



**COMMUNICATION ON PROGRESS 2018  
PERSPECTIVES 2019**

**DESTINATION?  
POSITIVE  
CHANGE.**



DRIVERS OF POSITIVE CHANGE

**Our profession involves great responsibilities.** Clearly, getting hundreds of thousands of people to work and school every day and enabling them to access healthcare, leisure and social activities is a responsibility of vital importance. Particularly since we have seen social and geographical divides widen everywhere in recent years. We can all be proud of what we do. 54,000 drivers getting up to go to work in the morning means giving 11 million people greater freedom to move each day.

**Our responsibility is engaged every day in the care we take of the people who use our transport services.** In the smile they are greeted with as they get on board; in how we answer their questions, manage the way they behave on board our vehicles, and in how we share the road with other users, while at the same time ensuring the safety of all.

**We are people serving people and mobility is what we do.**

**We are responsible because our business has a wider impact, and I aim, or rather, we aim, to move towards ever greater exemplarity. Our destination? Positive change.**

**First of all, in the well-being of our 82,000 employees.** As a responsible employer, we support our employees throughout their careers, from their integration into the group, and provide employees with training pathways that take on board new professional and career developments. We care about the safety of our employees and our passengers, it is our primary daily concern and a constant commitment. We are proud to commit to a company project that enables women and men to be at the service of all.

Thierry MALLET  
Chairman and Chief Executive Officer

**Through our commitment to society and working alongside the communities we serve.**

Working hand in hand with local communities we must seek to go further to find new ways to respond to the challenges faced by public authorities, championing and providing ever more inclusive and accessible solutions, and taking a more robust approach to diversity issues, particularly with respect to the recruitment of all categories of employees.

**For the planet**

Tomorrow's green mobility is already at the heart of our action at Transdev: it will be personalized, autonomous, connected and above all eco-responsible. Indeed, the ultimate transport revolution will be the end of diesel; sustainable mobility will be achieved through fleets of clean electric, biogas and hydrogen powered vehicles. Transdev is already established as THE European leader with its current operations in the Netherlands, Sweden, France and in about ten countries around the world. By the end of 2020, we plan to have nearly 1,000 electric buses, not counting our electric trains and trams. And this is only the beginning of an energy transition that is already well underway...

**Transdev supports the United Nations Global Compact**

Our decision to join the United Nations Global Compact back in 2003 affirms our historic ambition of leading the way regarding the positive mobility transformation. We pledge to continue to apply the Global Compact's 10 principles, in a determined, practical way, and to share them with our partners. Our Communication on Progress provides us the opportunity to highlight Transdev's dedication to integrating CSR into our ever day activities, creating social inclusion and limiting environmental impact.



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# TRANSDEV GROUP PROFILE

As an operator and global integrator of mobility, Transdev gives people the freedom to move whenever and however they choose.

**32,000 suppliers**  
— WORK WITH TRANSDEV



**€115 M**  
CURRENT OPERATING RESULT

**€6.9 BN**  
REVENUE FROM ORDINARY ACTIVITIES (ROA)

**11M passenger trips every day**  
— IN 17 COUNTRIES\* / 5 CONTINENTS  
\* Data 2020

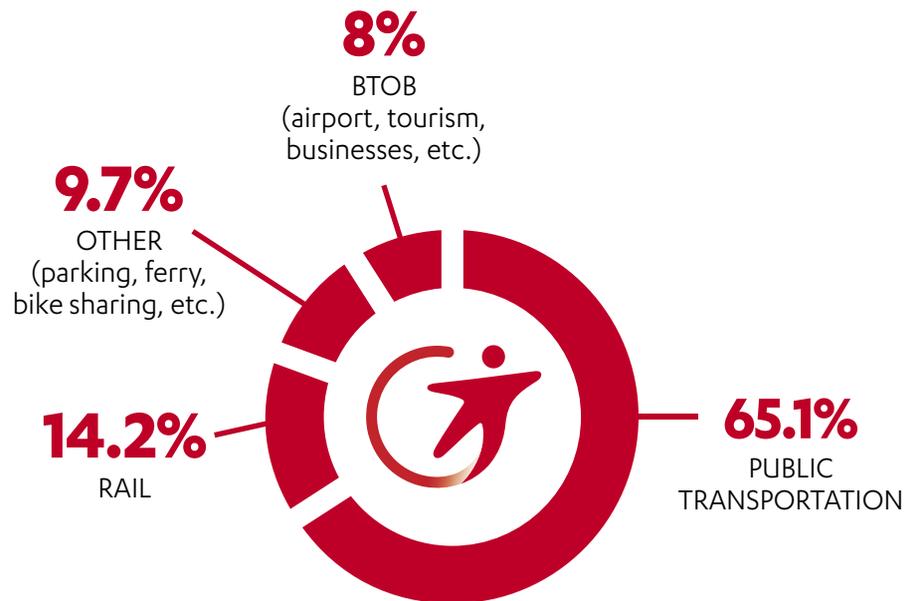


**1st**  
PRIVATE ELECTRIC BUS OPERATOR IN EUROPE

**43,000**  
VEHICLES OPERATED

**17**  
TRANSPORTATION MODES

**+600**  
ELECTRIC BUSES



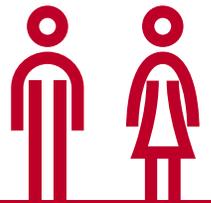
**82,000**  
MOBILITY CHANGE MAKERS

**67%**  
DRIVERS

**2**  
MILLION TRAINING HOURS PER YEAR

**25%**  
WOMEN

**+ 150**  
DIFFERENT JOBS



## CSR MADE IN TRANSDEV

Our line of business, mobility, obliges us and commits us to future generations on two levels: fighting global warming and committing to regional development. How? By mobilizing all our mobility change makers. For that, CSR is vital. Our dedicated department strives to inspire, showcase and roll-out best practices initiated or driven by employees.

### 1 vision, 5 strategic pillars

We think that deep understanding of our Customers allows us to better serve them, anticipate their needs and increase ridership.

We believe that collaborative and engaged Teams achieve high standards.

We are aligned with the objectives of the Clients and the Communities that we serve to support their long-term development.

We are engaged in Performance to master all mobilities and deliver@best cost.

We put Innovation at the heart to prepare for the future with more attractive, efficient and sustainable solutions.



### Managing CSR

Our CSR reporting is ISO 9001 compliant. This standard defines the criteria for our management system and under which the Transdev Group is assessed every two years. In 2018, Transdev pursued its progress and was again awarded Silver status by Ecovadis, which rates our CSR performance in France.



### Engaged in the energy and ecological transition

As a major operator in public transportation, Transdev supports local authorities in the global energy and ecological transition, for a better quality of life and greater respect for ecosystems. Naturally, public transport is a key player. Our activities, the choice we make and the way we operate have very concrete impacts on the environment.



### Closer to our stakeholders

Seamless dialogue with our stakeholders is essential to ensure the relevant development of our company. In 2018, we conducted a materiality analysis with key stakeholders from highly representative markets (France, Australia, USA and Germany). Materiality is about identifying the issues that matter most to our stakeholders.

For that, we interviewed public authorities, customers/passengers, experts and in-house executives. This in-depth photography was also an opportunity to understand how our societal challenges impact the way we work. Our goal? To better drive Transdev towards the future.

### Shareholders with a long term vision

Transdev is a «société anonyme» (limited company) with a Board of Directors, jointly owned by Caisse des Dépôts (66%) and the RETHMANN Group (34%). The two groups have concluded a partnership agreement sealing their shared strategic vision for the international development of Transdev.

#### Caisse des Dépôts Group

A French Public Financial Institution founded in 1816, Caisse des Dépôts Group conducts missions of General Interest and supports regional economic development.

#### RETHMANN Group

RETHMANN Group is a 100% family-owned German service and utility group. It is among the world leaders in logistics and transportation, in water and recycling and in the field of bio-technologies.

### Ethics and compliance

#### Code of ethics

Our ethical principles reflect the Group's undertakings to all stakeholders. They convey all the values that make Transdev a passionate, committed Group, and a high-performing, reliable partner.

Learn more [here](#).

#### Human Rights

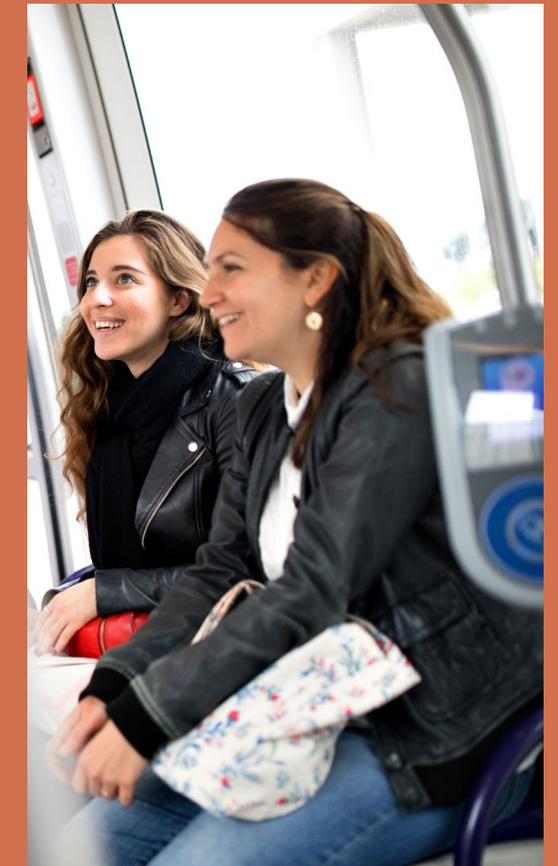
Because we are people serving people, we are committed to protecting human rights in our activities, in all relations with our stakeholders.

Whenever necessary, incidents relating to respect for human rights are swiftly dealt with via a whistleblowing system that is accessible to all our employees.

### Transdev supports the United Nations Global Compact

Our decision to join the United Nations Global Compact back in 2003 affirms our historic ambition of leading the way regarding the positive mobility transformation. We pledge to continue to apply the Global Compact's 10 principles, in a determined, practical way, and to share them with our partners.

NB: TRANSDEV is classified as CC Advanced (its highest level) since 2015



#PEOPLE  
PEOPLE  
SERVING  
PEOPLE



## WE ARE JOURNEY MAKERS

We are proud to provide 11 million passenger trips every day thanks to the commitment and professionalism of our 82,000 journey makers. Our teams around the world bring life to our ambition of giving people the freedom to move whenever and however they choose.

Our 54,000 drivers are at the forefront of our technological and commercial transformations. They play a vital role in making public transportation an attractive, relevant and reliable alternative to private cars. Therefore, we make sure our drivers develop the best know-how and tools to face our business transformation.

Committed every day to passengers and local communities, our drivers participate in the creation of social connections on board/social responsibility. True heroes of daily life, they offer a service that is close to the passengers, animated by a mission of public service.



“Even if new technology may change the way we work, we’ll always stay a human company that serves people.”



## ACTIONS SPEAK LOUDER THAN WORDS

We are a learning company, offering a diversity of careers. Here is a snapshot of initiatives worth reading about.

### Transdev Sweden launches its Bus Driver Academy

It is a disruptive approach to tackle a local burning issue: the bus driver shortage. Lena Cellerhed, HR Director of Transdev Sweden, and Zakaria Abna-Aissa, Business manager, aim to secure a pool of bus drivers for Transdev to prosper. During a 12-week training period, students can obtain their bus license and learn to be client-centric. Every student is paid, making it an attractive opportunity for men and women looking for a significant career change. This is what people serving people is all about!

### Moving forward on responsible driving

Our training program perfectly blends simulation and theory to help our journey-makers adopt daily eco-friendly practices which are a vital element of our CSR ambition. Fuel management, safety reflexes, braking technics, no stone is left unturned to enhance the way we drive our vehicles.



## TRANSDEV, A RESPONSIBLE EMPLOYER

At Transdev, we are people centric. Our responsibility is to foster talent and to provide our employees with diverse career progression paths.

### Recruiting Talents

Attracting the talent that will design and deliver the transport and service solutions of today and tomorrow is a major challenge for the company. Transdev recruits over 20,000 persons each year. This recruitment is primarily local. Our teams operating locally strive to make Transdev an employer of choice. Joining the Transdev Group means becoming part of a collective that empowers its talents and promotes collaboration. This is what employer-centric is all about.

### Social dialogue

Our responsibility is to ensure positive dialogue between our operational teams and management. Each employee can directly discuss performance, development needs and professional aspirations at least once a year and more often if possible. The success of the Group's business depends on the management of large teams in the field and the diversity of the men and women who make up its teams. To ensure the quality of service to our customers, we have opted to place social dialogue at the core of our HR strategy.

### Transdev, a learning company

Whether in the form of stand-alone modules or modules combined as part of broader training programs, e-learning is increasingly used to provide independent learning opportunities and simplify access to training. It is particularly used on specific key topics: health and safety of persons, combating corruption, language skills, IT security, digital and office application skills. Thus we provide our employees with perspectives of individual



collective development.

A management model to instil a culture of collaboration

we@transdev is a set of 10 core managerial competencies to be translated into expected behaviours for our managers and for their teams. Each manager must take ownership of the competencies for her/himself and her/his team in order to break silos and encourage collaboration.



2 QUESTIONS TO...  
FILIPE LIMA, HR Corporate – Transdev Portugal

**How is it possible to empower a culture of responsible leadership within Transdev?**

Our priority is to strengthen our corporate culture. Defining our mission and inspiring a positive mindset based on shared values provide clarity and purpose to our teams. It is vital to move forward. One thing is sure, diversity and inclusion are essential cornerstones on which to build our culture of responsible leadership.

**How does CSR contribute to Transdev's attractiveness?**

CSR is clearly not a trend. New generations want to have careers in line with their values and societal preoccupations. It is essential to integrate these factors in the way we attract new talents. We need to highlight how much we value their participation, placing them at the forefront of our innovation strategy. Yes, innovation and collaborative-thinking are today's key levers of attractiveness.

Program: Drivers@transdev  
Support our drivers with a specific care

We have developed the Drivers@transdev program founded on 3 key dimensions:

- Attract, recruit and retain talented drivers
- Drivers engagement & performance – drive the digital transformation of the profession and engage our drivers in their own performance
- Identify the skills needed tomorrow to build the future of the profession and support our drivers in this transformation.

## TRANSDEV, AN INCLUSIVE WORKPLACE

Promoting diversity and developing an inclusive management culture are essential levers of employee commitment. These efforts also embody our ability to transform for the better, as a Group.

### Diversity + Inclusion = Opportunity

To accelerate our transformation and make diversity a performance driver at Transdev, the Group has formally set a clear ambition for Top Executive Managers for 2020. The objective is to have women in 30% of these positions by 2020. We have also adopted a Diversity and Inclusion Program with specific governance to monitor its progress. Furthermore, we strive to promote a disability-inclusive working environment in line with our mission of transporting all customers, regardless of their disabilities.

Our disability program aims to develop simple, concrete and progressive actions to:

- create direct and indirect jobs for disabled persons;
- deploy awareness-raising, training and support actions for HR, managers and employees;
- firmly assist employees with disabilities in their professional or family life;
- support Handis-Positive projects.

### Foster employee engagement

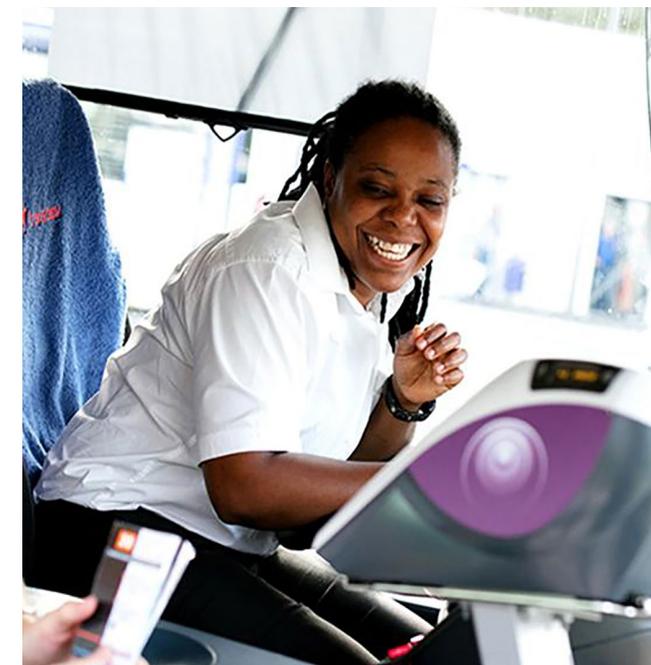
- Transdev has decided to launch an engagement program at Group level with the global target to assess each employee's engagement at least once every 2 years
- The ambition of the program is to ensure that each country has set up an assessment of engagement and implements locally relevant action plans to maintain or improve the level of engagement of all our 82,000 employees.

**“ At Transdev we have a clear vision for how we want our workforce and industry to look now and into the future – our team needs to reflect the communities we serve.**

Luke Agati, CEO Transdev Australasia

**“ Above all, the new policy has brought me peace of mind. I never wanted to have to choose between a career and family, and with Transdev being so progressive in this space, I didn't have to.**

Ajenta Conrad  
Environmental Specialist and Quality Manager  
Transdev Sydney Light Rail



### Best practice: higher diversity standards, Down Under

Transdev Australasia has been awarded the 2019 Workforce Diversity Award at the Australasian Rail Industry Awards held in Sydney. The award acknowledges Transdev's efforts to improve diversity and gender representation across the public transport sector, in particular within the rail industry. Since 2017, Transdev has introduced flexible working, gender neutral parental leave, a Women in Leadership mentoring program, and Domestic and Family Violence Support packages for employees, amongst a host of initiatives designed to make the organization a more inclusive place to work.

# TRANSDEV, BEHIND... OPEN DOORS

This document is a great opportunity to meet – for real – some of the people that bring life to our responsibility strategy. Our drivers, mechanics, controllers, developers (the list goes on) are at the forefront of Transdev's transformations. Their commitment is vital. That is why Transdev values their ideas and initiatives but also their doubts and fears.

Here we are – 9:00am in Lieusaint (France). Cups of coffee and croissants on the table. Around the table, Joachim, Sylvie, Didier, Mustapha, Nasreddine share their views on their daily challenges, their vision of tomorrow, and on why CSR is crucial for the future of Transdev and society.



## Is CSR something essential for you and Transdev?

**Joachim – Driver:** Yes. Sustainable development is part of our lives, as citizens. It's logical that it also influences my career. As a Public Transit leader, it is our responsibility to provide passengers with clean and reliable mobility solutions.

**Nasreddine – Driver:** The moment I arrived at Transdev, I noticed how important this subject was. I quickly benefited from an eco-driving learning programme.

**“ It is our responsibility to provide passengers with clean and reliable mobility solutions. ”**

It makes a difference! I'm able to preserve the quality of the vehicle and save fuel. I can watch my fuel consumption live. It makes it feel real.

## Do you think passengers' expectations are changing on this matter?

**Sylvie – Driver:** They don't express it explicitly. Mobility is a commodity; something vital in people's daily lives. Our performance is judged on our ability to remain reliable, in other words, ...on time. But that's all. As a service provider, my job is to create a relationship, even very short-term, with my passengers. Some situations imply diplomacy, sometimes authority.

**Nasreddine – Driver:** I would add that what people care for is safety. They might not say it, but it is at the top of my priority list. Furthermore, I believe that people value the quality of our fleet. In my ten years at Transdev, buses have evolved for the better. My passengers appreciate the modernity of the bus I drive.



Transdev Sénart depot in Lieusaint

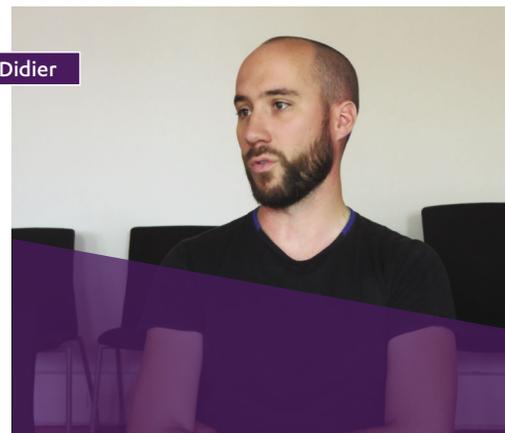
Mustapha



**Mustapha – Controller:** I see myself as a barometer of passengers' expectations. To me, our job at Transdev is to generate as much serenity as possible. A small proportion of passengers take our service for granted and negatively impact the experience of their fellow passengers. I fight fraud, but I try to maintain dialogue and represent the brand, and its people, as well as I can.

**“ Our performance is judged on our ability to remain reliable. ”**

Didier



## What makes working at Transdev a positive experience?

**Didier - Mechanics:** What's positive is that Transdev is a learning company. During my first months in our workshop, I identified vital updates to boost safety and strengthen our expertise. My requests were heard, and we obtained what we needed. From my perspective,

we can go even further if we managed to switch from reactive mode to proactive mode. Dialogue will get us there.

**Joachim – Driver:** I'm happy where I am now, but I feel that Transdev offers opportunities to evolve in-house. Our yearly meeting with the manager is the perfect occasion to share our experience of the past exercise and express our ambitions for tomorrow.

Sylvie



## What is your “dream Transdev” of the future?

**Sylvie – Driver:** Whatever the innovations that will influence the way we work, I truly hope that the social dimension of our mission will remain at the core. Autonomous mobility might provide advantages in some contexts, but nothing is more important than trust, especially regarding sustainable development and safety.

**Nasreddine – Driver:** We are lucky to work for an international company. What I'd like to see progress is our ability to share best practices. What works in Australia? What can we learn from our Canadian colleagues? If it were possible, I'd love to see an international exchange programme. It could become key to building a greater responsibility culture at Transdev!

Nasreddine



# #SOCIETY SUPPORTING OUR COMMUNITIES



## CONNECTING PEOPLE AND PLACES

**At Transdev, we are committed to serving as a long-term partner of local authorities to promote the economic, social and cultural vitality of local areas. Wherever we operate, we design mobility solutions to make everyday life more comfortable, for all.**

### REVITALISING SPARSELY POPULATED AREAS

Intermodal solutions are significant assets for territories far from major cities and urban hubs. Our full range of services allows us to adapt to the specific needs of each community while ensuring maximum accessibility. For example, we are creating new on-demand transportation services, such as Fleetme. This live carpooling solution is connected to local public transit networks. Fleetme enables private drivers to put their cars at the service of the existing system. Schedules, fares and itineraries are integrated into the current live information platform, making it easier for commuters to plan their daily journeys.

### ECO-MOBILITY SOLUTIONS IN MEDIUM-SIZED CITIES

As a specialist in integrated networks and the joint management of transport modes, we support medium-sized cities in the development of alternative solutions to the use of individual cars. We offer reliable and efficient solutions to encourage the use of public transport. For instance, Transdev has managed the Foothill Transit's Arcadia Services (San Gabriel Valley, CA, USA) since 2014. Beyond providing excellent services for approximately 50% of the local transit system, Transdev continues its intensive innovation policy to enhance traveler experience through improved customer feedback management, additional social media engagement and stronger environmental performance. Foothill Transit has pledged to move to an all-electric fleet of buses by 2030.

## BUILDING THE SMART CITY

At Transdev, we strive to co-create the cities of tomorrow. Today, urban areas and dynamic cities face many challenges: traffic congestion, shortage of parking solutions, increasing expectations from residents regarding eco-friendly public transit. We help cities to build mobility systems that integrate new means of transportation while offering innovative payment and passenger information services to improve customer experience. In Rouen (France), the Rouen Normandy Autonomous Lab launched the first shared, autonomous and on-demand mobility service in Europe. This experiment, now opened to the public, includes 4 Renault ZOEs and i-Cristal, our autonomous shuttle bus. This kind of inspiring initiative contributes to building more connected, inclusive and carbon-sober urban communities.



**“ The commuting solutions that we provide for Foothill Transit are a crucial element of mobility for Southern California and we are constantly searching for opportunities to upgrade the passenger experience in all aspects**

Duane Eskierka, Senior Vice President  
of Transit Operations for Transdev



## INCLUSIVE AND ACCESSIBLE MOBILITY FOR ALL

### OUR PARATRANSIT AND NON-EMERGENCY MEDICAL TRANSPORT SERVICES

Transdev pays special attention to special care. We have become over the years a leading provider of paratransit and non-emergency medical services. We move millions of people with special needs safely and comfortably every year. In the United States alone, we operate in more than 50 cities, from San Francisco to Baltimore. The success of our strategy relies on our ability to identify technological solutions that simplify access to our services while guaranteeing maximum efficiency for our clients. We also train our drivers to develop our caring culture, enhance the overall experience, build trust and deliver outstanding service to all our passengers.

#### Best practice: attention to detail

As ever, safety is our n°1 priority. Expert and committed operators make a huge difference in how our passengers experience our services. That is why our training courses



include wheelchair securements, safe usage of wheelchair lifts and ramps and best practices regarding interaction with passengers. These efforts are vital to ensure maximum safety all the way.

### MEDICAL TRANSPORT SERVICES

As a global mobility specialist, we strive to facilitate and streamline access to medical services for all. As such, we offer customized and optimized medical transport solutions for patients and healthcare establishments. For example, Transdev Nederland's ambulance services provider - Witte Kruis - has become the leader in the medical transport sector in the Netherlands. Active in the entire healthcare chain Witter Kruis also provide assistance at events and agile mobility solutions for general practitioners. It delivers innovative training courses and offers public assistance by managing 250,000 first aid volunteers.

#### Witte Kruis in numbers

- Active in 6 Dutch provinces
- 175 vehicles
- 830 employees

#### Increasing our transport on demand offer

Transdev's is a global leader in personalized transportation services. In 2018, ToD activities of all kinds represented 10% of the Group's turnover, from public transit first & last mile services to ambulances and paratransit, and not even counting school transportation. Hence the cumulated experience in personalized transport services has enabled Transdev to be a pioneer in digitalized public ToD – i.e. providing digital customer experience – in seven major countries over the past 3 years, in all our business segments.

After 2 years of operation in Vitrolles, France, Chronopro has a proven track record:

- 3 vehicles, 1100 trips/month, 29 stops, 12h/day
- 20 tonnes of CO2 emissions/month
- 50% average travel time



## ACCELERATING LOCAL DEVELOPMENT

**We take our responsibility as a local economic and social actor very seriously. As a Group, we place inclusion at the very core of our corporate identity as a reliable local employer. This value also defines our relationships with our suppliers and the nature of our initiatives and sponsorship programs supporting diversity and greater access to sustainable employment.**

#### Teaming up with the best to support our local partners

We work with public authorities and local organizations to develop skills and create job opportunities which comply with our values of solidarity, diversity and inclusion. Our approach with local actors is holistic. We strive to showcase the depth of existing opportunities and researched profiles while making sure to attract new talents in the long run.

#### We are mobility advisors

Intelligence is also key to identifying the best solutions suited for each area we strive to develop. In all public transport segments our dynamic subsidiary, Transamo, helps local authorities bring their projects to fruition, while guaranteeing feasibility and operability, and managing projects that are delivered on time, on budget and to the required standards of quality. Transamo offers its partners extensive know-how in all critical aspects of mobility projects including technical expertise, thorough knowledge of public procurement, legal and regulatory affairs and rigorous management of complex mobility projects.

#### Committed to and with our suppliers

Building trust and long-term value with our suppliers is key to evolving in a dynamic and positive environment. It goes beyond business; it is about growing together. Our responsible procurement program includes a CSR Supplier Charter which defines the scope of our collaboration and also sets out our standards regarding ethics and sustainable development. To go further in enhancing our partnerships, we launched in 2017 a CSR performance evaluation program providing a genuine impetus for collective progress. Our goal now is to roll-out this platform for all of our partners.

#PLANET  
THE TIME IS NOW!



## STANDING UP AGAINST CLIMATE CHANGE

Climate change and its impact on air quality represent a significant threat to the environment and public health. As a key player in the public transit sector, we strive to deliver cutting-edge and eco-friendly solutions that pave the way to the best energy mix. But that is not all. Success lies in our ability to commit, individually and collectively, to building an in-house responsibility culture maximising our environmental performance. It is a cornerstone of our leadership for the future.

### RESPONSIBLE OPERATIONS EVERY DAY

#### ECO-DRIVING

Today, thanks to embedded tools imagined by Transdev, more than 5,000 buses benefit from comprehensive real-time data. This information helps our drivers to adapt and limit energy consumption. Results are inspiring: polluting emissions can decrease by up to 6% thanks to eco-driving. That is why we train our drivers every five years to make sure we stay up to date with the most efficient driving techniques out there.

**“We are trained to maximise the assets of our vehicles, which are more and more cutting-edge. Responsible driving is naturally about lowering our emissions, but it also about guaranteeing the safety of everyone on board. Luckily, these priorities are complimentary. Responsible driving definitely makes me a better driver**

Nasreddine Toumi - Driver



## QUALITY SAFETY ENVIRONMENT THE ENVIRONMENT IN THE HEART OF AN INTEGRATED SYSTEM

Sustainable development forms part of the very lifeblood of the city of Barcelona. Long-term partner since 2000, Transdev covers the operation and maintenance of two branches of Barcelona's tram system. Since 2013, the energy consumption of the tram system has been reduced by 4.5% and a new cleaning water recycling system made it possible to achieve a 70% consumption saving. By optimizing these practices and adapting them to the specific characteristics of each town or city, Transdev is demonstrating its capacity to be a major integrated mobility provider, serving passengers while also respecting the environment.

#### GREEN FLEET

We are gradually moving to less carbon-intensive technologies and aim to reduce our carbon footprint through the development of greater electromobility. We are also deploying numerous programmes to achieve these objectives: technological improvements on vehicles, the use of new fuels, such as biodiesel in Rouen and CNG in Nantes, and the development and use of renewable energies, such as wind power for our Connexion network in the Netherlands. In March 2018, we inaugurated a network of 100 “zero emission” electric buses at Schiphol Airport in Amsterdam.

#PLANET

## ACCELERATING THE ECOLOGICAL AND ENERGY TRANSITION

### TOWARDS A MORE RESPONSIBLE ENERGY MIX

The energy transition is a crucial aspect of Transdev's service offer to local governments and Public Transit Authorities. Transdev offers various ecofriendly options. Among them: alternative fuels, renewal of heat engines, hybrid and fully electric vehicles. Since the implementation of the first electric minibuses in city centers (La Rochelle and Rotterdam), Transdev has expanded its electromobility fleet with self-service car sharing, hybrid taxi fleet and standard capacity electric buses. With 399% of the global fleet considered to be low emission (**Euro VI, hybrid, CNG, biofuel, electric, hydrogen**), we are now recognized for our experience and expertise in identifying and delivering eco-friendly solutions adapted to each network.

## AWESOME!

**#1 European operator of zero-emission electric buses**

**“Pioneer of autonomous, electric and shared transport systems, Transdev, as a leader, closely collaborates with forward-thinking technology partners.**

Yann Leriche  
CEO Transdev North America and Head of the B2C Business Line and Autonomous Transportation Systems

## THE HARROGATE BUS COMPANY – UNITED KINGDOM

Our local subsidiary – the Harrogate Bus Company – launched the first 100% electric autobus fleet in the UK, making the city the first beneficiary of low-emission buses in the country. These vehicles already enhanced living conditions in Goteborg (Sweden), especially regarding noise pollution. They feature USB charging ports, WiFi and cutting-edge informational screens for excellent passenger experience.



## INNOVATION TO MEET TODAY'S AND TOMORROW'S EXPECTATIONS

### ZE TRANSDEV LIVING LAB

The Zero Emissions Living Lab brings together experts from transit authorities, public representatives, government agencies and research centers to form a collaborative community committed to tackling key public transit challenges. These participants share their knowledge and experience on various cutting-edge electric vehicle technologies (batteries, charging devices, induction, fuel cells, etc.). This network embodies our willingness to build trust with our stakeholders and solve global issues, locally.

The Living Lab is also an inspiring innovation accelerator key to our learning culture. Today, we operate nearly 400 electric buses and minibuses at 27 sites in 7 countries and each year we hold the ZE Living Lab.

### ON-DEMAND SOLUTIONS

Not so long ago, depending on public transit implied accepting a defined schedule. Passengers had to adapt. That has changed. Passengers can now increasingly choose the vehicle that is right for them, when they need it. In the Netherlands, Transdev has integrated user-friendly on-demand services within existing networks to provide first and last-mile service. These solutions, called Flex, fit the needs and specificities of each city. BrengFlex transports passengers in low-emission cars within two zones in the Arnhem-Nijmegen metropolitan area. The BravoFlex service runs between bus stops and other destinations in the city of Helmond. Finally, AMLFlex serves mainly train stations in the Amsterdam area. These solutions also reduce the cost per passenger kilometres for transit authorities in low-density areas. Power to the passengers!

## MAAS IN MOTION

As the forerunner in «MaaS» (Mobility as a service), we offer travelers a range of simple mobile applications to access a wide choice of transport solutions for a trouble-free traveling experience. In Mulhouse (France), we have launched the first Compte Mobilité (Mobility Account) in Europe. This service gives excellent access to residents to a vast array of mobility solutions. It includes public networks, carparks, bike and car-sharing, a long-term bike rental (soon to be added: train service, long-distance car rental, taxis, etc.). Customers can now enjoy great flexibility and clarity through live monitoring of their mobility consumption and a holistic invoicing system.



2 QUESTIONS TO...  
**ALAN BANNISTER** – Deputy business development director – Australia

**Through your own experience, how does Transdev's CSR expertise bring value to its offer and brand image?**

Sustainability plays heavily in the way we grow. Our customers and clients value more and more our ability to push forward innovative solutions that support their own environmental agenda. We are also expected to generate greater social inclusion, especially here in Australia. The key is to anticipate and remain profoundly connected to the needs and preoccupations of the people we serve.

**What is Transdev's main strength to grow in this challenging context?**

I work with hard-working and dedicated people driven by success. I believe our ability to put heart and soul in the commercial challenges we tackle makes us special. As a group, we need to strengthen the way we share best practices from one country to another and to remind our talents how important they are in the way we build the future of our company.

# We empower your freedom to move every day

## WE PROVIDE ECOFRIENDLY SOLUTIONS:

- Electric
- Hybrid
- Hydrogen
- Biogas
- CNG/CNV
- Biofuel



**40%**  
green fleet



**1<sup>ST</sup> PRIVATE**  
electric bus operator in Europe



**43**  
networks certified ISO14001

## WE ARE PEOPLE SERVING PEOPLE, providing our customers with mobility solutions to meet their needs every day

- Ensure the safety of our passengers
- Eco-driving
- Social responsibility (welcoming our passengers, social connection, enabling our customers to live their daily lives)

**17 transportation modes**



## WE ARE PEOPLE CENTRIC

- Training
- Engaged teams
- Diverse & inclusive teams
- Collaboration & team spirit



**25%**  
women



**54 000**  
drivers who reflect the communities we serve



**2 million**  
training hours per year

# Safety first

## WE ARE A COMPANY SERVING COMMUNITIES' DEVELOPMENT with inclusive mobility

### Inclusive mobility:

- Transport on Demand/Microtransit
- Transport for People with Disabilities
- Health Transit

**11 million** passenger trips every day

# TABLE OF CONCORDANCE

## IMPLEMENTING THE TEN PRINCIPLES INTO STRATEGIES & OPERATIONS

<b>1</b>	The COP describes mainstreaming into corporate functions and business units	“CSR Made in Transdev”	6-7
		“We empower your freedom to move every day”	22-23
<b>2</b>	The COP describes value chain implementation	“CSR Made in Transdev”	6-7
		“We empower your freedom to move every day”	22-23

## ROBUST HUMAN RIGHTS MANAGEMENT POLICIES & PROCEDURES

<b>3</b>	The COP describes robust commitments, strategies or policies in the area of human rights	“Ethics and compliance”	7
		“Transdev supports the United Nation Global Compact”	7
<b>4</b>	The COP describes effective management systems to integrate the human rights principles	“Transdev a responsible employer”	10
<b>5</b>	The COP describes effective monitoring and evaluation mechanisms of human rights integration	“Ethics and compliance”	7
		“Transdev supports the United Nation Global Compact”	7

## ROBUST LABOUR MANAGEMENT POLICIES & PROCEDURES

<b>6</b>	The COP describes robust commitments, strategies or policies in the area of labour	“People serving people”	8, 9, 10, 11
<b>7</b>	The COP describes effective management systems to integrate the labour principles	“People serving people”	8, 9, 10, 11
<b>8</b>	The COP describes effective monitoring and evaluation mechanisms of labour principles integration	“People serving people”	8, 9, 10, 11

## ROBUST ENVIRONMENTAL MANAGEMENT POLICIES & PROCEDURES

<b>9</b>	The COP describes robust commitments, strategies or policies in the area of environmental stewardship	“Engaged in the energy and ecological transition”	6
		“The time is now”	18, 19, 20, 21
<b>10</b>	The COP describes effective management systems to integrate the environmental principles	“Engaged in the energy and ecological transition”	6
<b>11</b>	The COP describes effective monitoring and evaluation mechanisms for environmental stewardship	“The time is now”	18, 19, 20, 21

## ROBUST ANTI-CORRUPTION MANAGEMENT POLICIES & PROCEDURES

<b>12</b>	The COP describes robust commitments, strategies or policies in the area of anti-corruption	“Ethics and compliance”	7
<b>13</b>	The COP describes effective management systems to integrate the anti-corruption principle	“Ethics and compliance”	7
<b>14</b>	The COP describes effective monitoring and evaluation mechanisms for the integration of anti-corruption	“Ethics and compliance”	7

## TAKING ACTION IN SUPPORT OF BROADER UN GOALS AND ISSUES

<b>15</b>	The COP describes core business contributions to UN goals and issues	“CSR Made in Transdev”	6-7
<b>16</b>	The COP describes strategic social investments and philanthropy	Supporting our communities	14, 15, 16, 17
<b>17</b>	The COP describes advocacy and public policy engagement	Supporting our communities	14, 15, 16, 17
<b>18</b>	The COP describes partnerships and collective action	Supporting our communities	14, 15, 16, 17

## CORPORATE SUSTAINABILITY GOVERNANCE AND LEADERSHIP

<b>19</b>	The COP describes CEO commitment and leadership	“CSR Made in Transdev”	6-7
<b>20</b>	The COP describes Board adoption and oversight	“CSR Made in Transdev”	6-7
<b>21</b>	The COP describes stakeholder engagement	“CSR Made in Transdev”	6-7
		“We empower your freedom to move every day”	22-23

