in the field of electric mobility and who contribute on this activity worldwide, enabling us to offer the latest technologies to our clients. The Zero Emission team coordinates the community of Zero Emissions officers in each of the Group's subsidiaries.

Developing "tailor-made" green solutions

Transdev has analyzed its clients' environmental expectations and challenges to respond appropriately to the specific constraints and strengths of each local area. Our "tailor-made" green solutions assist our clients to meet the challenges they face, as well as citizen awareness-raising, environmental efficiency and ecological and energy transition goals.

A first retrofit trial was carried out in Normandy to create the Nomad hydrogen coach. The retrofit replaces the combustion engine with an electric one powered by a battery coupled to a fuel cell. This process increases our share of clean vehicles without replacing our fleet, reduces the production of vehicles and enables us to optimize our procurement. This process was carried out using Crossway Iveco coaches (580 vehicles out of 1,750). The new engine uses 30 kg H₂/day/coach and can travel 380 km per day. This range of a zero-emission engine enables us to considerably reduce the CO₂ our transportation fleet emits into the atmosphere.

Deploying a zero-emission fleet

For and with our clients, we contribute to reducing the global environmental footprint of transportation by developing an alternative fleet. **By the end of 2022, 2,000* zero-emission vehicles (electric and hydrogen buses and coaches and 100% electric trolley buses) were on the road.**

*operating scope

Since 2015, the electrification of transportation networks has become a major issue for public transit authorities, which see it as a significant factor for a successful energy transition and for improving the quality of life in communities by reducing air pollution. We have accelerated the electrification of our bus and coach fleets, in line with the European Union's commitments under the "FIT FOR 55" plan.

In Australia, we were the successful bidders for an eight-year contract (2022-2030) to gradually replace 136 diesel buses with electric ones. By March 2022, 10 electric buses were already operating in the Sydney area.

Transdev Canada has placed 27 electric school buses in service in the Quebec City area since September 2020. By working with local vehicle manufacturers and electricity providers (Hydro-Québec), over CAD\$4.5 million were reinjected into the local economy and CO₂ emissions were reduced by 99% compared to diesel buses, thus providing local residents with an improved living environment.

Furthermore, Transdev has a fleet of 3,500 gas and renewable biogas vehicles and over 50 electric hydrogen vehicles. Our fleet of hydrogen vehicles is growing, for example in the **Netherlands** and in **France**, in Lens, Auxerre and the Toulouse Blagnac airport network.

We are committed to developing and expanding new solutions with a positive impact on communities. One example is the hydrogen ecosystems that are being developed at the regional level. They optimize the energy market through short circuits and large volumes. This is the case in Auxerre, where the AuxHYGen station has been operational since 2021. This green hydrogen production station emits almost no greenhouse gas emissions and has enabled placing five buses in service. This type of ecosystem is feasible in many cities and generates a real positive impact on the carbon footprint of the local area in question.

Participating in green financing

Managing climate challenges requires significant investments. Through their financing, public and private investors support projects classified as "sustainable" or "green".

In France, the Région Sud regional authority awarded Transdev the operation of the Marseille-Toulon-Nice regional rail line starting in the summer of 2025. This line accounts for 10% of the regional service offer. The project will be firmly committed to the ecological transition: traction energy will be 100% green and French through the purchase of green certificates from the electricity supplier chosen by Transdev. The purchase of these green certificates will help support the production of green electricity. The network's operators will also be trained in energy efficient train operation techniques.

Electric buses in western Sweden

In Sweden, we received our first green financing of €117 million for the purpose of putting nearly 300 new electric and biofuel buses into service. Thanks to this funding, we have the largest fleet of electric buses and are now the largest bus operator in Gothenburg and the surrounding area. Annual ridership on this network is estimated at over 71 million passengers per year.



Mobilizing for the sustainable development of communities

Acting to preserve and protect ecosystems

As a global mobility integrator and trusted partner of local authorities, we are actively involved in the communities we serve to help them achieve their environmental goals. Since 2016 in France, **Transdev has partnered with CDC Biodiversité**, a Caisse des Dépôts Group subsidiary, through the Nature 2050 program, which focuses entirely on actions to promote biodiversity. The goal of the program is to protect and preserve our ecosystems. This partnership reflects our locally focused policy and involvement by protecting and restoring local ecosystems. Through this partnership we have committed to restoring **over 62.000 m²** of green spaces in the communities where Transdev operates, thus ensuring they are preserved until 2050. In 2021, we took an additional step to formalize our commitment by signing a master agreement with CDC Biodiversité in France to work alongside local authorities in supporting concrete actions to protect biodiversity.

Promoting the circular economy

We promote a **circular economy approach** that is respectful of the environment. In addition to shifting alternative mobility, the circular economy model must be integrated throughout the production and life cycle of current means of transportation.

The sorting of waste, whether or not hazardous, is a requirement in our networks. To meet this obligation, different bins are available. In order to track the waste until its end of life, we also monitor the treatment of our waste using tracking slips for hazardous and non-hazardous waste, in compliance with the regulations. We have developed master contracts that enable our entities to take advantage of our national networks of suppliers, thereby ensuring a standardized level of waste treatment - for example for the treatment of our waste oils, aerosols, soiled rags, etc.

Our analyses confirm the importance local governments ascribe to the circular economy and its ability to build richer, more resilient and thriftier communities. For example, in 2020, in Brisbane, we set up a photovoltaic energy production center that enables solar-powered vehicles to maximize their range. As a result, our energy is produced and consumed locally, for 100% zero-emission travel within the city. This expertise, derived from our Smart Grid management experience, contributes significantly to achieving the objectives set by the public transit authorities.

Our Key Performance Indicators

KPIs	2018*	2021	2022	
Rate of entities that experienced accidental pollution during the year	1.6 %	1.8 %	1.25 %	
GHG emissions kg/100 km traveled ⁽¹⁾	95.1	88.5	85.7	
Alternative fleet percentage ⁽²⁾ : non-diesel road fleet (CNG, biogas, electric, biofuel, hydrogen)	12.2 %	14.8 %	17.1 %	
Low-emission fleet rate ⁽³⁾	54 %	61 %	69.9 %	
Pollutant emissions g/100 km traveled	CO	74.1	44.4	41.2
	NOx	1224.6	913.2	825.2
	PM	8.1	4.9	4.3
	HC	NC ⁽⁴⁾	12	10.8

⁽¹⁾ Excluding maritime activities. The Group's carbon intensity for 2022 would be 89.98 kg/100km, including maritime activities.

⁽²⁾ Alternative fleet definition: non-diesel buses and coaches ie. CNG, biogas, electric, biofuel, hydrogen.

⁽³⁾ Low-emission fleet definition: fleet with low greenhouse gas or pollutant emissions ie. Euro VI, hybrids, CNG, biogas, electric, biodiesel, hydrogen. In 2022, this indicator has not been audited as it is replaced by the alternative fleet.

⁽⁴⁾ NC: Not calculated. Indicator not covered by the audit in 2018.

*2018 base year

The performance indicators presented above have been sized in line with the significant impacts of our business.

We operate a fleet equipped primarily with internal combustion engines, which have two impacts:

- an impact on global warming through a significant carbon footprint (GHG);
- an impact on air quality by generating pollutants: carbon monoxide (CO), nitrogen oxide (NOx), microparticles (PM) and hydrocarbons (HC).

We are therefore monitoring these indicators very closely in order to minimise our impact. We observe a decrease in our carbon intensity of 3.2% between 2021 and 2022 and 9.9 % between 2018, our base year, and 2022.

This reduction has been enabled by the progress of our energy transition and the increase in our alternative buses and coaches between 2021 and 2022: **236 CNG, 199 biofuels, 96 biogas and 12 electric.**

In response to the global energy crisis in 2022, Transdev implemented an energy performance strategy in operations (equipping vehicles with energy efficient driving boxes, raising network awareness, reducing heating energy, etc.). These energy efficiency projects, coupled with the increase in the share of alternative energies and our fleet of electric vehicles, has led to reduced CO (7.2%), NOx (9.6%), PM (12.2%) and HC (10%) emissions

Committing to sustainable mobility in our day-to-day lives: our partnership with ADEME

ADEME, the French Ecological Transition Agency, and Transdev have worked together for several years on a number of projects and calls for projects to develop innovative and sustainable everyday mobility solutions and to promote local ecological planning. For the first time in 2022, they entered into a partnership agreement to increase the impact of their collaboration. This agreement focuses on three main priorities:

- Supporting the decarbonization of public transportation fleets: the aim is to jointly develop the most efficient financial tools to assist the greening of road, rail and maritime vehicle fleets and the use of low or very low emission engines.
- The institutionalization of the relationship between ADEME and Transdev at the local level: the goal is to facilitate and encourage discussions, field visits and synergies between the teams on common themes. The objective for both parties is to jointly meet the challenges local authorities face to achieve the ecological transition of mobility.
- Launching new studies or joint research projects: impact of systems for linking active mobility and public transportation; study of the environmental performance of public transportation offers depending on use and engine type; continuing the work undertaken on the acquisition and processing of data on usage of mobility practices.

Key figures

17.1%

alternative vehicles
Access to Resources

+62,000 m²

of land restored
and preserved by 2050
Preservation of ecosystems

9.9%

reduction in the carbon intensity
of the fleet already achieved
Climate

-33%

of NOx between 2018 and 2022
Public Health

Achievements

Deploying electric solutions tailored to the communities

In April 2022, in Colombia, Transdev and its partner Fanalca launched the largest electric bus operation outside China. Built in just 10 months, the depot covers an area of over 40,000 m², has 406 electric buses, 7 electric substations, 119 charging stations and 381 chargers (also called “dispensers”).

This project contributes to reducing the CO₂ emissions of the Bogotá bus network (24,000 tons saved each year compared to the operation of a fleet of thermal diesel vehicles), and also generates employment (over 1,200 jobs have been created).



Giving a second life to electric bus batteries

The Dutch bus manufacturer VDL Bus & Coach and the German energy company RWE will give a second life to the batteries of the 43 electric buses that Transdev operates in Eindhoven in the Netherlands. The objective of this project, called “Anubis,” is to offer a sustainable reuse solution for batteries that still have enough capacity to be used for stationary applications. Used batteries are used as energy storage systems before being recycled. The 43 batteries, with a total storage capacity of 7.5 megawatts, will be connected to a battery in the RWE power plant in Moerdijk. In addition, due to their fast response time, battery systems stabilize the power grid. This project actively contributes to reducing CO₂ emissions. The experience gained should lead to large-scale deployment and contribute to the development of new circular economy solutions in the Netherlands.



Quantifying our indirect emissions: the “Vision Scope 3” project

Carbon accounting classifies companies’ emissions into three categories, called “scopes,” which are used to assess their carbon footprint throughout the value chain.

- **Scope 1** refers to emissions emitted directly by the company;
- **Scope 2** refers to the company’s indirect emissions from energy, such as electricity;
- **Scope 3** refers to the company’s other indirect emissions. This third category corresponds to emissions from our suppliers (upstream Scope 3) and our clients (downstream Scope 3).

Taking into account these Scope 3 emissions provides us with a global picture and fuller understanding of our contribution to the transition to carbon neutrality. Therefore, in July 2022, we launched the “Vision Scope 3” project, which aims to quantify Scope 3 emissions and identify the various tools for reducing them. Three countries were included in this project: France, the Netherlands and Australasia

IV. TRANSDEV GUARANTEES SAFE MOBILITY



Photo :Geber86@ Transdev Group

IV. Transdev guarantees safe mobility

Protecting the health and safety of all

Health, safety and security are at the core of our responsibilities as a first priority. They are the essential foundation for the trust our employees, passengers and the communities we serve place in us. "Safety first and foremost" is Transdev's priority and enables us to build, day after day, a relationship of trust, respect and partnership with our clients, passengers and teams.

This is a fundamental aspect of the Group's common culture, coordinated by our Executive Management and supported by our safety departments in the Group and countries. To achieve operational excellence in health and safety, we focus on four strategic priorities:

- developing and deploying the Transdev Group's Health and Safety Policy;
- strengthening Transdev's health and safety governance and compliance;
- improving health and safety performance;
- promoting a positive and proactive culture of safety and wellness.

FIELD	CHALLENGES	RISKS
	<ul style="list-style-type: none"> ▪ Health and safety of passengers ▪ Health and safety of employees 	<ul style="list-style-type: none"> ▪ Serious train accidents ▪ Serious bus accidents ▪ Workplace accidents

Our Health and Safety Policy

Transdev's Health and Safety Policy sets out our commitment and approach to managing health and safety issues, including the responsibilities of management and employees.

A dedicated organization: the Group Safety Department

The Group Safety Department establishes our policy, monitors its implementation and promotes a positive and proactive safety culture. Each quarter, a consolidated safety report by country is produced, as well as a Group report with key indicators that highlights improvements. Safety performance is reviewed with the management in each country and action plans are put in place to quickly remedy any non-conformities.

Our safety management system

Transdev Group has designed its Safety Management System (SMS) based on its many years of experience as a transportation operator. It provides a structured management approach for identifying, monitoring and controlling health and safety risks in our operations. Our operations must comply with the Group's SMS, which establishes requirements in the following areas: organization, leadership and commitment, planning (including hazard identification and risk assessment), communication and consultation, documentation and follow-up, measurement, analysis and assessment of safety performance.

Our SMS is consistent and compatible with the ISO 45001 standard. Regular and rigorous internal and external audits are conducted in all entities to ensure it is effectively implemented.

Health and Safety community

The Group's Safety Department coordinates the internal community of health and safety managers. It convenes them periodically to exchange best practices and provide feedback on safety events. In 2022, the community continued to work together to share industry safety practices, new innovative solutions and emerging safety risks across the Group's operations. This work is carried out in partnership with our employees, employee representatives and public transit authorities with the goal of reducing health and safety risks for all. In September 2022, the Health and Safety seminar organized by the Group Safety Department for all country Safety Directors focused on the fire prevention program, in collaboration with the Group's Insurance and Prevention Department, as well as on our first half safety results.

Integrate pandemic risk management into our operations

In 2020, the Group's Safety Department initiated the "Back on Track" plan, which sets out the best practices and health measures to be followed, and since then has worked with the entire Health and Safety community to ensure its operational implementation. Each country remains mobilized on a day-to-day basis to deploy and apply health guidelines, in line with local authorities, in order to protect its passengers and employees.



Improving our data: a more complete monthly report in Germany

Following a collaborative pilot project between the Group's Safety Department and the German Safety team, a new automated safety report (based on Power BI) was developed. The German local entities, regional divisions and national management now receive this new report automatically by email each month. Depending on local activities, it may contain up to 53 safety indicators.

Transdev's 10 safety principles

Transdev's 10 safety principles are the product of the collaborative work of the Health & Safety community, with the contribution of the local entities. This global initiative underscores that these safety principles are non-negotiable aspects of Transdev's operations, at all levels of the company. The 10 principles, which have been made available in a variety of formats (posters, flyers, cards and videos), guide the actions and decisions of our employees and their managers.



Our safe driving program

We offer training and technological solutions to assist drivers in adopting safer driving techniques, such as smooth acceleration, gentle braking and maintaining a safe distance between vehicles. These initiatives have contributed to a reduction in the frequency of accidents.

Developing a common culture: World Day for Health and Safety at Work

This year again, the Transdev Group manifested its commitment to the World Day for Safety and Health at Work, which was held on April 28, 2022. The Group's countries joined this initiative and launched their campaigns to communicate with their employees on safety issues. For example, in Morocco, Transdev Rabat-Salé focused on preventing accidents and occupational illnesses by holding 15-minute safety sessions to raise employee awareness of the importance of protection and prevention. Other actions were carried out throughout the month to remind employees of safety guidelines.



Our Key Performance Indicators

KPIs	2021	2022
Lost time injuries frequency rate (Number of work-related accident resulting in medical leave/total annual hours worked X 1,000,000)	20.82	20.68
Lost time injuries severity rate (Number of days lost following a work-related accident/total annual hours worked x 1,000)	1.84	2.19
Major accident rate (1 fatality (non-suicide/non-natural death) and/or 3 injured and hospitalized/total annual kms x 1,000,000) Number of major accident	0.02 31	0.03 54

Transdev manages its safety performance by focusing on these three critical key performance indicators (see above). In 2022, Group's operation has recovered to almost pre-pandemic levels. Our lost time injuries frequency rate has reduced as a result on a focus on incidents' root causes and taking corrective actions to reduce the safety risks. Our total lost time injuries severity rate has increase due to historical incidents that occurred in previous years. Transdev will continue to be proactive in the management of the health and safety of our employees, passengers and communities.

Key figures



Achievements



Raising awareness of health and safety issues: regular communications in the United States

In the United States, every two months, communications highlight health and safety issues. While riding public transportation, at the office or at home, these communications help employees and passengers keep health and safety issues in mind and take appropriate actions. In 2022, issues included pedestrian safety, school bus safety, preventing collisions with cyclists and summer heat.

Road safety training: a driving simulator in the Netherlands

In the Netherlands, Transdev Academy is dedicated to training new drivers, with a particular focus on safety training. Innovative educational tools are available, such as a driving simulator. A mobile seat offers the possibility of trying out different types of buses and environments. The simulated driving is very close to the actual experience. A new train simulator is also operational at the Dutch headquarters in Hilversum. These technological tools ensure a better user experience and further enhance safety for Transdev employees and passengers.




Preventing accidents: behavioral safety training in the UK

In Heathrow, in the UK, behavioral safety training has been rolled out. This training is based on the principle that, depending on personality type, it is possible to predict how a person might get injured and to tailor advice accordingly. The behavioral approach was an eye-opener for the employees who received the training, who were able to identify and understand how behaviors can impact their safety and that of others. This behavioral safety training, along with greater communication, enhances safety performance.

Protecting our passengers and employees

The security of our passengers and employees is a crucial issue. We undertake to protect our passengers and employees from malicious acts that, in particular, threaten their physical integrity, as well as ensuring their sense of security.

Identifying security risks, assessing their significance and implementing a suitable response require a global and operational approach. To do so, we put in place human, technical and organizational measures aimed at ensuring a safe travel and working environment. We have established a security policy and are adopting concrete measures that actively contribute to increasing security in transportation.

FIELD	CHALLENGES	RISKS
	<ul style="list-style-type: none"> ▪ Safety of passengers ▪ Safety of employees 	<ul style="list-style-type: none"> ▪ Terrorist attacks ▪ Assaults on employees ▪ Assaults on passengers

Our security policy

The Transdev Group’s security policy sets out our collective approach to ensuring the security of the people and property for which we are responsible. It focuses on four priorities:

- local security management in close cooperation with local institutions;
- passenger awareness to increase prevention of the main security risks;
- the compliance of security actions, methods and tools with the Group’s ethical principles and human rights;
- sharing best practices, through our security community, between all countries in which we do business.

Our security management system

We have a security management system (SeMS) common to all Group entities. This enables us to optimize and standardize management of all security risk particularities, as well as to rigorously assess the performance of the protection and action systems implemented locally.

We work continuously to improve and implement it. Security reporting is now accessible in a common data analysis and graphing tool (Power BI). Since December 2021, the contributing officers of each entity submit monthly reports. This increases the reliability and quality of our data and facilitates comparison between countries.

We are currently developing a formal checklist of security requirements with which all Group countries must comply. Germany is the pilot country for this project. The security requirements identified will be incorporated into the security audit criteria common to all Group countries.

In France, to improve the quality and reliability of security data, we work closely with the Infrastructure, Transportation and Marine Department (DGITM) of the French Ministry of Transportation on the Standardized Security Information Integration (ISIS) project. The Data France team is also helping to incorporate into our internal reporting tools the National Nomenclature of Rude Behavior in Transportation (NNFIT) and the definitions of rude behaviors monitored. This project, which was launched in 2021, is still in the deployment stage.

Our security community

In accordance with the Group’s security policy, a security officer has been appointed in each of the countries where we operate. The Group’s Security Department coordinates the community of country security managers and organizes regular discussions with them in order to share best practices among all our transportation networks worldwide.

Our training and awareness-raising system

Staff awareness and training is an essential prerequisite for proper operational management of our security policy.

We have developed online training on incorporating security into the operational management of our activities. This training raises awareness of security issues among the 3,000 managers and, more specifically, on managing and reporting security incidents in accordance with the Group’s whistleblowing procedures.

In France, Transdev has created a specific training module focused on preventing and handling conflict situations. The primary target audience of this module is drivers, as well as all persons in direct contact with passengers. Trainees learn and understand the mechanisms of conflict and learn to anticipate it in order to mitigate its impact. They also put into practice a range of conflict avoidance and de-escalation techniques through practical case studies. These sessions are also an opportunity for employees to share and discuss conflict situations experienced in the course of their work.

We have rolled out a specific training module for handling sexual and gender-based assaults and providing support to the victims. At the conclusion of this training, which consists primarily of workshops and role-playing exercises, trainees are able to react appropriately and identify tools for combating this type of aggression.

These initiatives are shared within the international security community and serve to inspire Group countries to develop training modules tailored to local security issues.

Our action principles

Increasing human presence in transportation

Human presence in vehicles, trains and stations is the most effective way to ensure the tranquility and safety of public transportation. This is why we have outsourced security services to private companies to bolster our security systems in numerous networks. These security agents are trained in techniques for conducting actions in confined spaces and in spaces open to the public.

Deploying technological innovations

Technological innovations increase the sense of security of employees and passengers. Therefore, Transdev is carrying out a project to make women and, more generally, all passengers, feel confident and secure in public transportation.

Based on data collected on incidents and rude behavior by internal tools and external tools, this project has two objectives:

- **feeding the databases and improving reporting of incidents and rude behavior** by diversifying the source channels (passenger crowdsourcing, recovering alert signals from vehicles, detecting risk situations by audio and video analysis, etc.). This consolidated information is also shared with local authorities;
- **providing responses to reassure and encourage the use of public transportation**, deter rude behavior and incidents, and expand the possibilities for action with the assistance of a supportive community.

Collaboration with local actors

In all countries where we operate, we develop a partnership strategy with the police authorities and public institutions. This action most often takes the form of agreements signed or the participation of security managers in training or awareness-raising sessions facilitated by law enforcement agencies. In Sweden, security managers are regularly invited by local law enforcement agencies to attend awareness-raising meetings on major issues such as combating drug trafficking, crime and recidivism, preventing radicalization and combating terrorism.

Share our expertise

To provide additional security in our vehicles and transportation facilities, and to complement the work of our security agents, we advise our clients who are public transit authorities on the study of new security strategies and, in particular, on the possibility of setting up a transportation police force or deploying private security agents in the networks. Its benefit is that it provides backup and an operational interface for crime prevention and crime-fighting missions.

Combating terrorism and preventing radicalization

In coordination with the police forces, we have adapted our vigilance and awareness-raising policy in accordance with government guidelines, depending on threat levels. In all countries where we do business, we attach the greatest importance to the quality of all employees we hire, in particular our drivers, who are in direct contact with users. In France, all applicants for a position with public transportation companies classified by decree as sensitive systematically undergo an administrative security investigation by the National Police.

Our Key Performance Indicators

KPIs	2021	2022
Lost time injuries frequency rate due to assault <i>(Number of work-related accidents due to assault/total annual hours worked x 1,000,000)</i>	2.43	3.10
Lost time injuries severity rate due to assault <i>(Number of days lost due to physical assault/total annual hours worked x 1,000)</i>	0.34	0.42
Rate of physical assaults on passengers <i>(Number of physical assaults on passengers/total million kms traveled)</i>	0.69	1.03
Share of countries covered by a national security officer / total number of countries in the consolidation scope	100 %	100 %

The resumption of activity as well as the end of the mandatory sanitary measures imposed on public transport during the health crisis, has enabled an increase in ridership from the beginning of 2022. The return of passengers to our vehicles means that the probability of an assault between passengers or against the Group's employees increased. The growth observed for the frequency and severity of recorded assaults is illustrated by a security context marked by an increase in violence, particularly visible in Europe, due to successive social and economic crises.

Key figures

100%

of the countries where we do business covered by a national security officer



1 partnership

with the French Ministry of Justice to host persons sentenced to community service

1,459

employees have registered, completed & validated the online security training since its launch in May 2021



Achievements

Security in transportation: signature of a partnership with the start-up UMay



In order to enable passengers, in particular women, to feel confident and secure on public transportation, Transdev and the start-up UMay signed an expanded partnership agreement on November 25, 2022, on the occasion of the International Day for the Elimination of Violence against Women. Under this partnership, Transdev and UMay will jointly develop

functionalities adapted to the public transportation environment. This app makes travel safer thanks to a geolocation system deployed on the urban network and supported by "Safe Places", which are identified partners in many cities in France. The UMay's Safe Places network will be expanded by automatically associating the sales agencies of Transdev partner networks. Agents will be trained on how to handle persons who feel unsafe and who come to take refuge in these safe places. Finally, this partnership will create a detailed mapping of security incidents, fed by the data obtained from reports submitted by users of the app traveling on Transdev's partner networks.

Preventing repeat offenses: signature of a partnership with the French Ministry of Justice and its Community Service Agency



On April 7, 2022, Transdev signed a partnership agreement with the French Ministry of Justice and its Community Service Agency (ATIGIP). Under this partnership, Transdev undertook to host persons sentenced to perform community service and to help them discover a

profession, acquire expertise and master interpersonal skills. The assignments proposed include maintaining buses, coaches and trains and providing information to passengers. Through these actions, Transdev participates directly in preventing repeat offenses and contributes to social reintegration through work.

V. TRANSDEV, A RESPONSIBLE EMPLOYER



Photo : François Lefebvre@Transdev Group

V. Transdev, a responsible employer

Taking care of our employees

Transdev's most valuable asset is the men and women in the company who enable each person to get around every day. We employ over 84,000 persons worldwide. As a responsible employer, we deploy our efforts in the communities to offer everyone access to our professions. Attracting the best talents and developing them within the company are among our priorities, along with promoting diversity, equity and inclusion, which are also tools for enhancing the appeal of our company externally and boosting employee engagement internally. Another key point is the need for high-quality social dialogue at all levels of the organization.

FIELD	CHALLENGES	RISKS
   	<ul style="list-style-type: none"> Employee acquisition and retention Working conditions Health, safety and security of employees Training and Social dialogue Diversity and equal opportunities 	<ul style="list-style-type: none"> Low employee commitment (including psychosocial risks and absenteeism) Poor skills planning

Our HR strategy

Our Group HR strategy focuses on the following priorities: increasing the appeal of the Group, recruiting, developing and reinforcing talent, strengthening the Group culture, and deploying tools to measure and oversee HR performance. Three fundamental principles underpin our actions: social dialogue, commitment to diversity, equity and inclusion, and corporate social responsibility.

Our dedicated organization

The Group Human Resources Department coordinates the network of country HR Departments and each country's HR Department also reports to the country manager to whom it is attached. The Group HR Department directly manages the members of the executive committees of the various Transdev Group subsidiaries. It coordinates the recruitment, compensation, annual review and mobility processes. Management of senior executives is shared by the Group HR Department, which oversees major processes such as career interviews and joint training, and the country HR Departments, which provide individual supervision and day-to-day management. The country HR Departments are responsible for managing middle managers (mobility, career). The HR Departments of the local entities (in the countries) are responsible for HR management of first-level managers, drivers, maintenance technicians and administrative staff.

Our human resources management system

A human resources information system (HRIS), not including payroll functions, is shared worldwide by the various Group entities, and is overseen by the Group HR Department for the management of senior executives and senior management. It manages career reviews, potential assessments and training. In France, the system is deployed at the level of management and supervisory employees.

Our action principles

Maintaining and enhancing social dialogue

In addition to its role as the forum for negotiating collective bargaining agreements, social dialogue is also a tool that promotes competitiveness because it permits difficulties to be brought to light and appropriate solutions to be found. The health and economic crises, have confirmed that social dialogue is essential in the Group's HR strategy. It is a key driver of collective resilience and has been crucial to explain and carry out the necessary adjustments, to continue to serve our clients and passengers under the best possible conditions, and to offer our teams a framework that most closely corresponds to the aspirations of each.

At Transdev, it is based on four principles:

- social dialogue at every level of the company;
- social dialogue based on transparency and compliance with rules;
- social dialogue based on confidence and mutual respect;
- social dialogue based on compliance with commitments made.

Management, the labor unions, Human Resources and employees, who comprise the key social dialogue players, interact via a structured dialogue at various levels of the Group.

Since 2012, a **European Works Council** has been set up. About three times a year, this European Council brings together the employee representatives of the German, Spanish, Portuguese, Dutch, British and French subsidiaries to discuss all transnational issues concerning the Group's activities. It is consulted on transnational issues that impact the Group (employment, significant changes in the Group's organization, transfers of production, investments made for the Group as a whole, etc.) and, once a year, on the Group's strategic orientations, long-term plans drawn up and the follow-up thereto. Each year, the members of the Council receive proper training on specific subjects.

In France, each subsidiary has local representative institutions: the **social and economic committees**. These committees, which are key components of the Group's social dialogue, are forums for sharing information and consulting closely with the field and on local issues.

Since 2015, a **French Group Works Council** was set up to represent all employees of the Group's French subsidiaries. It meets about three times a year and is composed of 22 employee representatives appointed by the labor unions that are representative at Group level, and who are chosen from among their elected representatives to the bodies of the relevant subsidiaries. In particular, this French Group Works Council is informed of the development of activities, investment projects, employment trends, the Group's economic, financial and employment situation and the consolidated financial statements of Transdev and its subsidiaries. It is also systematically consulted on the Group's strategic orientations, as well as on any transaction that may impact the economic and employment situation or the organization of the Transdev Group.

In 2021, a **National Healthcare Costs Committee** was set up pursuant to a Group agreement in order to better manage the healthcare costs reimbursement plans of the Group's subsidiaries in France.

In addition, under the Group Agreement "on the exercise of labor union rights and social dialogue within the Transdev Group", which was concluded in June 2015 and amended in February 2019 to perpetuate constructive employment relations and organize the smooth exercise of labor union rights within the Group, national labor union delegates and national coordinating labor union delegates have been designated. They have been provided with human and financial resources.

Transdev, a responsible employer

Finally, in addition to these resources, the Group agreement of February 2019 supplemented the social dialogue organization by setting up a National Social Dialogue Oversight Committee, which meets twice a year to plan the schedule of social negotiations at the Group level and to oversee them in conjunction with the representative labor unions. This agreement also harmonized the framework for setting up Social and Economic Committees in the subsidiaries, while allowing the local entities room for negotiation, thereby permitting adjustments to local contexts.

Since the health crisis, the methods and pace of social dialogue at Transdev have been transformed. For example, meetings and discussions are held weekly, or more frequently if necessary, at the contractual, regional, country and Group levels. The deterioration in the economic situation that followed, as well as inflationary trends not seen for nearly thirty years, which have been a significant factor in aggravating social tensions, have further spurred changes to the manner in which Transdev conducts social dialogue.

The Group's central bodies have increased the number of meetings they hold, generally in hybrid form with a combination of physical presence and remote participation: Three French Group Works Council meetings, three European Works Council meetings, two National Health, Safety and Working Conditions Committee meetings and three National Healthcare Costs Committee meetings were held in 2022 to maintain ongoing social dialogue and prevent labor conflicts.

Attracting talent and enhancing the appeal of our professions

Attracting and retaining talent is a major challenge for Transdev. For this reason, we have invested in enhancing the **appeal of our professions and in promoting our company**, by setting up dedicated programs such as "Drivers@Transdev". Indeed, Transdev is faced with a worldwide shortage of drivers and a demographic imbalance in the driver population: 53% of our drivers are over 50 and will retire within the next 10 to 15 years.

The intense competition for talent and the shortage of field staff, including drivers, impacts all Group countries. Attracting and retaining talent of all profiles is a major challenge that Transdev must meet in order to ensure good working conditions for its teams and to maintain performance at the highest level.

With this objective in mind, **the Group's HR Department initiated a number of "People" projects in 2022, drawing on an internal network of over 90 contributors with a wide range of expertise and of many nationalities.**

These projects provide support to Group countries while ensuring, when appropriate, consistency in HR initiatives.

In the area of recruitment, we now offer Group-wide training to develop the skills of our recruiters and managers, who are the first points of contact with applicants. In-depth work has been undertaken in all our countries on our value offer as an employer to ensure better communication on the attractiveness and retention incentives that Transdev offers its teams. This work will serve as the foundation for our new Employer brand in 2023. As key players in attracting and retaining employees, Transdev's managers were at the heart of the Learning and Development teams' concerns in 2022.

For example, we now offer a training program for all first-line managers in order to strengthen the core competencies required to perform their duties. In addition, 100% of newly promoted managers in the Group must receive training within the first year of their promotion.

Drivers @transdev

Since 2019, the "Drivers@Transdev" program aims to attract new drivers and support their activities by providing them with solutions on a day-to-day basis. This initiative is a means to encourage future drivers to discover this job, to provide them with tools to facilitate their day-to-day work, and to anticipate changes in the profession through specific training.

The governance and missions of the "Drivers@Transdev" program evolved in 2022. Comprising 16 experts from five different countries, it now focuses its efforts on detecting and disseminating innovative practices, as well as offering new tools, in particular to structure and enhance managerial practices. A major project has been launched to improve drivers' working conditions and, more specifically, their individual work schedules, which are a source of dissatisfaction and negatively impact the appeal of the job.

Providing access to employment and meeting our recruitment needs

Académie by transdev In France, Académie by Transdev was launched to train a new generation of drivers. Since September 2020, Académie by Transdev has been a concrete manifestation of our commitment to providing access to mobility jobs through apprenticeships and to promoting the inclusion of persons with low employability. **Our goal is for Académie by Transdev to train 250 employees (covering all apprenticeship and professional training contracts) in 2022, and then 500 employees as of 2023.**

In the Netherlands, the application of social return on investment (SROI) criteria in public contracts (procurement or calls for bids) is used to evaluate companies that operate public services on their performance in terms of providing greater opportunities for persons with low employability. This performance is measured on a scale from 1 to 4. In 2020, Transdev's first rating on this scale placed it at the second level, and it aims to reach the highest level in 2023.

In Australia, in connection with our **Reconciliation Plan**, Transdev forges strong partnerships with local Aboriginal employment services and industry leaders to address the inequalities faced by Aboriginal and/or Torres Strait Islander people.

Supporting the career development of our employees

Supporting the career paths and development of our employees are key factors for the Group's performance. We have set up a variety of dedicated processes (annual interviews, evaluations based on the we@transdev management model, career interviews, people reviews, ongoing discussions and succession plans), all of which are supported by our me@transdev platform.

Our management model: we@transdev

A development tool for our managers and teams, **we@transdev is a Group management model** that evolves to meet Transdev's business needs and the transformations of the mobility sector. It is structured on the basis of three priorities: performance, innovation and collaboration, which are, in turn, broken down into 10 key managerial skills that are manifested in the actions of our managers and their teams. With we@transdev, **our goal is to create a common culture with shared definitions for each skill.** Therefore, each manager must know, understand and assimilate the skills the model provides in order to work with their team on the roadmap and their collaboration methods.

Processes in place

Our various processes (annual interviews, evaluations based on the we@transdev management model, career interviews, people reviews, ongoing discussions and succession plans) provide us with in-depth knowledge of our employees, their performance and their career aspirations. They also enable us to build and offer them suitable and ambitious development paths, thus guaranteeing the company solid succession plans for all key positions in the Group.

In conjunction with the countries, the Group deploys and coordinates the processes dedicated to talent management for the Group's 500 top managers and officers. The processes are adopted and applied within the subsidiaries for all employees. **Our goal is to deploy these processes to 100% of the Group's top managers and executives.** The indicator monitored by the Group is the percentage of annual interviews conducted by the Group's top managers and executives.

A dedicated tool: me@transdev

This is a unique space dedicated to employees where they can access their career path: annual reviews and career interviews, training and development proposals, internal mobility. We offer a complete training program, including the Group's digital training catalog, which is supplemented by training offered by outside partners, covering a wide variety of subjects, all of which is free of charge and freely accessible. The Transdev Formation internal training center offers employees the possibility of registering online for over 150 training courses in our core businesses, as well as offering training in diversity, equity and inclusion. On the me@transdev platform, a series of e-learning sessions have been added on environmental, safety, ethics and compliance issues, which are intended for all Group managers.

Developing the potential of all our employees

Our aim is to develop individual skills, provide opportunities for continuous learning and update our working methods, through our Learning process. This is also a key tool for sharing and strengthening our corporate culture.

The Learning approach is linked to Talent Management. Development and learning plans are designed in each Group countries according to specific needs. Some programs have been developed at the Group level:

"On The Launch Pad": over an 18-month period, this program offers about fifteen talented young individuals from nine different countries, equally divided between men and women, the opportunity to acquire a global vision of the mobility sector and the Group's strategy and current endeavors.

"Trans'lead": a six-month international development program for top managers identified during People Reviews that aims to prepare the Group's talents in the field of leadership.

"In'Pulse" and "Trans'Days": in order to facilitate the integration of new managers involved in international projects, the bi-yearly **"In'Pulse"** seminar, designed for about twenty participants, provides an overview of the Group's strategic challenges and a unique forum to discuss with its top managers. **"Trans'Days"**, a manager integration program, was applied to integrate 150 employees in France in 2022.

"Moving Digital": this platform offers a broad range of digital learning courses. In 2022, new e-learning courses were made available on the platform. These resources cover subjects such as collaboration, management, distance learning, conducting meetings, and the proper use of digital tools.

Our objective is to enable all our employees to receive at least one training course per year. In 2022, nearly 83.9% of the Group's employees received training. The countries where we do business have continued to deploy we@transdev, our Group management model, which also is the platform for the Group's integration and Learning & Development programs (**"In'Pulse"**, **"Trans'Lead"**, **"Trans'Days"**).

Encouraging international mobility

To ensure our operations have the skills they need, meet the demands of our clients and take into account the career aspirations of our employees based on their skills, the Group deploys policies and systems with an international outlook.

This approach, which is aimed at all employees who have the desire, ambition or possibility of pursuing an international career, is based on three focuses:

- managing the international mobility of our employees;
- building a pool of young talent with an international dimension;
- enabling our expertise to be mobilized where and when it is required.

e.team @transdev The e-Team Group system enables our expertise to be mobilized where and when it is required. This Group system maps our internal experts in 27 identified fields of expertise. Our employees can position themselves, declare their expertise and communicate their willingness to take part in specific expert support projects. The Group's experts, who are selected on the basis of their expertise and willingness to cooperate, and who are approved by the field's reference person, join the Group's community of international experts, who are mobilized to promote the mobility solutions offered by Transdev and provide these solutions to our clients. In 2022, 300 experts from over 20 countries carried out nearly 180 assistance missions within the Group.

Listening to our employees

Listening to employees is essential to implementing the conditions that fosters performance. Committed employees contribute their talent and motivation to the company's success, in line with its values and objectives, while finding personal fulfillment in their work. Employee listening measures are implemented by the teams in the countries where the Group operates.

Our Key Performance Indicators

KPIs	2021	2022
Absenteeism rate	7.7%	8.1%
Employee turnover rate	21.4%	24.0%
Percentage of employees who received at least one training course during the year	82.9%	83.9%
Percentage of employees who had an annual interview <i>(Top Executives & Top Managers of the Group)</i>	78.7%	82.9%

The post-Covid labour market change is having a strong impact on employee turnover. Abandonments of post and resignations are on the rise.

The absenteeism rate is also worsening due to the increase in sickness absence (resumption of Covid/flu infections), the weight of absences due to work-related accidents carried over from previous years, and unscheduled absences, which describe the difficulty that countries have in getting employees back to work, coupled with the pressure that the shortage of drivers is putting on operations.

We are making progress on training and interviews through process support to employees.

Key figures



Achievements

Training our managers in the challenges of attracting and retaining talent

In connection with the “Drivers@Transdev” program, Transdev’s Executive Committee decided to focus on attracting and retaining talent. Accordingly, in 2022, we created a training program for first-level managers (managers of drivers). First-level managers are central: they are at the heart of the program. The goal is to assist these managers in understanding these challenges. This training program includes cross-functional topics (knowledge of the Group, societal trends in the workplace, diversity, equity and inclusion issues, health and safety, etc.), which are the subject of training at the Group level. Specific training courses will also be developed in the countries where the Group does business. This training program will be rolled out in 2023, and our target is to train 100% of new managers: nearly 2,500 first-level managers will receive training.

Transdev France: making our jobs more attractive. The “Shift the Lines” (Faites bouger les lignes) campaign

Against a backdrop of significant hiring difficulties, urban passenger transportation companies, including Transdev, are mobilizing to hire over 2,000 drivers by June 2023. Based on mutual commitments, the French Public and Rail Transport Association, the French Ministers of Labor and Transportation, and the Unemployment Agency have joined forces to promote these promising professions through the “Shift the Lines” campaign to increase the appeal of these jobs. At an initial meeting held in December 2022, bus drivers, including two Transdev Group drivers, came from all regions to talk about their job and promote the sector. Among the actions planned for 2023, a dedicated bus will tour France to raise awareness of these jobs among young people, women, job seekers and employees undergoing a career change. A digital communication campaign will also be launched.

Transdev Canada: being an exemplary employer



Transdev Canada has been awarded “Great Place to Work®” (GPTW) certification. This certification is based on a rigorous, anonymous and confidential direct survey of all employees that is conducted independently by GPTW Canada. The results of this certification demonstrate that human resources management is a priority for Transdev Canada. To achieve this priority, the subsidiary relies on robust policies and concrete programs to promote development, integration, training and well-being, while emphasizing listening, respect, inclusion and equity. In the survey, 80% of employees stated “I can be myself at Transdev Canada.”

Transdev Australasia: employer of choice

In 2022, Transdev Australasia’s (TDA) People and Culture team was an Australian HR Awards Excellence awardee in the HR Team of the Year category. This award recognizes the expertise, commitment and dedication of this team in providing high-quality service and results. Against the complex backdrop of the health crisis, the team succeeded in concluding corporate workplace agreements, developing a new HR portal with seven different payroll systems, and rolling out its diversity, equity and inclusion strategy and a nationally accredited training program for apprentices and interns.

Transdev Ireland rewarded for well-being at work

In 2022, the initiatives taken for our employees were also recognized in Ireland, where Transdev Dublin Light Rail (TDLR) was awarded KeepWell™ certification by Ibec, the largest employers’ confederation in Ireland. This certification label recognizes the work employers do to keep employees healthy in the workplace.



Promoting diversity, equity and inclusion

As a key player in the mobility of today and tomorrow, it is our responsibility to promote the values of diversity, equity and inclusion (DEI), both as an employer and as a business partner. To do so, we are committed to:

- striving to embed diversity, equity and inclusion in our identity;
- pursuing our goal to be a leader in diversity, promoting this value within our industry, and fully integrating diversity, equity and inclusion best practices in the way we work and in our business activities;
- aiming to create a work culture where individual differences are understood, anticipated, valued and capitalized on.

At the highest level of the company and in all our day-to-day actions, we value diversity in terms of expression, points of view, origins, priorities and orientations. We ensure that every employee has an equal opportunity to succeed, regardless of their age, background, ethnicity, education, gender, disability, sexual orientation, religion/belief, marital status, union, organization or minority group, thus enabling them to develop their skills and serve our customers each day. In 2022, we reaffirmed our commitment to accelerate change by publishing a diversity, equity and inclusion manifesto and charter, which very concretely set out the actions we have put in place.

FIELD	CHALLENGES	RISKS
	<ul style="list-style-type: none"> ▪ Employee acquisition and retention ▪ Working conditions ▪ Health, safety and security of employees ▪ Training and Social dialogue ▪ Diversity and equal opportunities 	<ul style="list-style-type: none"> ▪ Low employee commitment (including psychosocial risks and absenteeism) ▪ Poor skills planning

Our action principles

Our Group HR strategy focuses on the following priorities: increasing the appeal of the Group, recruiting, developing and supporting our talents, strengthening the Group culture, and deploying tools to measure and oversee HR performance. Three fundamental principles underpin our actions: social dialogue, commitment to diversity, equity and inclusion, and corporate social responsibility.

Establishing ambitious roadmaps

The Diversity, Equity and Inclusion program is a priority of the Transdev Group and is coordinated by the Group Executive Committee. It requires all Transdev subsidiaries to focus on three avenues for action:

- the recruitment process;
- the employee development;
- communication.

Diversity, equity and inclusion are part of our six strategic CSR commitments: a specific action plan has been established and a dedicated organization has been set up. In each Group subsidiary, we deploy a roadmap aligned with local issues and the culture of the countries where we operate. The people review and recruitment HR processes integrate these objectives of diversity, equity and inclusion.

In the United States, the **Diversity & Inclusion Council** has been rolled out, comprising 17 members who represent the range of employee diversity. It advocates, coordinates, studies and monitors strategic actions that promote diversity and inclusion.

In Australia-New Zealand, Transdev Australasia has rolled out a clear and ambitious roadmap that focuses on six priorities: sexual orientation, gender, age, accessibility, multiculturalism and reconciliation with Aboriginal populations. Diversity and Inclusion councils are systematically set up in each business unit, comprising a variety of profiles.

Incorporating diversity, equity and inclusion into our business activities

In our Diversity, Equity and Inclusion Charter we have formally set out our ambitions and the concrete means we implement:

- **consistently meet or exceed our legal and regulatory diversity and inclusion obligations** in all regions where we do business;
- **work collaboratively**, conducting our business and fulfilling our obligations to the community and stakeholders without discrimination, bias or undue advantage for any group or individual over another;
- **measure and evaluate our success** in terms of diversity and inclusion, both internally and against appropriate external benchmarks, and develop solutions to accelerate progress until our diversity goals are met and the culture we wish to create becomes a reality;
- **accelerate change** with respect to gender balance and progress towards gender parity at all levels of the organization: **in connection with the strategic CSR trajectory, we have set a target of 34% women by 2030**. The members of the Group Executive Committee participate in the mentoring program, which is adapted and carried on by the country Executive Committees.
- **evaluate and reward the performance**, potential and talent of our employees according to their individual abilities and their contribution to our business, regardless of their origin or individual differences;
- **monitor and review the application of our HR policies** and processes to ensure they are implemented without bias or discrimination;
- **educate and train** our teams on diversity, equity and inclusion.

Putting diversity, equity and inclusion at the heart of our culture

We aim to create a work culture where individual differences are understood, anticipated, valued and capitalized on. This requires training, awareness-raising and sharing good practices internally.

A Diversity, Equity and Inclusion module is now available on our digital learning platform. This module includes a test to assess employees' knowledge, as well as educational content.

It also presents Transdev's strategy, our goals, examples of how Diversity, Equity and Inclusion are applied within Transdev, and current initiatives at the Group's various locations. In addition to these internal examples, learners also discover initiatives by other companies in the mobility sector and in other industries. Finally, this module encourages practical application of these principles by suggesting concrete actions that can be implemented at an individual and managerial level.

In addition, all learning programs and systems developed include diversity, equity and inclusion awareness modules. We also organize internal events to continue to inform, raise awareness and develop inclusive behaviors, such as a dedicated episode on our web radio. On October 12 and 13, 2022, we invited all employees to join a conversation on diversity, equity and inclusion, live on our web radio. The discussion sessions were held in English and French and were facilitated by representatives of key internal functions (CSR, HR, unit managers, etc.) and an outside expert. These episodes, which are available for replay, were also an opportunity to present **Transdev's diversity, equity and inclusion manifesto and charter to the 148 employees who tuned in.**

At Transdev, our employees are encouraged to share best practices. For example, in our Yammer corporate network we have a community dedicated to diversity, equity and inclusion. This is also the case in the course of the exchanges of the international CSR community. Finally, in 2023, an international network of Diversity, Equity and Inclusion officers will be launched.

Mentoring for women

In September 2022, the Executive Committee launched the second edition of our Women's Mentoring program. During two half-day training sessions, participants discovered mentoring, best practices, the challenges of female leadership in 2022, and various types of leadership. The nine mentees, from the United States, France, Australia-New Zealand, Sweden, Germany, Canada and the Netherlands, met with their mentors and defined their goals. For nearly a year, the pairs will have monthly discussions, with a major objective: to promote each person's development by capitalizing on the sharing of mutual experiences.



Acting to promote diversity, equity and inclusion

To do their part to promote diversity, equity and inclusion, Transdev employees in various countries have joined **sports and solidarity initiatives**. A notable example was provided by an employee of the assets and engineering division of Transdev Australasia. This employee signed up for the marathon of the 20th edition of the Sydney Running Festival and ran to support the charity iimpact Australia, which funds education for girls between the ages of 6 and 14 in remote rural villages in India. As he prepared for the marathon, he used social networks to raise awareness about education and equality for women. The funds raised will provide support for the learning center in the village of Rihana in the Bundi District of Rajasthan, India, for one full year and will provide up to 30 girls between the ages of 6 and 14 with education and daily meals. In the Netherlands, 60 employees from various branches and business units participated in the Mud Masters race and received pre-race training from paralympic athlete Tim de Vries. This event was an extraordinary opportunity to raise awareness on the practice of sports by people with disabilities.



Diversity, equity and inclusion charter and manifesto

Our Key Performance Indicator

KPIs	2021	2022
women among Top Executives*	25%	26%

*this indicator is audited from 2022

Key figures



Achievements

Acting to include persons with disabilities

In Everett, USA, a partnership was signed with AtWork, an agency that helps people with intellectual and developmental disabilities find employment and assists them to successfully transition to work. In 2022, one person benefited from this program and is now employed in a permanent cleaning position. A needs analysis, prior training, a discovery visit and an adaptation period enabled us to find an optimal balance for the employee and the site. Two new hires are being considered in 2023.

In Melbourne, a partnership with the NGO Amaze was formed to raise awareness of autism among passengers through an on-board advertising campaign. It encourages the public to consider their response to people with autism in order to foster a more inclusive and welcoming environment; In Barcelona, TRAM launched a campaign of illustrations on trams by the artist Javi Roya that confront passengers with actual situations that persons with disabilities may face. This operation was carried out in partnership with the Eurofirms Foundation.



Implementation of a disability policy

In France, Transdev and Agefiph (Fund Management Association Promoting Access to Work for Persons with Disabilities) signed a two-year agreement covering the period from January 1, 2022 to December 31, 2023. This agreement reflects our commitment to implement a disability policy that is incorporated into the human resources policy. The company has committed to objectives established jointly with Agefiph on several issues: employment (hiring and retaining employees), awareness-raising, training, and the protected worker sector. In return, Agefiph provides the company with financial resources suitable to its objectives and provides support for this process.

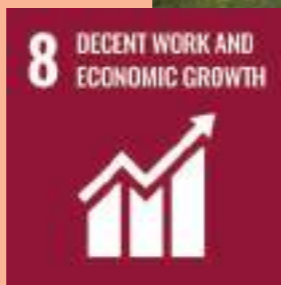


Supporting female talent

In 2020 in France, Transdev has launched its "Women Leaders" ("*Leader au Féminin*") program to develop a pool of female talents that will occupy key positions in the future (operational fields, network management, response to calls for bids, etc.). This initiative was born of a conviction – gender diversity is a performance catalyst – and an observation: at Transdev, too few women hold operational positions. The program targets two groups: external and internal talent. The program's structure consists of major stages to ensure successful integration: a period of immersion in different networks (urban, interurban, etc.) to discover the diversity of our businesses and the various aspects of network management, meetings with head office employees, completing a training program called "Company Management Pathway" that includes a number of modules (management, steering social dialogue, P&L management, etc.), the opportunity to obtain a transportation qualification, and a mentoring program. The program also includes regular meetings with participants' HR advisors. In 2022, our actions continued: 12 women participated in the "Women Leaders" program.



VI. TRANSDEV, THE PARTNER OF COMMUNITIES



VI. Transdev, the partner of communities

Contributing to the development of communities

Empower freedom to move everyday thanks to safe, reliable and innovative solutions that serve the common good, that is our purpose. In keeping with this corporate statement, our activity is aimed at implementing our clients' public mobility policies, thereby providing citizens with freedom of movement under optimal quality and safety conditions. Therefore, Transdev Group plays a major role in the economic and social development of the communities it serves.

Carried out in partnership with public transit authorities and in line with regional planning strategies, our actions enable millions of passengers to have equal access each day to employment, training, a social life and leisure activities, regardless of where they live.

We are committed to continuous dialogue and share our experiences with all our stakeholders. We work with local authorities over the long term to make mobility a powerful tool to promote the appeal and economic and social development of communities. Together we design tailored, integrated and inclusive mobility solutions.

Wherever we do business, we help to change how people travel on a day-to-day basis and we contribute to expanded economic and social activity, social cohesion and the ecological transition through our innovations, inclusive local purchasing policies and solidarity initiatives.

FIELD	CHALLENGES	RISKS
	PASSENGERS <ul style="list-style-type: none"> ▪ Developing and promoting public transportation ▪ Inter- & multimodal options ▪ Customer experience ▪ Transport accessibility 	<ul style="list-style-type: none"> ▪ CSR claims against a supplier

Our action principles

Promoting the use of public transportation

We believe that public transportation is the backbone of any urban or regional mobility system and a key asset for cities that seek to adapt successfully to the economic, social and environmental challenges of tomorrow. Therefore, promoting the use of public transportation is not merely an economic imperative for us, but it is the bedrock of our corporate mission. Each day, Transdev's teams mobilize excellence in our businesses to offer the public networks that meet the concrete needs of day-to-day life, operated with the highest quality of service and exacting standards in terms of customer experience. Each day, our teams in the engineering offices, in marketing support and in our operations mobilize their know-how, with motivation, to ensure that our commitment to passengers citizen is kept consistently, from the first ride in the morning to the last service in the evening. Convincing through concrete proof is therefore our primary approach to promoting use of public transportation.

We also carry out numerous educational and awareness-raising actions for young people to promote the use of public transportation. On the COROLIS network in Beauvais, an entire system has been deployed to help young travelers become independent and responsible users of public transportation: educational workshops in the classroom, events, distribution of educational documents on buses inspired by the "Les Incollables" game, and distribution of books of tickets to encourage youngsters to discover the network. On the REZO network of Greater Verdun, we encourage a courteous and respectful use of public transportation through entertaining activities, events and educational projects in partnership with dedicated organizations.

Improving access to transportation for all

Transdev endeavors to ensure access to public transportation for all persons. In France, we are partners of the **Inclusive Mobility Laboratory (LMI)**. In connection with this partnership, with the support of the French Ministry of Transportation, we worked to set up the **"#TousMobiles" program** to give local actors the keys and tools they need to work toward solidarity-based mobility.

Through the actions of the Group and its CEO, Thierry Mallet, in the Collective for an Inclusive Economy, Transdev affirms its global commitment to employment and inclusion. This initiative brings together over 30 French companies with the aim of promoting products, services and systems to help people in difficult situations on a day-to-day basis and developing inclusive purchasing policies.

At the Linköping site in Sweden, a research project was launched to develop a digital solution for passengers with vision disabilities. The project uses digital audio and tactile tools to communicate instructions to passengers about the arrival of the shuttle and its location on the platform. In Harrogate, England, Transdev offers free travel on its buses for persons with disabilities, to encourage them to use public transportation. In Dunkirk, on the DK'Bus network, transportation on demand services are offered to seniors by the Etoile service, and to people with reduced mobility by the Handibus service. In 2023, an app will allow to book Transportation On Demand (TOD) up to two hours before the trip.

Acting to improve access in communities

Our solutions contribute to improving access to communities, such as in the Ile-de-France region, where we have enhanced our transportation on-demand offer. In the Fourmies population center, which has a high unemployment rate, we offer tailor-made services with Avesnois Mobilités, such as local transport for arrivals and departures at the Lille railway station, electric bikes, and a local carpooling system.

Participating in a collaborative movement

Each day, Transdev works with local players to design a new mobility model, encourage new use habits, and promote initiatives to increase their appeal and ridership. To anticipate and respond to these changes, Transdev has created a unique joint development approach: **LEMONT, the Mobility Experimentation Laboratory**. It operates on a principle of shared innovation to design and test sustainable mobility solutions adapted to the local context. This laboratory is active in six areas (Grenoble, Montpellier, Nantes, Lens, Mulhouse, Villefranche-sur-Saône and the Rhône interurban area) and has launched 20 experimental projects on various themes, such as shared mobility, air quality, and mobility and employment. Each project is carried out jointly with the public transit authority and the local operator.

Lemon

In 2022, Transdev, Nantes Métropole and Semitan launched a digital treasure hunt to discover alternative forms of mobility. The aim is to encourage the city's inhabitants to use the various modes of transport available, from public transport to walking and cycling.

In June 2022, Montpellier Méditerranée Métropole, the TaM and Transdev inaugurated an exhibition dedicated to the Terra bus stop experiment. These stations, inspired by ancestral techniques, will help improve passenger comfort by providing a feeling of coolness in hot weather.

Supporting the ecological transition in communities

Since 2015, the electrification of transportation networks has become a major issue for public transit authorities, which see it as a significant factor for a successful energy transition and for improving the quality of life in communities by reducing air pollution. Today, we are Europe's leading zero-emission mobility operator and, each day, we develop energy solutions for cleaner travel. **We support local authorities in accelerating the energy transition of their fleets by progressively deploying efficient, responsible and sustainable fleets using alternative energies:** electric, hydrogen, hybrid, bioethanol, etc. We share our unique expertise to help them make choices regarding infrastructure, technology, rolling stock, etc.

The circular economy also plays an important role in the development of communities that are more sustainable and resilient and use fewer resources. Transdev takes this issue into account throughout its supply chain, from the sorting of waste to its treatment, in accordance with the law. We have developed master contracts that enable our entities to take advantage of our national networks, thereby ensuring a standardized level of waste treatment - for example for the treatment of our waste oils, aerosols, soiled rags, etc.

We support the development of **active mobility in communities**. For example, in large and medium-sized cities, bicycle use rose by 11% in one year, according to "Vélo & Territoire." To support this transition, Transdev is negotiating a national partnership with the French Cycling Federation to train and encourage cyclists to use or reuse their bikes. The first project of this type, which was set up in the Evian area, offers a cycling school to adults who have never biked, as well as lessons to cyclists who want to regain their confidence before biking on city streets. Moreover, the bicycle services operated by Transdev have proved successful, such as the "Lovélo longue-durée" project that was launched in September 2021 by the Rouen network. Over the course of a year, over 1,700 customers rented a bike from the fleet, which includes folding, electric and cargo bikes.

Expanding digitalization

Contactless, remote and digitalization have become commonplace practices, particularly since the end of the health crisis. All over the world, the networks operated by Transdev have accelerated the development of electronic payment solutions, such as SMS tickets, M-tickets or open payment (use of a bank card as a ticket wallet), to facilitate the purchase of tickets and reduce the volume of disposable physical materials.

Combating fraud and reaccustoming people to tagging on

The issue of fraud is a constant priority for the networks. Numerous actions to encourage tagging on and to combat fraud have been launched. With the **Transdev loyalty program "My Club"**, passengers accumulate loyalty points with each trip, which they can use in our network of partner merchants. This program, which has been deployed in several networks such as Grenoble, Saint-Etienne, Lens, Reims and Rouen, enhances the appeal of tagging on. In Normandy, a day-long tagging on challenge converts these points into an act

of solidarity in the form of a donation is made to an association. The Switch program encourages fraudsters to adopt proper behavior by giving them a choice of paying their fine or exchanging it for a transportation ticket on the network (subscription, 10-trip book of tickets, etc.).

Developing solidarity actions and roots in communities



Since 2002, the Transdev Foundation has supported over **364 projects that promote social mobility**. In France, over 200 Transdev employees are actively involved and committed as sponsors of these projects, alongside the associations we support. **In 2022, 26 new projects received support totaling €362,257.**

In addition to the 26 projects funded this year, the Foundation opted for a more robust involvement by creating partnerships for the first time. Through these partnership agreements, it provides long-term support for high-impact projects that will be extended at the national level. Unlike traditional Foundation support in the form of an annual grant, the partnership provides a multi-year grant for the term of the agreement. The three associations chosen will receive funding of €20,000 per year for three years (2023-2025).

Going beyond our public service mission, the Transdev networks are committed to playing a social role and are involved in solidarity initiatives tailored to local issues. In all communities where we do business, our teams develop solidarity-based initiatives with local players. In Lens, the teams of the TADAO network have developed educational workshops for advisors and beneficiaries of the Unemployment Agency in order to broaden awareness of the network and facilitate its day-to-day use. In Niort, the Tanlib network offers free service to the city's cemeteries every Friday on its "Souvenir" lines.

Key figures

26

new projects supported by the Transdev Foundation in 2022

8

Mark&Ter' workshops held in 2022

362,257
euros
in funding in 2022

Achievements

Adapting to changes in mobility: our survey barometer

The health crisis has led to changes in behavior and frequency of travel on public transportation. A survey barometer set up since the start of the pandemic has enabled us to estimate changes in the customer base, behaviors and future intentions. In May 2022, we carried out an expanded version of this survey barometer, both in terms of sample size, to include new users and medium-sized cities, and in terms of the questions asked, to better understand behavioral changes, identify long-term changes, and measure the impact of teleworking, rising gas prices, and the coming introduction of low-emission zones. In 2020, ridership fell by 25% (compared to 2019) and by 12% in 2021. This decrease is expected to be 5% for the whole of 2022, with disparities depending on the networks and user profiles. Our most recent survey shows that about 5% of users state they will not use public transportation again. Teleworking is one of the main reasons, which also has the effect of spreading out the demand for transportation throughout the day. A significant portion of customers choose to drive alone or to limit themselves to local journeys, preferring to walk. The use of active modes of transportation in urban areas, such as bicycles and scooters, has become more popular.

Promoting public transportation: favorable offers for users

Against the backdrop of the 2022 economic and energy crisis, numerous marketing actions have been launched to encourage the use of public transportation as an alternative to the car and to promote the value of this more economical means of transportation. In March 2022, the TANGO network in Nîmes highlighted the benefits of its offer using the slogan "the tram-bus means: free parking, zero traffic jams and gas savings" and proposed an exceptional promotion of 20-ticket passes for €20. Other networks have experimented with trial offers or promotions, such as the CITEA network in Valence, which in April 2022 offered a promotion of "1 month of bus tickets purchased = 1 month of free bus tickets."

Digitizing materials: timetables printed on request







In France, the Citura network in Reims has opted to replace paper timetables by installing a terminal in the network's sales office that customers can use to personalize their schedule and print only the information they actually need. A video tutorial has been produced to explain to customers how to use the terminal. However, customers who need help can receive assistance from sales office staff when they learn how to use the service. In January 2022, this initiative won the first prize of the Public Transport New Year Challenges organized by the French Public Transport Authorities Association (GART).

Promoting responsible practices in communities

As an economic and social actor, we also contribute to the development of regions through the relationships we maintain with our suppliers. Our responsible purchasing policy guides our decisions and practices on a day-to-day basis. This policy, which was adopted at the Group level, establishes common criteria for our purchasing and procurement, as well as environmental protection and economic and social development requirements in the communities we serve.

Our intention is to maintain long-term and ethical relationships with our suppliers, based on the following commitments:

- Raising awareness among our suppliers and subcontractors to sustainable initiatives;
- Ensuring they undertake to comply with our ethical principles;
- Taking into account their commitment to responsible business;
- Assessing the relationship with our suppliers;
- Verifying implementation of our policy in Group countries.

FIELD	CHALLENGES	RISKS
   	COMMUNITIES <ul style="list-style-type: none"> ▪ Social and economic development ▪ Partnership with local actors 	<ul style="list-style-type: none"> ▪ CSR claims against a supplier

Our Sustainable Procurement policy

Since 2019, we have implemented a responsible purchasing policy at the Group level. This policy includes a roadmap that establishes objectives to be achieved by 2050, the regular monitoring of indicators, and incorporating CSR criteria in the selection and assessment of our suppliers. This purchasing policy evolved in 2022 with the addition of quantitative monitoring indicators and robust commitments, such as a CSR status report in all business reviews with our strategic suppliers. We also analyzed the maturity level of the purchasing function in the various countries, which included responsible purchasing aspects.

The Purchasing Department contributes to the energy transition, which is at the core of the Group’s strategy, by entering into propulsion gas contracts with a biogas option and B100 biofuel contracts to reduce GHG emissions, and by working with its vehicle suppliers to encourage them to switch to alternative energies: electric, natural gas for vehicles, retrofits, etc.

In July 2022, the Transdev Group launched the “Vision Scope 3” project to measure its carbon footprint across the entire value chain (Scopes 1, 2, and 3). France is the pilot country, but other countries, such as Australia, the Netherlands, Sweden and Germany, have been included in the project to share their approaches in this area, as well as their data on activities not carried out in France in order to finalize the methodology.

Our Sustainable Procurement policy incorporates the **Transdev CSR Supplier Charter**, which is based on the Code of Conduct that suppliers undertake to sign for any contract over €100,000. It defines the scope of the collaboration, regardless of country or area of expertise, and reflects our various policies concerning ethics, compliance, human rights, labor, the environment, preventing corruption, money laundering and the financing of terrorism, etc. By accepting the Charter, suppliers undertake to respect the Group’s expectations in this area and are prompted to follow these principles.

In 2022, we updated our **Supplier Charter**, which includes a new section that encourages suppliers, their employees and subcontractors to act with greater transparency. To assist in this endeavor, we have a whistleblowing system that enables any employee or external stakeholder of the Group to report a problem of non-compliance, in particular with the principles of this charter.

This whistleblowing system, which can be accessed through the SpeakUp® platform, is a simple and secure reporting solution that provides a direct link to our Compliance Department.

We monitor the most significant contracts, i.e., contracts over €1 million. In 2022, this monitoring was reinforced: the number of countries concerned was increased and monitoring is now integrated into the Group’s purchasing dashboard.

Our Key Performance Indicator

KPIs	2021	2022
Percentage of master contracts > €1 million that incorporate the Suppliers’ Charter	85.7%	94.2%

In 2022, the scope of the indicator included in our quarterly report has been significantly expanded. It is currently deployed in 11 significant Group countries, enabling us to raise awareness in our supplier network about sustainable procurement practices and our ethical principles.

Key figures



Achievements

Working for a more inclusive economy



In 2022, Thierry Mallet, CEO of Transdev, made a commitment to the Collective for an Inclusive Economy and became a co-sponsor of the working group on inclusive purchasing. This collective includes over 30 French companies that are working to implement concrete actions and develop inclusive purchasing policies. In October 2022, the Collective organized the first inclusive purchasing forum. This

forum brought together 50 “inclusive suppliers” and over 350 participants from member companies. It highlighted best practices and established a benchmark for “inclusive partners.” Transdev invited two of its suppliers to the forum: a vehicle cleaning service provider in the Hauts-de-France region and an association in Burgundy that promotes access to work and support for school students.

Developing a responsible purchasing culture

At the annual seminar in June, all Purchasing Department members attended a workshop organized by Fresque du Climat. This tool was used to raise awareness of climate issues among the teams and to accompany the launch of the roadmap for reducing Scope 3 greenhouse gases. In addition, in 2022, buyers attended a training session on societal issues, which included a review of the laws in force as well as specific issues, such as working with the protected worker sector.



Incorporating CSR criteria into supplier assessments

In 2022, Transdev Morocco conducted an assessment campaign of its entire supplier base. A supplier assessment questionnaire was developed, which incorporates CSR aspects, with the aim of classifying suppliers and identifying those who have adopted an inclusive approach, to encourage them and to provide support suppliers who need to progress.

In Sweden, in the autumn of 2022, Transdev Sverige AB launched a CSR self-assessment campaign for its suppliers using standard specific questions. Several audits were conducted, focusing on five areas: delivery and quality, billing, quality management system, environmental management system, code of conduct and social sustainability.

In Australia, CSR criteria are also incorporated into the supplier selection process. High-risk suppliers must answer specific questions about their environmental and social policies (measures concerning indigenous populations and anti-slavery measures) and the actions they have implemented.

VII. OUR ETHICS AND COMPLIANCE APPROACH



Photo : Julien Lutt

Our ethics and compliance approach

Conducting our business ethically

When performing our duties in the service of the common good, our decisions and day-to-day actions are guided by unwavering ethical principles. In line with our values, our ethical principles shape the image of the Transdev Group, contribute to the relationship of trust we build with our various stakeholders, guide us when making choices, and ensure that our actions are consistent with our words.

FIELD	CHALLENGES	RISKS
 	<ul style="list-style-type: none"> ▪ Business ethics ▪ Risk management and transparency ▪ Dialogue with stakeholders ▪ Procurement and logistics management 	<ul style="list-style-type: none"> ▪ Active bribery of a public official or a regulatory authority, passive bribery of private individuals ▪ Influence peddling ▪ Personal Data Breach ▪ Non-compliance with human rights in the supply chain ▪ Failure to respect freedom of association ▪ Discrimination and harassment

Our Code of Ethics

We have adopted a formal Code of Ethics based on 21 principles. This code is available to all our stakeholders, is deployed in all countries where we do business, and applies to all our employees, regardless of their position in the company. This code is supplemented by specific measures that outline the Group's vision and the organization it has set up to implement it.

Our Ethics and Compliance Management System

A review of ethical risks and an analysis of how they are handled prompted the Group in 2019 to supplement its ethics approach and to set up a global ethics and compliance management system (ECMS).

This ECMS, validated by the Executive Committee and then by the Audit Committee, is being developed in all countries. It is based on Group requirements, implemented at various levels of the organization, including:

- A network of ethics and compliance country officers, who report functionally to the Group's Risk, Ethics, Compliance and Internal Control Department, and who are tasked with effective deployment of the system;
- Compliance risk mapping;
- Prior due diligence concerning third parties (KYC – Know Your Counterparties);
- Training/awareness-raising of stakeholders;
- The ethics whistleblower system.

The ECMS requires each country to set up an ethics whistleblowing system that protects whistleblowers. Ethics alerts are compiled in a semiannual report submitted to the Group and, for certain types of incidents the Group deems unacceptable (such as bribery or personal data protection breaches), the incident is reported immediately.

The Group has also set up an "alerts and incidents" system that ensures that any serious incident (human, environmental, etc.) is immediately reported and handled appropriately. The "Alerts and Incidents and Ethics Alert" systems enable the Transdev Group to identify, handle and monitor any non-financial risk that arises.

The new ECMS periodic monitoring process includes an annual self-assessment exercise and first- and second-level controls. It was implemented starting in January 2020 and enables the Group and its governing bodies to take stock of all its ethics and compliance systems and, therefore, to assess its vigilance plan.

Our action principles

Observing the fundamental human rights

Due to its business model and the location of its businesses, the Transdev Group's exposure to human rights abuses, such as forced labor or child labor, stems primarily from the actions of third parties with which it works (suppliers, subcontractors, etc.). Other issues, such as harassment, discrimination or failure to respect freedom of association, may arise in the Group's activities.

In 2018, the Group adopted a fundamental rights protection policy, which reiterates the Group's operating principles:

- Acceptable working conditions;
- Acceptable working hours, wages, vacations;
- Fair treatment (no harassment or discrimination, respect for privacy);
- Freedom of association;
- Refusal of forced labor and child labor;
- Acceptable impact of our operations on local communities.

These principles, which are in line with the Group's Code of Ethics, are implemented by the Group's employees and managers, and are analyzed in connection with the approval process for significant Group projects (development, acquisition, divestment, organization, etc.) reviewed by the Group's Commitment Committee.

Our commitment towards personal data protection

The Transdev Group manages tens of thousands of employees and millions of passengers each day. This involves handling large quantities of personal data, which must be protected and processed in the best interests of the various stakeholders.

The adoption of the General Data Protection Regulation (GDPR) has been an opportunity for the Group to implement a policy aimed at ensuring optimal and protected management of personal data. In addition to the European regulation, seven principles have been established that provide a common language across all geographical areas. They aim to provide effective protection of data subjects' data and to optimize the management of their data. The Group thus views the GDPR and deploys it internally as a tool for progress and not merely a regulatory constraint.

The "Data Privacy" process is supported by a network of Data Protection Officers (DPO) in European countries, and of Data Protection Referents in non-European countries, to ensure that personal data is processed

Our ethics and compliance process

in accordance with the Group's principles, such as data minimization, reliability and security, as well as local laws. Depending on the size and organization of the countries, DPOs or local contacts may be appointed.

The network of country DPOs meets periodically to share experiences, best practices and difficulties encountered, and to work to improve the system. Effective deployment of the GDPR is monitored on the basis of 12 criteria applicable to each entity and to groups of entities. At this stage, the main European countries all have a DPO and effectively apply the 12 criteria. Coordination with non-European countries is currently being undertaken.

Our combat against tax evasion

To ensure compliance with and respect for the laws in force, our tax governance is based on ethics and transparency.

Tax ethics

The Transdev Group does business in 19 countries. Our tax contribution (payment of taxes) is made in these countries and complies with local and international tax rules. Our business has local economic impacts, such as job creation. In addition to corporate income tax, we pay other contributions in the countries in which we do business: social security contributions, wage withholding taxes, taxes paid on goods and services (VAT, GST, etc.), local taxes, taxes on power supply, and other local taxes.

When the Group operates in countries where the corporate tax rate is lower than in France, it is able to prove that it is engaged in a genuine business activity and that it has economic substance in those countries.

Tax transparency

The Group maintains a professional and cooperative relationship of confidence with the tax authorities in the countries where it operates and communicates all relevant information in a transparent manner, in compliance with its legal and tax obligations. For example, in 2019, Transdev in Australia obtained an excellent assessment from the Australian tax authorities in a "Top 1000 Streamlined Assurance Review" of the 2015-2018 fiscal years, particularly in the areas of transfer pricing, tax governance, tax risk management and reconciliation of tax and accounting results. The Group's companies ensure that tax returns are filed and payments are made in accordance with the local laws in force. In addition, the French tax authorities have accepted our application to join a tax partnership with the objective of promoting transparency and collaboration between the company and the authorities. Our tax conduct is consistent with international developments: OECD guidelines, the Base Erosion and Profit Shifting (BEPS) project, the Anti-Tax Avoidance Directive (ATAD), the DAC 6 Directive, which follows from the BEPS project, etc. The Directive on the 15% minimum global tax was adopted in late 2022 and, after it is transposed into national law, will take effect on 1 January 2024. As they come within the scope of this new law, Caisse des Dépôts and the Transdev Group are working on implementing this new directive to ensure compliance with international law.

Each year, the Group prepares and publishes the following documents:

- Country-by-country reporting (CBCR) since 2016;
- Transfer pricing documentation prepared in accordance with tax authorities and Action 13 of the BEPS project.

Our efforts to fight corruption

The Transdev Group generates a significant share of its revenue from public authorities through calls for bids. It is therefore exposed to the risk of bribery of public officials and influence peddling, which, in some cases, could take the form of inappropriate sponsorship actions for example.

Compliance by all stakeholders is at the core of the Group's ethics approach. Transdev has therefore adopted a principle of zero tolerance for bribery

and influence peddling. It has drafted a specific code of conduct, which is supplemented, whenever necessary or of use, by appropriate procedures, in particular concerning sales intermediaries.

The anti-corruption approach is deployed through a network of country Ethics and Compliance officers and focuses on providing training to employees. Each manager in the Group must complete an e-learning course. This course goes over and explains the Group's demanding standards, the procedures in effect, including the ethics whistleblowing system, and the possibility for each individual to contact management and the functional departments if they need help, information or explanations.

In past years, certain Group subsidiaries were investigated by local administrative or judicial authorities. The Transdev Group monitors each of these potential incidents and systematically cooperates with the authorities.

The Group regularly reminds its employees of its commitment to ethics, integrity and the absolute necessity to combat all forms of corruption.

The Risk, Ethics, Compliance and Internal Control Department assisted each country to update and expand its mapping of corruption risks, before establishing a consolidated version. Action plans have been identified and implemented. Their gradual implementation will enhance the effectiveness of the system.

Our Key Performance Indicators

KPIs	2021	2022
Annual percentage of projects approved by the Group Engagement Committee for which human rights risks have been assessed and reduced to an acceptable level*	71 %	85.7 %

* Failure to respect human rights in the supply chain (forced labor and child labor), failure to respect freedom of association, discrimination, harassment

The actions carried out in 2022 significantly improved the ratio and allowed us to achieve a coverage of almost 86%.

KPIs	2021	2022
Share of countries covered by a personal data protection officer compared to the total number of countries in the consolidation scope	89 %	94.1 %

The Group has Data Privacy Officers in nearly every country, particularly in Europe, which ensures proper coverage of this issue. In 2022, specific training sessions were held for foreign officers. Achieving a rate of 100%, which remains the target, may prove difficult due to changes in the consolidation scope and mobility within the Group.

KPIs	2021	2022
Percentage of managers trained in anti-corruption measures every sliding 3 years	50 %	81 %

The work of the Compliance and Human Resources functions has enabled progress to be made and a good level of coverage and therefore training. Additional actions are planned to improve the result, in particular by improving the inclusion of new recruits.

**VIII. MONITORING
OUR NON-FINANCIAL
PERFORMANCE**



Photo : Ales-A

VIII. Monitoring our non-financial performance

Methodological note

1. Method used to develop the business model

The business model highlights our methods for creating and preserving value over the long term through our service offers. It reflects the Group's strategic vision.

The business model is the product of the joint efforts, at the Group level, of the Group Legal, Finance, Risk and Compliance Department and the Transformation and Strategy Department.

2. Method used to identify the main non-financial risks

We implement a global risk management policy throughout the Group intended to identify, assess and prioritize material adverse events that could impact it. Depending on the Group's risk appetite, potential events are handled in order of importance to reduce them to an acceptable level.

This methodology takes into account all risks and activities. It is based on a field viewpoint, which is consolidated, reviewed and adjusted at the Group level.

To analyze non-financial risks, this operating method was applied with an additional level of detail and specific requirements. For each family of risks (environment, safety, social, fundamental rights, etc.), scenarios were defined in conjunction with the relevant experts of the Group and from certain countries in an effort to ensure completeness. These scenarios were compiled into a list shared with all Group contributors to non-financial performance in order to ensure their relevance and consistency.

In each Group countries, all scenarios were analyzed and evaluated in terms of impact and probability and, if applicable, the control systems in place and additional action plans were discussed. These analyses were then consolidated by the Risk Department into a proposed hierarchy by risk family. These were then reviewed and challenged by the relevant Group experts to arrive at the risks of each family. Lastly, the entire analysis was presented to the Executive Committee for final review.

In 2022, the risk analysis was updated, prioritizing risks according to their criticality and how well they are controlled. The impact, probability and control scales were adjusted. This led to some adjustments in the mapping and to the inclusion of new risks in this Statement of Non-Financial Performance.

3. The reporting scope

The consolidation scope of non-financial information is the same as that used to prepare the consolidated financial statements. This non-financial information is then consolidated applying the method used to integrate the company into the Group's consolidation scope:

- the non-financial data of fully consolidated companies is included in full during the period they are consolidated;
- the non-financial data of companies consolidated using the equity method (joint ventures and associates) is not included.

4. Reporting methodology

Each department is responsible for its own indicators, which the CSR Department centralizes for inclusion in the Statement of Non-Financial Performance (SNFP).

We use two methods to collect and consolidate data:

- Data may be processed by the sites and then consolidated, for example for HR, environmental, health/safety and security indicators;
- Data may be processed centrally, as is the case for procurement and ethics indicators.

Carbon footprint methodology

Our carbon footprint is measured out in accordance with the standards and recommendations of the Greenhouse Gas Protocol (GHG) and the French Ecological Transition Agency (ADEME). Using an operational control approach, this measurement covers entities that engage in transportation activities that have been in operation for at least one year and are included in the financial scope.

Our report covers the following categories or scopes of emissions:

- **Scope 1:** direct emissions from vehicles and infrastructure by combustion or leakage within the organizational scope;
- **Scope 2:** indirect emissions associated with the production of electricity, heat or steam acquired for the organization's activity;
- Other emissions included in **Scope 3** are calculated for the first time for France only.

Emissions are calculated on the basis of the emission factors provided by ADEME and the GHG Protocol.

Breakdown of emission factors:

The GHG emission factors for electricity consumption by country, road diesel, rail diesel, light marine diesel, heavy marine diesel, vehicle natural gas, liquefied petroleum gas and gasoline are derived from the GHG Protocol Carbon Base.

Since 2019, the reporting protocol for greenhouse gas (GHG) emissions is the Greenhouse Gas Protocol (GHG), which was updated in 2020. In addition, the pollutant reporting protocols no longer rely on business data, but on ADEME data taken from the "Overview and evaluation of various urban bus sectors" study for Euro II to VI engines.

Emission factors for Euro 0 and Euro I engines reflect business data for Euro II.

Definition of the fleet:

- Low-emission fleet: fleet with low greenhouse gas or pollutant emissions (Euro VI, hybrids, CNG, biogas, electric, biodiesel, hydrogen);
- Alternative fleet: non-diesel buses and coaches (CNG, biogas, electric, biofuel, hydrogen);
- Low-carbon fleet: fleet with low greenhouse gas emissions (biogas, biodiesel, hydrogen, electric*).

Indicators and benchmark year

Due to a software upgrade that did not permit updating the 2017 data and the updating of emission factors, 2018 replaces 2017 as the benchmark year.

Due to uncertainties about the emissions of the marine fleet, the carbon emissions per 100 km indicator is monitored for the non-marine fleet, which accounts for 95% of the fleet's total emissions.

Local pollutant indicators are calculated on our road fleet including the bus and coaches fleet.

Indicators developed or changed in 2022

Diversity, Equity & inclusion

- Percentage of women among Top Executives.

*Green certificate purchases are combined with electric fleets in countries where it is possible.

5. Verifications carried out of our social, environmental, procurement, health, security and safety reporting systems

Each year, definition references are shared with the network of contributors and any changes shared and explained by our contributors are made following discussions, prior to the launch of reporting campaigns in order to ensure, to the extent possible, that they properly understand which data is expected and that this information is reliable.

The quality of non-financial information is a priority for the Group and, therefore, our teams are engaged in continuous data quality improvement process. In all countries, optimization initiatives have been deployed by activating all available tools in the information production chain: exhaustive and reliable data sources, modernized data collection architectures, effective use and reporting of information, ensuring data consistency at the Group level.

6. Fighting food waste and food insecurity, and ensuring animal welfare and responsible, equitable and sustainable food production

As of the date of this document, we have no knowledge of any actions to combat food waste and food insecurity or to ensure animal welfare. We are aware that these are essential issues but they do not concern our business sector.

We strive to ensure responsible, equitable and sustainable food production through our agreements with our company catering service provider which:

- Offers consumers healthy life choices and encourages them to follow them;
- Promotes local development and equitable, inclusive and sustainable business practices;
- Is a responsible buyer and provides management services that reduce carbon emissions.

The information contained in this document meets the requirements of Order No. 2017-1180 and Implementing Decree No. 2017-1265, which transposed Directive 2014/95/EU of the European Parliament and of the Council of October 22, 2014 on the disclosure of non-financial information.

This document is an appendix to the Transdev Group's management report.




Monitoring our non-financial performance

Focuses	KPIs	Results 2021	Results 2022	Trends 2022	Targets
Environment	Rate of entities that experienced accidental pollution during the period	1.8 %	1.25 %	↓	Decrease compared to year "N-1"
	Low-emission fleet rate	61 %	69.9 % ⁽¹⁾	↑	Increase compared to year "N-1"
	GHG emissions kg/100 km traveled (excluding maritime activities)	88.5	85.7	↓	Decrease emissions by -30 % by 2030
	Alternative fleet rate	14.8 %	17.1 % ⁽²⁾	↑	Increase the alternative fleet by +50 % by 2030
	Pollutant emissions g/100 km traveled	CO NOx PM HC	44.4 913.2 4.9 12	41.2 825.2 4.3 10.8	↓ ↓ ↓ ↓
Responsible procurement	Percentage of master contracts > €1 million that incorporate the Suppliers' Charter	85.7 %	94.2 %	↑	100 %
Safety	Lost time injuries frequency rate	20.82	20.68	↓	Decrease compared to year "N-1"
	Lost time injuries severity rate	1.84	2.19	↑	Decrease compared to year "N-1"
	Major accident rate	0.02	0.03	↑	Decrease compared to year "N-1"
Security	Lost time injuries frequency rate due to assault	2.43	3.10	↑	Decrease compared to year "N-1"
	Lost time injuries severity rate due to assault	0.34	0.42	↑	Decrease compared to year "N-1"
	Rate of physical assaults on passengers	0.69	1.03	↑	Decrease compared to year "N-1"
	Share of countries covered by a national security officer relative to the total number of countries in the consolidation scope	100 %	100 %	=	100 %
HR	Absenteeism rate	7.7 %	8.1 %	↑	Decrease compared to year "N-1"
	Employee turnover rate	21.4 %	24.0 %	↑	Decrease compared to year "N-1"
	Percentage of employees who received at least one training course during the year	82.9 %	83.9 %	↑	80 % of the employees
	Percentage of employees who have had an annual interview (Group Top Executive and top managers scope)	78.7 %	82.9 %	↑	100 %
Diversity, Equity & inclusion	Percentage of Top Executives that are women	25 %	26 % ⁽²⁾	↑	34 % women among Top Executives by 2030
Fundamental rights	Annual percentage of projects approved by the Group Engagement Committee for which human rights risks have been assessed and reduced to an acceptable level	71 %	85.7 %	↑	100 %
Personal data protection	Share of countries covered by a personal data protection officer compared to the total number of countries in the consolidation scope	89 %	94.1 %	↑	100 %
Anti-corruption efforts	Percentage of managers trained in anti-corruption measures every sliding 3 years	50 %	81 %	↑	100 % (every three years)

(1) indicator not audited in 2022

(2) indicator published and audited in 2022

Our contribution to the UN sustainable development goals

SDG	Initiatives/Commitments undertaken by Transdev
	<ul style="list-style-type: none"> Transdev deploys a Safety policy and a Security policy in all countries where it operates.
	<ul style="list-style-type: none"> Transdev deploys a policy to promote respect for fundamental rights. Transdev is committed to diversity and inclusion through its Group Diversity and Inclusion Program.
	<ul style="list-style-type: none"> Transdev deploys a Safety policy and a Security policy. Transdev deploys a policy to promote respect for fundamental rights and a vigilance plan. Transdev promotes social and economic inclusion by working with local stakeholders. Transdev deploys an Ethics and Compliance Management System. Transdev deploys a Sustainable Procurement policy.
	<ul style="list-style-type: none"> Transdev deploys an Environmental Management System. Transdev develops clean, autonomous and electric mobility solutions.
	<ul style="list-style-type: none"> Transdev develops integrated and inclusive mobility solutions. Transdev promotes social ties through the Transdev Foundation. Transdev develops Learning programs to enhance opportunities for its employees. Transdev is committed to initiatives to encourage social inclusion and reduce inequalities in access to transportation. Transdev deploys an Ethics and Compliance Management System and a policy to promote respect for fundamental rights.
	<ul style="list-style-type: none"> Transdev deploys an Environmental policy and a Security policy. Transdev deploys clean, autonomous and electric mobility solutions. Transdev provides efficient and shared on-demand solutions. Transdev deploys a Sustainable Procurement policy.
	<ul style="list-style-type: none"> Transdev deploys an Environmental policy and a Sustainable Procurement policy.
	<ul style="list-style-type: none"> Transdev deploys an Environmental policy and is committed to a more ecological and cleaner mobility.
	<ul style="list-style-type: none"> Transdev deploys an Ethics and Compliance Management System and a policy to promote respect for fundamental rights.
	<ul style="list-style-type: none"> Transdev promotes social ties through the Transdev Foundation and develops local partnerships in the communities it serves. Transdev applies an ethics charter and deploys an ECMS policy.

“GC Advanced” cross-reference table

The Group has undertaken to report annually on the implementation of 21 advanced criteria and best practices related to our strategy, governance, stakeholder engagement and contribution to the UN Sustainable Development Goals (SDGs).

INTEGRATION OF THE 10 PRINCIPLES IN STRATEGY AND OPERATIONS		PAGE
The COP (Communication on Progress) describes mainstreaming into corporate functions and business units	“Transdev, a committed player”	17
The COP describes the implementation in the value chain of reliable policies and procedures on human rights	“Our ethics and compliance approach”	57
RELIABLE POLICIES AND PROCEDURES ON HUMAN RIGHTS		PAGE
The COP describes robust commitments, strategies or policies in the area of human rights	“Transdev, a committed player” “Management of our non-financial performance” “Our ethics and compliance approach”	17 23/24 57
The COP describes effective management systems to integrate the human rights principles	“Management of our non-financial performance” “Our ethics and compliance approach”	23/24 57
The COP describes effective monitoring and evaluation mechanisms of human rights integration	“Our ethics and compliance approach” “Monitoring our non-financial performance”	57 65
RELIABLE POLICIES AND PROCEDURES ON LABOR PRINCIPLES		PAGE
The COP describes specific commitments, strategies or policies in the area of labor	“Transdev, a committed player” “Management of our non-financial performance” “Transdev, a responsible employer”	17 23/24 41
The COP describes effective management systems to integrate the labor principles	“Transdev, a responsible employer”	41
The COP describes effective monitoring and evaluation mechanisms of labor principles integration	“Transdev, a responsible employer” “Monitoring our non-financial performance”	41 65
RELIABLE POLICIES AND PROCEDURES ON ENVIRONMENTAL PROTECTION		PAGE
The COP describes specific commitments, strategies or policies in the area of environmental stewardship	“Transdev, a committed player” “Management of our non-financial performance” “Transdev, a sustainable mobility player”	17 23/24 25
The COP describes effective management systems to integrate the environmental principles	“Transdev, a sustainable mobility player”	25
The COP describes effective monitoring and evaluation mechanisms for environmental stewardship	“Transdev, a sustainable mobility player” “Monitoring our non-financial performance”	25 65
ACTING TO SUPPORT THE WIDER GOALS OF THE UNITED NATIONS		PAGE
The COP describes core business contributions to UN goals and issues	“Transdev, a committed player” “Monitoring our non-financial performance”	17 65
The COP describes strategic social investments and philanthropy	“Transdev, the partner of communities”	50
The COP describes advocacy and public policy engagement	“Transdev, a sustainable mobility player”	25
The COP describes partnerships and collective action	“Transdev, a committed player” “Transdev, a sustainable mobility player” “Transdev, a responsible employer” “Transdev, the partner of communities”	17 25 41 50
RELIABLE POLICIES AND PROCEDURES IN THE AREA OF ANTI-CORRUPTION		PAGE
The COP describes specific commitments, strategies or policies in the area of anti-corruption	“Management of our non-financial performance” “Our ethics and compliance approach”	23/24 57
The COP describes effective management systems to integrate the anti-corruption principle	“Our ethics and compliance approach” “Monitoring our non-financial performance”	57 65
The COP describes effective monitoring and evaluation mechanisms for the integration of anti-corruption	“Our ethics and compliance approach” “Monitoring our non-financial performance” “Vigilance Plan”	57 65 68
GOVERNANCE AND ACCOUNTABILITY LEADERSHIP		PAGE
The COP describes CEO and Management commitment	“Transdev, a committed player”	17
The COP describes Board adoption and oversight	“Transdev, a committed player”	17
The COP describes stakeholder engagement	“Dialogue with stakeholders”	14/15

IX. VIGILANCE PLAN



Photo : Transdev Group

IX. Vigilance Plan

In accordance with Act No. 2017-399 of March 27, 2017 on the duty of vigilance of parent companies and principals, Transdev Group has adopted and implements a plan that includes reasonable vigilance measures to identify risks and prevent serious violations of human rights and fundamental freedoms, or threats to the health and safety of persons or of environmental damage, due to its activities and those of the companies it directly or indirectly controls within the meaning of Article L. 233-16(II) of the French Commercial Code, as well as due to the activities of subcontractors or suppliers with whom it maintains an established business relationship, if such activities are related to that relationship.

This initiative is based on:

1. A process for identifying, analyzing and prioritizing risks
2. Established assessment procedures for risk mapping purposes
 - 2.1 Assessment of subsidiaries
 - 2.2 Assessment of subcontractors and suppliers
3. Appropriate actions to mitigate risks or prevent serious harm
 - 3.1 A framework of fundamental rules
 - 3.2 A responsible and accountable governance
 - 3.3 Concrete prevention and monitoring actions
4. A mechanism for reporting and receiving reports on the existence or occurrence of risks
5. A system for monitoring measures implemented and evaluating their effectiveness
 - 5.1 Risks and Compliance
 - 5.2 Non-financial performance
6. Implementation report

This document is an appendix to the Transdev Group's management report.

1. A process for identifying, analyzing and prioritizing risks

The Group's main risks with respect to the duty of vigilance concern:

- Fight against climate change, reducing pollution and implementing energy transition;
- The health, safety and security of passengers and employees (preventing serious bus and train accidents, workplace accidents, incivility and violence in public transportation, terrorist and armed attacks and assaults on employees or passengers);
- Responsible and sustainable procurement;
- Fundamental rights (preventing risks of violations of fundamental rights, including harassment and discrimination);
- Business ethics (combating all forms of corruption, influence peddling, money laundering and terrorist financing).

The mapping methodology used is described in Section VIII of the statement of non-financial performance and additional details are provided in the "Methodological Note" section of the same document.

2. Established assessment procedures for risk mapping purposes

2.1 Assessment of subsidiaries

Vigilance plan risks were assessed for each country using a bottom-up approach. The methodology developed and used enables each country to apply this analysis within its subsidiaries.

The Group's performance indicators described in the statement of non-financial performance are applied within the various entities to enable each entity to track its performance and changes over time, as well as for reporting purposes.

2.2 Assessment of subcontractors and suppliers

This assessment and its results are described in the "Transdev, the partner of communities" section of the Statement of Non-Financial Performance.

3. Appropriate actions to mitigate risks or prevent serious harm

3.1 A framework of fundamental rules

Transdev has adopted policies, procedures and codes of conduct that are binding on its stakeholders (employees, subcontractors, suppliers, consultants, service providers, etc.). The topics within the scope of the duty of vigilance that are covered by these policies and procedures include:

- The Safety Policy;
- The Group Environmental policy;
- The Anti-Corruption Policy and Code of Conduct;
- The Ethics and Compliance Management System, including the anti-corruption code of conduct;
- The Group Sponsorship and Corporate Philanthropy Procedure;
- The corporate officers appointment procedure;
- The sales intermediaries, service providers and lobbyists procedure;
- The Risk Policy;
- The Crisis Management Procedure and Incident Reporting Procedure;
- The Code of Ethics;
- The Procurement Procedure and Suppliers' Charter;
- The internal control charter.

These policies, procedures and codes are approved by the Executive Committee and circulated to all employees. In addition, whenever relevant, they are provided to the Group's stakeholders, who are requested to undertake to comply with them. They are regularly reviewed and modified, in accordance with the same approval process.

3.2 Responsible and accountable governance

The Group has set up a chain of delegations of authority and signature powers that defines and limits the authority of the holders' powers, and it reminds them of their obligation to comply with, and to take reasonable and necessary measures to ensure that their teams are familiar and comply with all aspects of the statutes and regulations on preventing terrorism, organized crime and money laundering, as well as with the procedures, policies and codes adopted by the Company, in particular on:

- Safety;
- Bribery, influence peddling and other conflicts of interests;
- Money laundering and the Financing of Terrorism;
- Fundamental rights;
- Anti-competitive practices;
- Environment.

It has also adopted a review and decision-making procedure for development and operational projects that is implemented by the Country and Group Commitment Committees, as well as by an Investment Committee, which are responsible for examining these projects and operations based on criteria defined by the Group, and which incorporates the issues covered by this vigilance plan and mitigation/action plans in the event of specifically identified risks. These committees are chaired by the manager responsible for the relevant business scope.

The Group Commitment Committees are managed by the Risks, Ethics, Compliance and Internal Control Department.

3.3 Concrete prevention and monitoring actions

In addition to internal regulations and attentive governance, the Group has implemented risk management measures (Security, Safety and Environmental Management Systems, Training, Audits, Investigations), which are described in greater detail in Sections III to VII of the statement of non-financial performance.

4. A mechanism for reporting and receiving reports on the existence or occurrence of risks

The Group has adopted a reporting and incident management procedure to quickly circulate information on confirmed significant risks and to ensure that such information is handled by the ordinary organization or a crisis management structure.

The system, which is managed by the Risks, Ethics, Compliance and Internal Control Department, is on call 24/7.

In addition, various functional reports are used to periodically report incidents by type (health and safety, security, environment, fraud, etc.).

Information is periodically cross-referenced between the Risks, Ethics, Compliance and Internal Control Department and the relevant functional departments to ensure that information is consistent and that incidents are handled and monitored.

Lastly, an ethical whistleblowing procedure has been set up in all countries where the Group operates. Employees may, in good faith and in a disinterested manner, report a serious non-compliance or danger of which they are personally aware, with respect to the following issues: accounting, finance, banking, corruption, influence peddling or money laundering, anti-competitive practices, discrimination, harassment and, more generally for the fundamental rights, health and physical or mental integrity of any person concerned by our business, and protection of the environment and biodiversity.

This process, which is monitored by the Risks, Ethics, Compliance and Internal Control Department, operates in a manner that protects the rights of the relevant persons. Information has been circulated within the Group about the existence of the reporting system.

The Group has also set up a dedicated e-mail address – "ethics@transdev.com" – that all employees can use to contact the Risks, Ethics, Compliance and Internal Control Department if they have questions or need assistance.

5. A system for monitoring measures implemented and evaluating their effectiveness

5.1 Risks and Compliance

Every six months, the Executive Committee meets as the Risk Committee to review risk and compliance management within the Group, actions completed and ongoing actions and their results, and decides on additional actions to be taken.

The information necessary for this review is prepared by the Risks, Ethics, Compliance and Internal Control Department in conjunction with the countries, the functional departments and the members of the Executive Committee.

Specific preparatory work is carried out on issues in relation to ethics and compliance. Information on the implementation of this system is reported on a semi-annual basis by the country representatives. The contributions are consolidated in the report submitted to the Ethics and Compliance Committee. That committee's analyses and proposals are included in the semiannual risk report.

Each year, the Audit Committee also examines the risks and compliance review presented by the Risks, Ethics, Compliance and Internal Control Department, the engagement plans of the Internal Audit and Internal Financial Control Departments and their reports on their audits, recommendations, and the follow-up to the implementation of the plans and measures adopted.

5.2 Non-financial performance

The report and its conclusions are reviewed annually by the Audit Committee.

6. Implementation report

In 2022, the Group made progress on the various components of the vigilance plan, in particular:

- conducting a review of the Risk Policy;
- setting up a gifts and hospitality procedure;
- formalizing a risk appetite framework;
- rolling out an ethics whistleblower system.

These advances contribute to improving risk management and ensuring the effective implementation of the plan, across the entire business scope.

Report of the independent third-party on the verification of the consolidated non-financial statement included in the Group management report

FOR THE YEAR ENDED DECEMBER 31, 2022

To shareholders,

As an independent third party, member of the Mazars network, auditor of Transdev Group SA, accredited by the COFRAC Inspection under number 3-1058 (scope of accreditation available on www.cofrac.fr), we conducted our audit with the objective of providing an assessment expressing a limited level of assurance on the historical information (observed or extrapolated) of the consolidated statement of non-financial performance, which was issued in accordance with the entity's procedures (hereinafter the "Group Protocol"), for the year ended December 31, 2022 (hereinafter the "Information" and the "Statement", respectively), presented in the Group's management report, in accordance with the provisions of Articles L. 225-105-1, R. 225-105 and R. 225-105-1 of the French Commercial Code.

Conclusion

On the basis of all the information gathered and the procedures performed, as described in the "Nature and scope of our work" section, we have not identified any material misstatements that would challenge the fair presentation of the non-financial performance report in accordance with the applicable regulations and the fair presentation of the Information taken as a whole in accordance with the Group Protocol.

Preparation of the non-financial performance statement

The absence of a generally accepted and commonly used framework or established practice on which to evaluate and measure the Information allows for the use of different, but acceptable, measurement techniques that may affect the comparability between entities and over time.

Therefore, the Information should be read and understood with reference to the Group Protocol, the significant elements of which are included in the Statement.

Limitations in the Preparation of Information

As indicated in the Declaration, Information may be subject to uncertainty due to the current state of scientific or economic knowledge and the quality of the external data used; not to mention that some information is sensitive to the methodological choices, assumptions and/or estimates used to determine it and included in the Statement.

The entity's responsibility

The Board of Directors is responsible for:

- the selection or setting of appropriate criteria for the development of information;
- the preparation of a Statement in accordance with legal and regulatory requirements, including a description of the business model, a description of the main non-financial risks, a presentation of the policies implemented - with regard to these risks - as well as the outcomes of such policies, including key performance indicators; and
- the implementation of internal controls reviewed by the Board of Directors as necessary to ensure that the information produced is free from material misstatement, whether due to fraud or error.

As mentioned above, the Statement was prepared by applying the Group Protocol.

Responsibility of the Independent Third Party

On the basis of our work, it is our responsibility to issue a report expressing a conclusion of limited assurance on:

- the compliance of the Declaration with the provisions of Article R. 225-105 of the French Commercial Code; and
- the fair presentation of the historical information (observed or extrapolated) provided in accordance with the third paragraph of Article R. 225-105 of the French Commercial Code, namely the outcomes of policies, including key performance indicators, and the measures, relating to the main risks.

We are not engaged in the preparation of the Information as it may compromise our independence, as it is our responsibility to provide an independent conclusion on the Information as prepared by management.

It is not our responsibility to comment on:

- the entity's compliance with other applicable legal and regulatory requirements (in particular with regard to due diligence and the fight against corruption and tax evasion);
- the compliance of products and services with applicable regulations.

Regulatory provisions and applicable professional standards

We conducted our work described below in accordance with the provisions of Articles A. 225-1 et seq. of the French Commercial Code, as well as with the professional guidance of the French Institute of Statutory Auditors (Compagnie Nationale des Commissaires aux Comptes - "CNCC") applicable to such engagements, and the International Standard on Auditing (ISAE) 3000 (revised).

Independence and quality control

Our independence is defined by the provisions of Article L. 822-11 of the French Commercial Code and the Code of Ethics of the Statutory Auditors. In addition, we have implemented a quality control system that includes documented policies and procedures designed to ensure compliance with applicable laws and regulations, ethical rules and professional guidance issued by the French Institute of Statutory Auditors ("CNCC") applicable to such engagements.

Means and resources

Our work involved the expertise of five people and was carried out between November 2022 and February 2023 over a total period of four weeks.

We conducted about ten interviews with managers responsible for the preparation of the Statement, in particular from General Management, Administration and Finance, Risk Management, Compliance, Human Resources, Health and Safety, Environment and Procurement Departments.

Nature and scope of our work

We planned and performed our work taking into account the risks of significant misstatement of the Information.

The procedures carried out in the exercise of our professional judgment enable us to provide a limited assurance conclusion:

- we reviewed all the entities included in the scope of consolidation and the description of the main risks;
- we assessed the suitability of the Group Protocol with regard to its relevance, completeness, reliability, neutrality and understandability, giving due consideration, where appropriate, to best practices in the industry;
- we verified that the Statement covers each category of information provided for in III of Article L. 225-102-1 with regard to social and environmental matters;
- we verified that the Statement presents the information required by II of Article R. 225-105 when relevant to the principal risks and includes, where appropriate, an explanation of the reasons for the absence of the information required by the second paragraph of III of Article L. 225-102-1;
- we verified that the Statement includes the business model and a description of the main risks related to the activity of all entities within the scope of consolidation, including, where relevant and proportionate, risks resulting from their business relationships, products or services, as well as policies, measures and outcomes, including key performance indicators associated with the main risks;
- we referred to documentary sources and conducted interviews to:
 - assess the selection and validation process of the main risks and the consistency of the outcomes, including the selected key performance indicators, in relation to the main risks and policies reported; and
 - corroborate the qualitative information (measures and outcomes) that we considered most important, as described in Appendix 1. For certain risks (poor skills planning, claims against a supplier, failure to respect human rights, personal data breaches, the fight against corruption), our work was carried out at the level of the consolidating entity; for other risks, work was carried out on the consolidating entity and on a selection of entities¹;
- we made sure that the Statement covers the scope of consolidation, i.e. all the consolidated entities in accordance with article L. 233-16 of the French Commercial Code within the limitations set out in the Statement;
- we took into account the internal control and risk management procedures implemented by the entity and assessed the collection process to ensure the completeness and fairness of the Information;
- regarding key performance indicators and other quantitative outcomes that we considered to be the most important included in Appendix, we implemented:
 - analytical procedures consisting of checking the proper consolidation of the collected data as well as the consistency of their evolution;
 - tests of details based on sampling or other means of selection, to verify the proper application of definitions and procedures and to reconcile the data with supporting documents. This work was carried out on a selection of contributing entities¹ and involved between 37% and 86% of the consolidated data selected for these tests;
- we assessed the overall consistency of the Statement based on our knowledge of all the consolidated entities.

¹ Transdev Sydney (Light Rail), Transdev France

Report of the independent third-party

The procedures performed for a limited assurance engagement are less extensive than those required for a reasonable assurance engagement performed in accordance with the professional doctrine of the French Institute of Statutory Auditors (“CNCC”). Indeed, a higher level of assurance would have required more extensive audit work.

The independent third-party,

Mazars SAS

Paris La Défense, March 6, 2023

Charles DESVERNOIS

Associé

Edwige REY

**Associée RSE &
Développement Durable**

Appendix 1: Information considered most important

Qualitative information (actions and results) relating to the main risks

- Responsible Procurement Policy
- Data Privacy Policy
- Ethics and Compliance Management System
- Engagement Policy

Quantitative indicators including key performance indicators

Social indicators:

- Absenteeism rate
- Percentage of employees who received at least one training course during the year
- Employee turnover rate
- Percentage of women among Top Executives
- Percentage of employees who had an annual interview (Top Executives and Top managers of the Group)

Safety indicators:

- Lost time injuries frequency rate
- Lost time injuries severity rate
- Major accident rate

Security indicators:

- Lost time injuries frequency rate due to assault
- Lost time injuries severity rate due to assault
- Share of countries covered by a national security officer relative to the total number of countries in the consolidation scope
- Rate of physical assaults on passengers

Environmental indicators:

- Rate of entities that experienced accidental pollution during the period
- Alternative fleet percentage
- Pollutant emissions/100 km traveled
- GHG emissions/100 km travelled (excluding marine activities)

Procurement indicator:

- Percentage of master contracts > €1 million that incorporate the Suppliers' Charter

Corruption indicator:

- Percentage of managers trained in anti-corruption measures every sliding 3 years

Fundamental human rights indicator:

- Annual percentage of projects approved by the Group Engagement Committee for which human rights risks have been assessed and reduced to an acceptable level

Personal data protection indicator:

- Share of countries covered by a personal data protection referent compared to the total number of countries included in the consolidation scope.