

Statement of non-financial performance



As of December 31, 2020

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1. Transdev, a global group resilient in the face of the pandemic

Transdev, a global group resilient in the face of the pandemic

Because mobility is essential to meet, work, study... or simply to live, Transdev empowers freedom to move every day, thanks to reliable and innovative solutions that serve the common good.

As the primary factor in social and territorial cohesion, social and professional inclusion, autonomy and freedom, mobility is at the heart of the challenges facing our societies and the attractiveness of their territories. Mobility facilitates access to employment, education and training, but also influences educational choices and the ability to take control of one's surroundings. This is even more true for people living in sparsely populated rural or peri-urban areas, where a growing proportion of the population now lives.

Transdev has been particularly involved in these subjects in order to deploy fair and open mobility for all, whatever the territory.

We are actively involved in the energy transition and the reduction of the social divide, connecting and reconnecting communities to each other and to rural and urban territories, providing responses adapted to the needs of our clients and passengers.

Public transit is a key element of the environmental policy of the future. Our role is to work alongside communities to meet the threefold objectives of health safety, ecological transition and social issues. Public transit and daily mobility must therefore be the backbone of the ecological and solidarity-based recovery that is necessary to restart economies that have been severely affected by the current pandemic crisis.

We share and act for the collective, in order to create opportunities and to contribute to the well-being of society and to progress for all. We care about people and the environment, in order to provide reliable and sustainable mobility. We dare to take up challenges and step out of our comfort zone to always offer the best solutions and innovations in response to the challenges of today and tomorrow. We are proud to provide daily mobility for an average of 11 million people on 5 continents.

Our 83,000 employees are passionate about their work and committed to passengers and regions every day. They are convinced that each and every one of them can contribute to social cohesion and help transform daily mobility. Training, attracting and retaining talent, growing them and maintaining their commitment is fundamental to our sustainable growth.

We are a team of people serving people and local areas, and mobility is what we do.



"At the core of our transformation, our culture and our dynamism of an international Group is our purpose: 'We empower freedom to move every day thanks to safe, reliable and innovative solutions that serve the common good', which is both the glue that binds us all and our compass that guides our decisions."

Thierry Mallet,
Transdev Group CEO



Our value creation

at the service of local communities

OUR RESOURCES

PEOPLE

83,000
employees

70%
drivers

- In **17 countries**
- **94%** on permanent contracts
- **58,000** drivers
- **+150** business lines
- **23%** women
- An **ecosystem of players in the fields of employment and training** with whom we partner in order to play our role as an employer in the local areas we serve.

NATURE

- Our energy consumption: a greater use of sustainable resources in order to reduce our vehicles' emissions:

10%
biodiesel

7%
CNG* and biogas

7%
Electric

- Green innovation: use of **hydrogen**
- **Commitments to reduce the environmental impact of our activities:** reducing our greenhouse gas (GHG) emissions by 30% by 2030

* Compressed natural gas

INDUSTRIAL AND COMMERCIAL

42,403
vehicles operated

662
electric buses and coaches

- **17** modes of transportation
- **54%** clean vehicles
- **€3 billion** product and services purchasing budget
- A **commitment to contribute to the energy transition:** We will increase our part of alternative fleet by 50% by 2030

FINANCIAL

Committed long-term
shareholders (Caisse des
Dépôts and Rethmann)

€902M
of shareholders' equity

€1.3 bn
of net financial debt*

* Including lease liabilities

OUR PURPOSE

We empower freedom to move every day thanks to safe, reliable and innovative solutions that serve the common good.

OUR VALUE CREATION

FOR OUR PASSENGERS

We are proud to provide about 11 million passenger trips everyday.

- An **offer in line with the demands of society** that respects the environment and practices fairness
- A **public transportation offer for all**, which reduces congestion in cities, simplifies the daily lives of citizens and contributes to **providing improved equity and access to local communities**
- Priority given **to the Safety and Security of our passengers** with enhanced protective measures against health risks to protect our passengers during their daily journeys

Covid-19 impact

In 2020, Transdev was severely impacted nd carried transported daily 6.2 million people. Transdev put in place health and safety measures in response to the global pandemic.

FOR THE PLANET

A tailored public transportation offer that increases the use of mass transit and helps to reduce road congestion, by offering innovative sustainable mobility solutions.

- A **growing alternative fleet:** electric, biogas, hybrid, hydrogen and other vehicles
- Drivers trained in **energy efficient driving**
- A **circular economy approach:** 56% of waste is recovered
- **Controlling our greenhouse gas (GHG) emissions:** 2% reduction in our emissions in 2019

49%

of entities covered by the Environmental Management System

16%

of entities ISO 14001 certified in 10 countries

FOR OUR CLIENTS, LOCAL COMMUNITIES AND PUBLIC INSTITUTIONS

As a trusted partner of public transit authorities, Transdev builds its transportation offers to meet and anticipate the challenges facing local areas.

- **€8.2 million paid in corporate income tax***
- France's external expenditure is estimated at **€ 1.2 billion**, of which **30%** on purchasing categories that consume a lot of labor of local work *(transport, industrial, technical and interim)
- In France, **the Transdev Foundation supports 323 local initiatives** that promote the integration of vulnerable people and social mobility, and the Foundation has **awarded €3.3 million in grants** since 2002.
- **Tailored, integrated and inclusive mobility solutions**
- A **responsible and continuous dialogue** with our ecosystem of stakeholders: clients, communities, national and local institutions

*In addition to corporate income tax, Transdev pays social security contributions and other levies and taxes.

18,800
new hires in 2020

FOR OUR EMPLOYEES

Our employees, who are Transdev ambassadors, are responsible for the excellence of our services on a daily basis.

- **96%** Safety Management System compliance rate rail activities (heavy rail, tram and LRT) and Safety Management System compliance rate other modes (buses and coaches, ToD, ferries)
- **Deployment of the drivers@transdev program** to make our driving professions more attractive, build driver loyalty and think about the future of the profession
- **More ambitious objectives in terms of commitment, diversity and inclusion** with roadmaps deployed in all countries where we do business and **a target of 50% women among the Group's top 100 managers (top executives) by 2025**

29%

of women among the Group's 100 top managers; 2 of our 6 key countries are headed by women

9

Key countries have deployed our Engagement program

€3.8 bn
in payroll

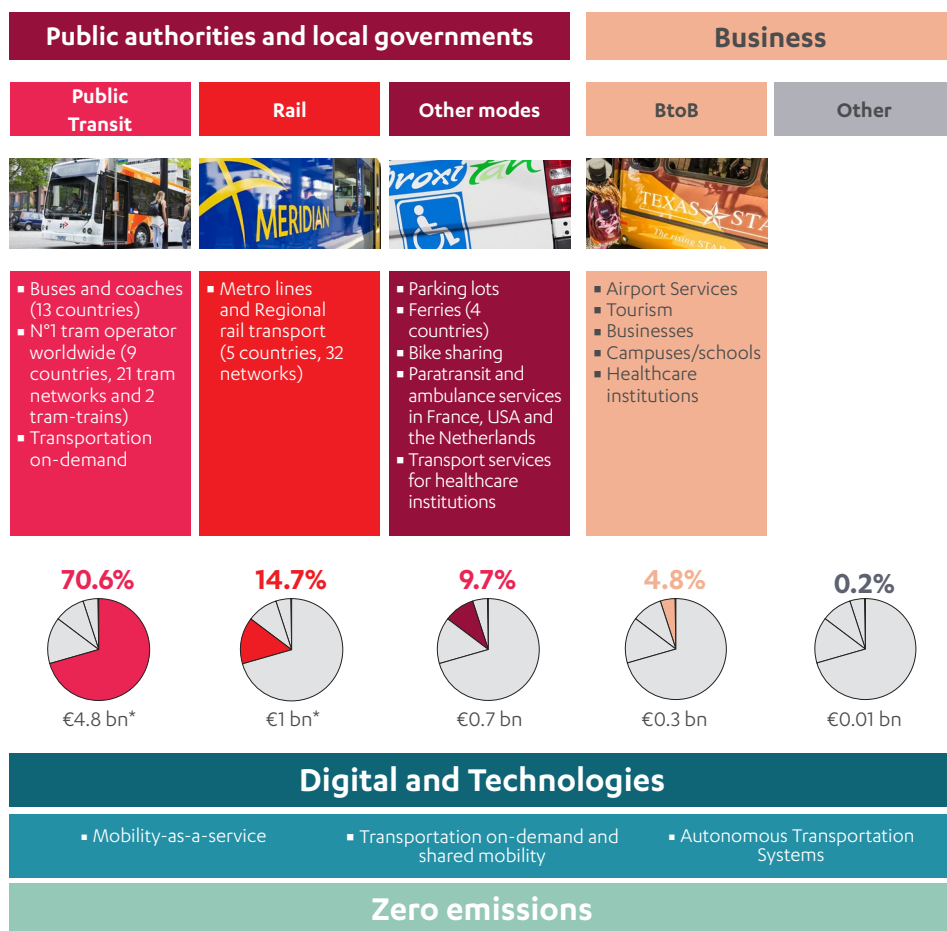
Our business model

1. OUR BUSINESS

Transdev possesses global expertise derived from over 150 business lines. Each day, 58,000 drivers serve our local government clients.

Trains, trams, buses, high-quality bus service, ambulances, school transportation, ferries, shuttles, funicular, carpooling, carsharing, bicycles, parking lots, transportation of persons with reduced mobility, electric and autonomous vehicles... are representative of the broad range of everyday modes, transportation systems and infrastructures 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, delivering hassle-free and truly innovative mobility with a strong human dimension.

Our activities

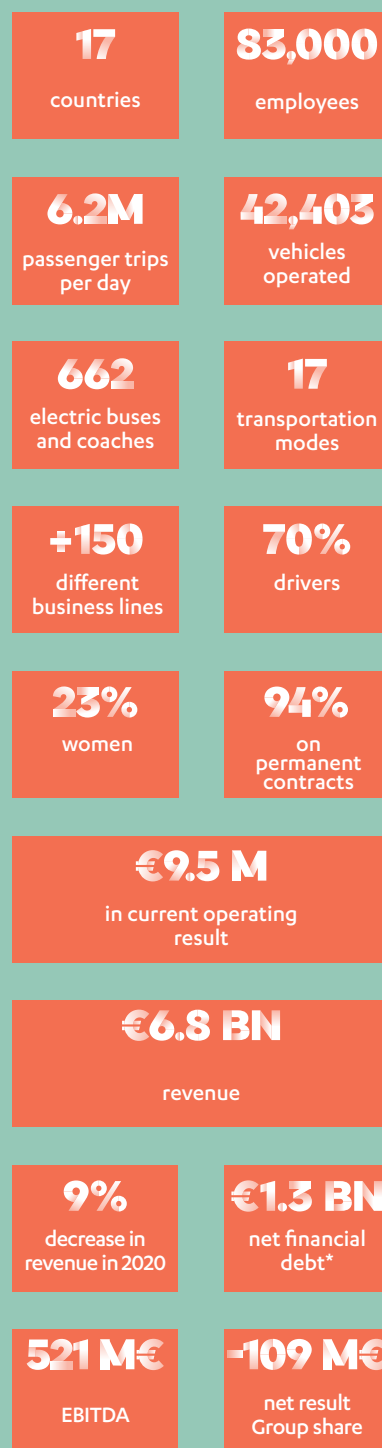


*2020 revenue

Our mobility solutions

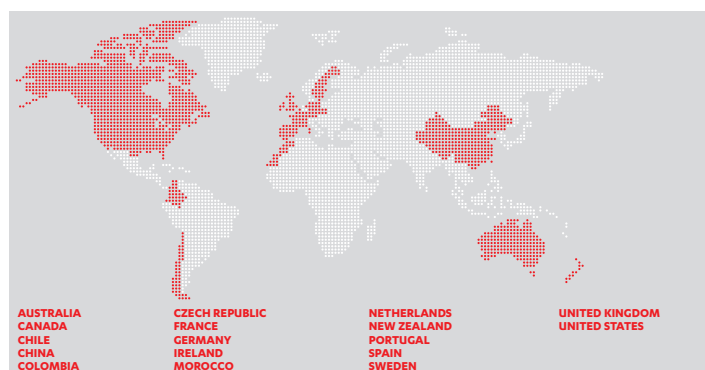
- Meet the expectations of our customers that are public transit authorities at the national, regional and municipal levels, as well as of our private customers, with respect, transparency and integrity;
- Are adapted to the specificities of populations and territories;
- Are in line with the demands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

TRANSDEV IN 2020



* Including lease liabilities

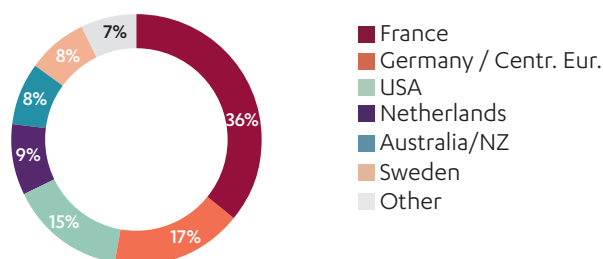
Our geographical presence



In order to meet the specific demands of populations and territories, our teams are locally based in seventeen countries, enabling them to offer solutions tailored to the communities we serve.

Our revenue by territory

Distribution of 2020 revenue by country



2. 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 transportation market that is open to competition in measures that vary considerably by country and transportation mode.

Over 75% of our activities involve contracts to manage transportation services on behalf of local authorities - B2G activities (cities, metropolitan areas, departments, regions or national governments). We also work for other private groups and associations.

If a market is open to competition, access to it is usually decided through a competitive bidding procedure. When the specifications are prepared, the public transit authority (the client) 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 (see the section entitled "Financing the vehicle fleet"), the frequency of service, pricing and the commitments the bidder may make on future developments in the use of the transport system.

Compensation

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

- **Gross contracts:** the public 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 public 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 public 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 system), 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 equally 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, 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 most significant cost items are:

- financing the fleet;
- employee payroll;
- energy and fuel costs;
- financial resourcing.

Financing the fleet

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

- by the public 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 public transit authority.

Employee payroll

Ordinarily, Transdev directly employs all teams that provide its services.

Energy and fuel costs

Our vehicles are fuelled primarily by diesel, electricity, hydrogen and gas.

Financial resources

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 its operations.

Innovation and attention paid to customers and passengers

Our aim is to be a trusted partner of our customers, public transit authorities and private actors, a partner able to implement safe, efficient and innovative mobility solutions that meet the health requirements as well as the evolving expectations in a constantly changing environment.

A year with lasting impacts

The public transportation sector is at the dawn of a global transition that is both technological and sustainable. However, the global pandemic has disrupted the inception of the new market that was taking shape. The COVID-19 crisis and the resulting “new normal” will significantly impact public transportation in the medium and long term.

1. THE “NEW NORMAL”

Mobility operators have been hard hit by the sudden collapse in ridership during the various lockdowns. For the year 2020, Transdev records a loss of around 40% of trips compared to 2019. A lasting decline in ridership over a long period and in the most geographic areas is possible; areas with high population growth may recover quickly. This decrease will most directly affect senior passengers and persons who are not dependant on public transportation.

The societal shift towards widespread adoption of remote working and expansion of home delivery services, arising out of the crisis, are likely to be permanent. In the area of mobility, alternatives to public transportation, such as electric bicycles or cars, have been encouraged and foresee enduring changes in mobility habits.

2. THE CHALLENGES OF ECOLOGICAL TRANSITION AND COMMUNITY EQUITY IN A TENSE ECONOMIC CONTEXT

As a direct consequence of the lockdown measures imposed in most European Union, the United States and Latin America countries, tax revenues fell in 2020. For public transportation, depending on the markets, the impact may be a drop of 10% to 30% in resources in 2020 and 2021. Facing climate challenge nonetheless, ambitious recovery plans aimed at a real modal shift, in favor of cleaner mobility systems, will be able to stop this trend. Such an investment will be essential to enable operators, including Transdev, to play their role in global climate emergency context:

- a role of supporting ecological transition in the regions with high-quality mobility solutions that reduce emissions per passenger;
- a development leveraging role for populations in peri-urban areas thanks to shared and inclusive mobility offers, offering access mobility to citizens in an area, with or without a private car.

3. THE GLOBAL PANDEMIC IS ACCELERATING THE ALREADY CLEAR TREND TOWARD SAFE, GREEN, INCLUSIVE AND FLEXIBLE OFFER

The lockdown measures imposed during the crisis resulted in a reduction of greenhouse Gases, thereby highlighting the impact of human activities on the environment. Research has shown that people living in polluted cities are vulnerable to respiratory diseases.

The growing environmental awareness in Europe has become a major political issue. The European Green Deal offers prospects for transforming the public transportation sector and the various national recovery plans will position public transportation as an environmental protection tool.

The success of the ecological transition will depend on our ability to make a commitment and offer a range of services that meet the demands of passengers and local authority clients. These adjustments to the offer will require improved management of public transportation data in order to foster the vitality of local areas. Data on user behavior is essential for developing a public transportation offer that is more innovative (autonomous transportation, on-demand transportation, etc.) and more inclusive.

4. OUR COMPETITIVE ENVIRONMENT



Traditional competitors have been heavily impacted but are reacting gradually.

Digital giants are consolidating the market: Intel has acquired Moovit, Amazon has taken over ZOOX (autonomous vehicles), Google is considering a possible purchase of Lyft.

Transportation modes that have been active are refocusing: Lime took over Jump thanks to its shareholders Uber and Google, FlixBUS abandoned its rail projects in France. The B2C positioning of **Uber, Lyft and Lime** has been hard hit.

Manufacturers have been badly affected by the crisis and are accelerating their transition to a greener offer.

Like manufacturers, **suppliers** have been heavily impacted by the crisis but will benefit from the stimulus plans announced.

Public transit authorities and municipal transit authorities are facing drastic budget cuts despite the rescue plans that have been announced.

All the players in the ecosystem have been affected. Public transportation is an essential service, whose model, although weakened by the crisis, has begun an accelerated transition to meet climate challenges. To do so, public transportation companies must find a second wind by:

- Obtaining government assistance;
- Showing resilience by continuously adapting their offer to changing needs and lifestyles;
- Innovating and making an even greater commitment to preserving jobs and maintaining service, which are the key to social cohesion in the territories they serve.

5. ACCELERATING THE TRANSITION TO SUSTAINABLE MOBILITY IS AT THE CORE OF OUR STRATEGIC PLAN

The COVID-19 crisis has led to a “total rethink” (McKinsey). The fundamentals of the business have been called into question, although public transportation remains a priority sector for our public transit authorities.

- To reduce congestion and emissions in cities;
- To promote development for populations in peri-urban areas.

Transdev, a global group resilient in the face of the pandemic

Transdev, as a corporate citizen, is fully aware of its ability to engage in this mission and has many assets. Thanks to adapted mobility networks and good infrastructure management, Transdev has the opportunity to reduce its carbon footprint as well as local pollutants that have a direct impact on public health:

- By adapting urban infrastructure (BRTs, areas with low emissions, urban tolls);
- By committing to the energy transition (clean energies, Zero program);
- By limiting our environmental impacts in all our activities (eco-driving, green depots);
- By improving the customer experience to accelerate the reduction use of the private car (transport on demand, vehicle autonomous) including in sparsely populated areas;

- By innovating and designing a new mobility paradigm (Mobility as a Service, carsharing).

Finally, the sector creates jobs and enables millions of people to reach their jobs. This mission is particularly important, since the COVID-19 crisis has highlighted social inequalities – with front-line workers at risk – and exposed the direct impact that poor management of common resources can have.

In this context, and in the service of our purpose “We empower freedom to move every day thanks to safe, reliable and innovative solutions that serve the common good” our strategy is adapting to the new challenges created by the pandemic:

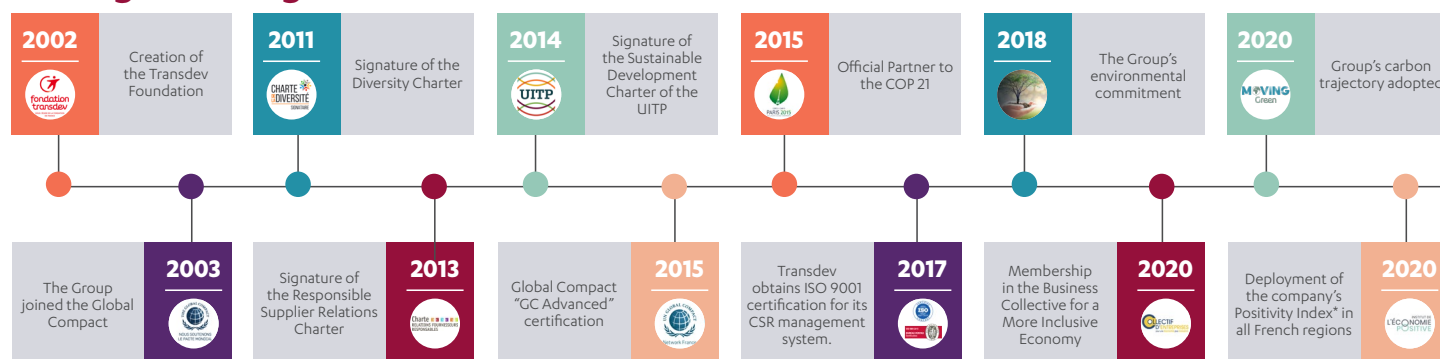
Customers	Clients & Communities	Innovation	Performance	Teams
Regain the confidence of our passengers	Assist our clients in managing new risks	Open up to partners to continue innovating	Restore profitability through financial discipline	Associate our teams in a sustainable, digital and collaborative company
<ul style="list-style-type: none"> ▪ Study and understand our passengers' new expectations ▪ Address all categories of passengers ▪ Adapt our services offer 	<ul style="list-style-type: none"> ▪ Excel in the relationship with our public transit authorities ▪ Optimize service to ensure continuity of service 	<ul style="list-style-type: none"> ▪ Promote incremental innovation for operations ▪ Build and inhabit our local ecosystems ▪ Build partnerships to shape tomorrow's mobility 	<ul style="list-style-type: none"> ▪ Ensure compliance with commitments ▪ Apply selectivity in choosing new projects ▪ Manage the risks and opportunities created by the energy transition 	<ul style="list-style-type: none"> ▪ Place diversity and inclusion at the core of our businesses, at all levels ▪ Ensure that digital tools are in place ▪ Develop areas of collaboration within the Group ▪ Provide each employee with the means to act



2. Transdev, a sustainability driven group

Transdev, a sustainability driven group

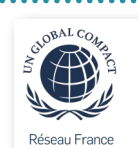
A longstanding CSR commitment



* Positivity Index first calculated in 2015

In 2020, Transdev joined the Business Collective for a More Inclusive Economy, which brings together leading French companies in their sectors. We have also made a commitment to UN Women to combat violence against women in public transportation.

Transdev is accelerating its environmental commitment by formalizing the MOVING Green strategy that will be deployed throughout the Group starting in 2021.

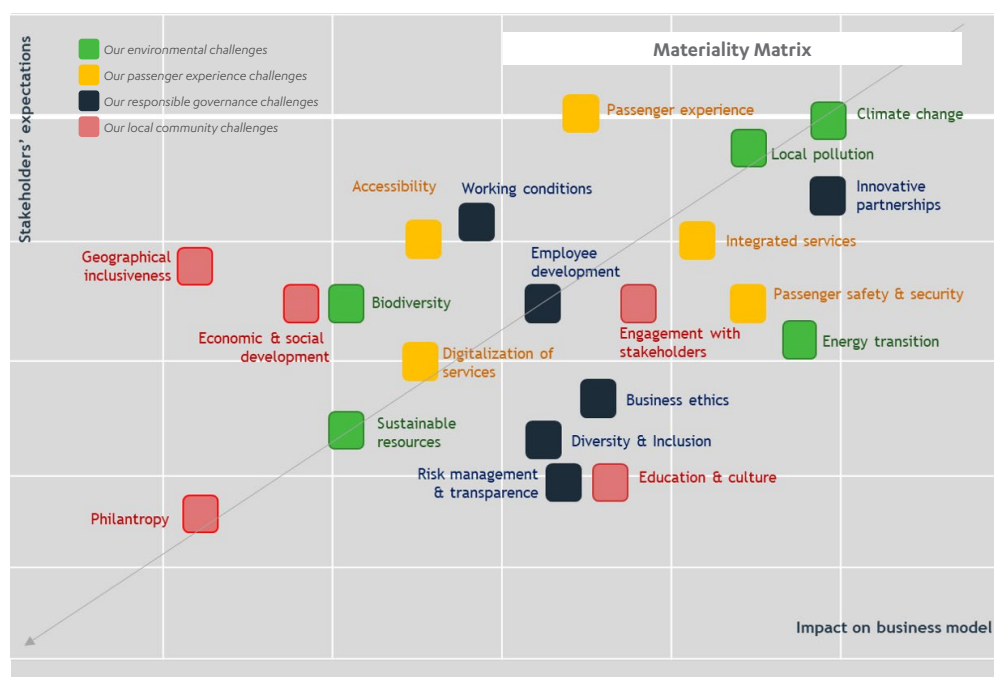


In 2020, Transdev reaffirmed its support for the ten principles of the United Nations Global Compact. The Group has been GC Advanced-certified since 2015 and has undertaken to report annually on the implementation of 21 advanced criteria and best practices related to our strategy, governance, stakeholder engagement and contribution to the UN Sustainable Development Goals (SDGs).

Stakeholders' expectations

In all areas where we operate, as well as nationally and internationally, we interact with our ecosystem: public transit authorities, associations representing the public transit sector, local governments, our passengers, our shareholders, our employees and their representatives, our partners and subcontractors, our suppliers, our insurers, local residents, associations and local players in employment and education, opinion leaders and think tanks.

Our materiality analysis has enabled us to map the issues we face in relation to the expectations of our ecosystem. Our priorities: providing safe, attractive and integrated mobility services that meet the mobility needs and customer experience expectations of our passengers, taking into account local and global environmental issues ensuring an ethical, responsible and inclusive corporate governance that works for and with our employees and partners, contributing to social cohesion and economic vitality are at the core of the Transdev Group's focus.



In 2018, Transdev carried out a materiality analysis with its stakeholders (public transit authority clients, players in the mobility sector, employees and passengers) in four countries where the Group does business present (France, USA, Germany and Australia).

Exchange and dialogue

In the context of 2020, Transdev's priority has been to put in place the conditions for accelerating and intensifying dialogue with all stakeholders. The involvement of employee representative bodies has been very active at all levels of the company and has ensured the success of operational strategies when it came to facing the current health crisis.

Transdev also took part in the dialogue by sharing best practices and working with national organisations such as UITP in France, APTA in the United States, and UITP at the international level, as well as with experts in mobility, territorial planning or cross-sectoral industrial communities.

Management of our non-financial performance

OUR KEY CHALLENGES	OUR ENVIRONMENTAL CHALLENGES	OUR LOCAL COMMUNITY CHALLENGES	OUR PASSENGER EXPERIENCE CHALLENGES	OUR GOVERNANCE CHALLENGES VIS-À-VIS OUR EMPLOYEES	OUR ETHICAL GOVERNANCE AND COMPLIANCE CHALLENGES
Stakeholder expectations	<ul style="list-style-type: none"> Climate change Local pollution Energy transition Sustainable resources Biodiversity 	<ul style="list-style-type: none"> Collaboration with local actors Philanthropy Geographical coverage Education & culture (living together) 	<ul style="list-style-type: none"> Inter- & multimodality Customer experience Digitalization of transportation services Transportation accessibility Safety and security of passengers 	<ul style="list-style-type: none"> Working conditions Training and Social dialogue Diversity and equal opportunities 	<ul style="list-style-type: none"> Business ethics Risk management and transparency Innovative partnerships
Main risks (Risk of negative impact of our operations)	<p>Accidental ground pollution</p> <p>Gradual ground pollution</p> <p>Gradual air pollution</p> <p>Contractual non-compliance in environmental matters</p>	<p>CSR claims against a supplier</p>	<p>Serious train accidents</p> <p>Serious bus accidents</p> <p>Terrorist attacks</p> <p>Personal Data Breach</p>	<p>Terrorist attacks</p> <p>Low employee commitment (including psychosocial risks and absenteeism)</p> <p>Poor skills planning</p> <p>Workplace accidents</p>	<p>Active bribery of a public official or a regulatory authority, passive bribery of private individuals</p> <p>Influence peddling</p> <p>Personal Data Breach</p> <p>Failure to respect human rights in the supply chain</p> <p>Failure to respect freedom of association</p> <p>Discrimination and harassment</p>
Main SDGs to which these challenges relate	  	  	  	   	 



Global Pandemic

Transdev's contribution to the UN's Sustainable Development Goals aims to act in local areas to promote social cohesion and sustainable development.

In 2020 we added the risk of a pandemic, which has become very significant for the Group given our responsibility for the safety of our employees and passengers.

We also included the previously identified personal data protection risk in our matrix of significant non-financial risks.

CSR dashboard

Our environmental commitment

Our Risks	Our Policies	Our KPIs	Our Commitments
Accidental / Gradual ground pollution	Environmental policies + Our actions and programs in support of the energy and ecological transition and to combat climate change	Rate of entities that experienced accidental pollution during the period	Decrease compared to year "N-1"
Contractual non-compliance in environmental matters		Low-emission fleet rate*	Increase our low emission fleet rate in which we are targeting 50% increase in the alternative fleet in 2030 (Ref year 2017)
		Pollutant emissions*/100 km travelled	Decrease compared to year "N-1"
Gradual air pollution		GHG emissions/100 km travelled	Reduce the carbon intensity of our fleet by 30% by 2030

*Low-emission fleet definition: Euro VI standards, hybrids, CNG biogas, electric, biodiesel, hydrogen

Transdev, the economic and social partner of local areas

Our Risks	Our Policies	Our KPIs	Our Commitments
CSR claims against a supplier	Responsible Procurement policy	Percentage of master contracts > 1 M € that incorporate the Suppliers' Charter	Incorporation of the Suppliers' Charter into all contracts with a value over € 1M.

Our priorities: health, safety and security for all

Our Risks	Our Policies	Our KPIs	Our Commitments
Serious train, bus accidents	Health and safety policy	Major accident rate	The health and safety of our employees, our passengers and the communities we serve is our priority. Each day, we do everything possible to achieve our goal of zero accidents.
Workplace accidents		Workplace accident frequency rate	Decrease compared to year "N-1"
		Workplace accident severity rate	
Assault of an employee or passenger Terrorist attacks	Security policy	Frequency rate of workplace accidents due to assault	The security of our employees, our passengers and the communities we serve is our priority. All human, technical and organizational measures we put in place are aimed at ensuring a safe travel and working environment.
		Severity rate of workplace accidents due to assault	
		Share of countries covered by a national security officer relative to the total number of countries in the consolidation scope	

To address pandemic risk, which materialized in 2020, Transdev has deployed the "Back on Track" system. This system is not the subject of a

separate policy but, over the long run, the health risk will be covered by the Group's Health and Safety policy.

The men and women of the Group are at the heart of our sustainable performance

Our Risks	Our Policies	Our KPIs	Our Commitments
Absenteeism and low employee commitment (including psychosocial risks)	Commitment Policy + Talent Management and Learning Programs + Group Diversity and inclusion Program	Absenteeism rate	100% of employees covered by a commitment survey in 2022 At least 80% of employees who have received one training course/year 50% of Top Executives are women by 2025
		Employee turnover rate	
		Commitment Policy deployment rate	
Poor skills planning		Percentage of employees who received at least one training course during the year	100% of employees who have had an annual interview (target for Group managers)
		Percentage of employees who had an annual interview	

Transdev is committed to a robust ethical process

Our Risks	Our Policies	Our KPIs	Our Commitments
Failure to respect human rights*	Fundamental rights Policy + Data Privacy Policy	Annual percentage of projects approved by the Group Engagement Committee for which human rights risks have been assessed and treated	100% of projects approved by the Group Executive Committee
Personal Data Breach		Share of countries covered by a personal data protection officer compared to the total number of countries in the consolidation scope	100% of countries covered
Corruption		Percentage of managers trained in anti-corruption measures every 3 years	100% of managers trained at least every 3 years

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

To address the health crisis: our “Back on Track” system

From the outset of the crisis, the Group activated its crisis management system at the various levels of the organization. A Group crisis unit monitors and coordinates the actions of the countries’ crisis systems.

All countries in which we do business have been impacted, our staff has mobilized to support our clients, protect our passengers and employees, and meet the challenges of generalized lockdowns followed by partial lifting of restrictions.

Our no. 1 challenge: sharing with the entire organization the massive amounts of information generated by governments, health authorities, public transit authority and all business sectors, dealing with different timetables, different laws, defining plans and involving suppliers specific to the territories.

In each network, our teams have made every effort to implement recommendations from health authorities, and to adapt services to needs of our customers. Countries and the group coordinated exchanges and circulation of information in support of operations. “The Transdev way to go #backontrack” framework:

- Ensuring the safety of our employees and our passengers;
- adapting our services;
- adapting our work methods and ensuring business continuity.

Management of our operations in this crisis context

1. ASSISTING OUR CLIENTS IN MANAGING THE CRISIS

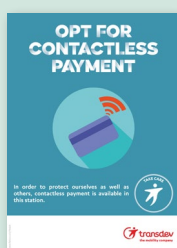
To address this unprecedented situation, Transdev has worked in partnership with its clients to make the best operational decisions, assist them in providing specific services required by the situation and develop technical, financial and legal solutions to ensure the continuity of public services in the short and medium term.

Transdev has assisted its clients to set up on-demand services for specific populations, model ridership, temporarily replace permanent lines, and adopt contactless payment and passenger counting to adapt services to social distancing requirements and/or ridership.

2. ENSURING SAFETY & SECURITY ON BOARD VEHICLES AND REGAINING THE CONFIDENCE OF OUR PASSENGERS

In accordance with local recommendations, Transdev has put in place measures to ensure passenger safety. Clear communication, via both local and social media, and effective signs visible throughout the customer journey that share the measures we have taken, remind passengers of the steps they can take to stop the spread of the virus and reassure them.

Examples of key measures include introducing contactless payment and adapting boarding and alighting procedures. In this crisis context, Transdev has paid particular attention to the tone of its messages in order to reassure passengers.



3. ENSURING THE SAFETY OF OUR EMPLOYEES

At the same time, in order to react quickly and adapt operating conditions to protect our employees, our teams have mapped the risk of exposure for each individual.

In close collaboration with its clients, Transdev has developed measures to limit risk, particularly for staff in contact with passengers, such as drivers and staff who carry out cleaning and disinfection operations.

Each operation has made the necessary changes to vehicles to protect the safety of drivers, assure the supply chain of personal protective equipment in a context of unprecedented tension, and provide specific training to ensure these new practices are implemented. Particular attention has been paid to the risk of tension with passengers.

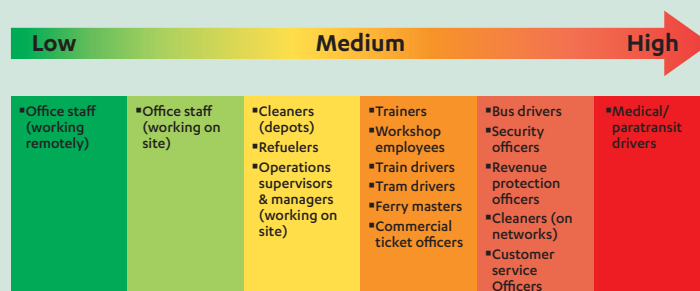
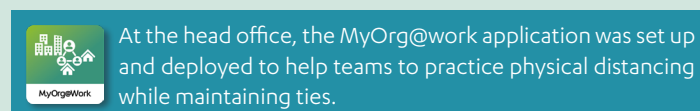


Chart: Transdev heat map by employee group

The operations support teams were also supported in the implementation of home working. Several training programs have been launched to facilitate the use of digital tools and to raise awareness of cybersecurity risks. The IT teams have adapted workstations to allow teleworking.



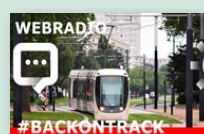
At the head office, the MyOrg@work application was set up and deployed to help teams to practice physical distancing while maintaining ties.

Home working: an impediment and an opportunity for enhanced teamwork



A guide and specific focuses

Teams around the world have shared their expertise, solutions and best practices, focused in depth on specific issues and compiled the associated operational recommendations in a guide that continues to be updated and that is available to Group managers in English and French.





A web radio

Since the end of April, our teams have shared their best practices, situations and operational and strategic challenges during live broadcasts.



3. Our environmental sustainability commitment

Our environmental sustainability commitment

CHALLENGES	RISKS	SDG
<ul style="list-style-type: none"> Climate change Local pollution Energy transition Sustainable resources Biodiversity 	<ul style="list-style-type: none"> Accidental & Gradual ground pollution Gradual air pollution Regulatory non-compliance 	  

The impacts of human activities on the environment, highlighted by the COVID-19 crisis and the increase in extreme weather events observed in 2020, have heightened environmental concerns and led to a radical shift in priorities, a movement that continues to grow worldwide.

In 2020, Transdev was aware of its role in combating climate change and accelerating transition towards sustainable and decarbonated mobility, which resulted in the formalization of "Moving Green", Transdev's new environmental strategy. The Strategy will be deployed in 2021. Transdev thus reaffirms its commitment to act in conjunction with its clients to promote the ecological and energy transition.

Our commitments and tools for meeting climate challenges

1. OUR COMMITMENT TO ENCOURAGE CITIZENS TO USE PUBLIC TRANSIT AND TO OFFER AN ENVIRONMENTALLY FRIENDLY FLEET

A commitment for the planet

Since our first official commitment to promote the ecological transition in 2018, our CO2 emissions have fallen by 9%. To reinforce our objectives and the sustainability of our actions, we have renewed the environmental targets to be achieved by 2030 (compared to 2017):

- Reduce the carbon intensity of our fleet by 30%;
- Increase the share of our alternative fleet by 50% (included in our low emission fleet).

Transdev's new environmental commitments, as expressed in the "Moving Green" plan, respond to changing market concerns and the increasingly "green" demands of local and national governments, and are in line with the CO2 objectives of the Paris Agreement.

A commitment to our customers

Transdev strives to offer its customers an offer tailored to the needs of the local areas it serves in order to increase public transportation use. Our activity enable us to reduce our carbon footprint, but also to reduce road traffic and the massive emissions it generates. Our first commitment to the environment is to attract passengers:

- By improving the customer experience:**
 - seamless travel: multimodal options;
 - comfortable conditions (quality impact of energy efficient driving).
- By adapting our offer to passengers' needs:**
 - increasingly flexible solutions for the first and last kilometers (on-demand transportation);
 - we adjust our capacities in real time to daily changes in customer needs (Flowly).
- By developing a new mobility paradigm through Mobility as a Service (MaaS):**
 - customer-centric offers;
 - promoting green mobility.
- By reducing the environmental impacts of all our activities.**

2. OUR COMMITMENT ALONGSIDE LOCAL GOVERNMENTS IN FAVOR OF THE ENERGY TRANSITION

Community-based anchors and a return to local roots with a strong commitment to the energy transition have emerged as major expectations of citizens and our clients.

As a mobility operator, we support the public transit authorities with which we work to help them achieve the ecological transition in their territories.

5th edition of the Living Lab

Since 2016, Transdev has brought its clients together to discuss the challenges of the ecological and energy transition, in particular issue of zero-emission mobility. Over 500 attendees from 24 countries, including 300 from local governments, participated in this year's Living Lab. That year's exchanges and discussions were held in December 2020, and focused on energy transition strategies, technical choices and deployment methods adapted to local contexts and innovative technologies (hydrogen, smart grid).

3. GREATER ACCOUNTABILITY OF OUR FUTURE LEADERS

Our success depends on our ability to engage individually and collectively in building a culture of responsibility that takes into account the challenges of climate change.

In 2020, we launched several training initiatives within the Group:

Raise awareness: a first module to raise awareness of the environmental challenges faced by transportation was designed and deployed in 2020 on the Group's e-learning platform : MyMobileLearning@Transdev. This five-part module covers the link between the environment and the future of mobility.

Anchoring the corporate culture: a second module is in preparation that will enable the 6,000 Group employees who have registered (as of today) to acquire a greater understanding of the environmental protection potential of transportation.

Acquiring in-depth expertise: to enable our community to become more proficient on issues concerning the energy transition at work, the environment is a component of the "Gaining Clients For Life" training program, which has been developed to meet our objectives of assisting our clients in meeting the new challenges of sustainable mobility.

Covid-19 impact

FOCUS ON COVID-19 ACTIONS

In connection with the Back on Track system, the environment was the subject of a specific web radio broadcast organized with the countries where we operate and experts, focusing on 3 main themes:

- What are our environmental challenges and what are Transdev's tools for action?
- How can the ecological transition be financed?
- What issues have arisen during the crisis?

Formalizing our commitment at the core of the Group's environmental policy

Controlling our environmental impacts requires analyzing the significant risks inherent in our due diligence duty and our compliance to 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;
- compliance with our contractual obligations.

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 Policy, 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, % of the environmental policy deployed in each country, % of ISO 14001 certified sites.)*
- **Ensuring compliance:** Through its 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 expertise at the service of the green conversion

1. ACCELERATED MIGRATION TO ENERGY RESILIENCE

Our multi-energy expertise

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.

The ZE Team

To meet the challenges of the rapidly changing e-bus market, Transdev has created a specific, centralized unit, the "Zero Emissions" team that provides expert assistance to our subsidiaries around the world.

The ZE team is made up of about ten experts with cutting edge knowledge in the field of electro-mobility and who focus on this activity worldwide, enabling us to offer the latest technologies to our clients. The ZE team leads the community of "Zero Emissions" correspondents identified in each country of the Group.

2. THE ECOLOGICAL OPPORTUNITIES OF THE EUROPEAN GREEN PACT

To tackle climate change and environmental degradation, Europe needs a new growth strategy. The "Green Pact," its roadmap, aims to make the European Union economy sustainable. This requires converting climate and environmental challenges into opportunities in all policy areas and ensuring a just and inclusive transition for all. The Green Pact for Europe proposes an action plan to:

- promote efficient use of resources by moving towards a clean and circular economy;
- restore biodiversity and reduce pollution.

The plan sets out the necessary investments and available financing instruments. It explains how to ensure a just and inclusive transition. These investments are reflected in the environmental roadmaps of the member states.



THE EXAMPLE OF GOTHENBURG IN SWEDEN

This year, Transdev started five contracts in December bus operation in Gothenburg, Sweden, for a period of 10 years, generating annual revenue of around 840 million Swedish kronor. These contracts require the commissioning of 297 new zero-emission buses (buses electric and buses powered exclusively with biofuels). To finance this fleet of buses, Transdev has set up its first green financing for a total amount of 117 million euros on 10 years.

3. THE PROMISE OF GREEN HYDROGEN

Fuel cell electric vehicles offer significant advantages over diesel vehicles, including the fact that they emit only water. In 2020, Transdev continued to increase its fleet of hydrogen vehicles, such as in the Netherlands, where 4 buses were put into service in the HWGO concession in June 2020. This transition will continue in 2021 on the Auckland (New-Zealand) network, the Toulouse Blagnac airport (France) network and in Auxerre (France).

Transdev actively participates in projects that aim to meet the challenges to wider deployment:

- Technological challenges, particularly fuel cell reliability;
- Infrastructure challenges, such as the need to build electrolyzers to produce "green" hydrogen;
- Economic challenges, such as the high cost of vehicles and their maintenance.



4. THE CIRCULAR ECONOMY AT THE SERVICE OF THE ECOLOGICAL TRANSITION IN LOCAL AREAS

The control and management of our waste, whether or not hazardous, is a requirement in our networks and 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 accordance with 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, as for example, for the treatment of our waste oils, aerosols, soiled rags, etc.

In 2020, we set up a master contract with a player in the social and solidarity-based economy, to recover and recondition all our computers and telephone equipment in France.

Our Key Performance Indicators

KPIs		2019	2020
Rate of entities that experienced accidental pollution during the period		1.6%	2.3%
GHG emissions kg/100 km travelled*		85.6	84.9
Low-emission** fleet rate*		45.2%	54%
Pollutant emissions*** g/100 km travelled*	CO	64.0	50
	NOx	1099.1	954.6
	PM	6.9	5.3
	HC	19.8	13.4

*Low-emission fleet definition: Euro VI standards, hybrids, CNG biogas, electric, biodiesel, hydrogen
** Figures are based on the fleet in operation on December 31, 2019 and 2020
*** Diesel only 2019 pollutant emissions have been recalculated on the basis of the pollutant emission factors used in 2020.

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

As a public transportation operator, 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), micro-particles (MPs) and hydrocarbons (HCs). This is why we monitor these indicators very closely on a per-kilometer basis in order to reduce our impact to the largest extent possible.

Transdev, which is committed to the energy transition, has set itself the goal of increasing its low-emission fleet each year, well aware that operating more environmentally friendly vehicles has a direct impact on our carbon footprint, as well as on improving the air quality of the local areas in which we operate.

This commitment has been achieved this year with a steady decrease in our carbon footprint for the third consecutive year, corresponding to a global decrease of 9% since 2017. This decrease is reflected in our local impact with the reduction of all our local pollutants. This decrease is the result of the evolution of our fleet towards more sustainable energies, biofuels, and not the progressive development of our zero-emission fleet.

The increase of our accidental pollution corresponds to 2 to 4 more pollution out of a of less than 10 total; they have been treated.

Our initiatives

The deployment of Flowly

Flowly is a start-up “made in Transdev” that accurately and continuously measures the mobility flows of our passengers. The innovative solution deployed uses Wi-Fi sensors installed on board vehicles that collect passive signals emitted by passengers’ smartphones. This patented technology filters and aggregates only the data of passengers who are on board or at stops. The data are processed in full compliance with personal data protection rules because they are entirely anonymized and passengers can opt out of the data collection process. In addition, Flowly has become a data aggregation platform because, in addition to the data collected using its own sensors, the solution incorporates a variety of data produced by business tools: laser counting cells, stereoscopic cameras, ticketing tools.

The knowledge of passenger flows thus obtained enables Transdev to provide physical distancing on board vehicles by monitoring the number of passengers on board trams and buses each day and, in conjunction with the local authority, to adjust its transportation offer accordingly. Finally, for the last three months, this ridership information has been made available to passengers so that they can best plan their journey depending on the number of passengers on board.

The launch of Movizy2

In the city of Saint-Etienne, Transdev and Société des Transports de l’Agglomération Stéphanoise (STAS) have launched the Moovizy 2 application. This second version offers an increasingly global approach to traffic and mobility conditions (buses, trams, trolley buses, self-service bikes, car-sharing, taxis, trains and carpooling). Multimodal and intermodal route planning finds the best ways to get around, regardless of the destination or preference (fastest, cheapest, or most environmentally friendly).

Assisting our clients to develop alternative energy fleets on a regional scale: the example of Ile-de-France

Transdev implements concrete solutions adapted to local areas and assists Île-de-France Mobilités to implement its strategy to accelerate the energy transition of vehicles and depots.

Deployment of electric bus systems

We conceive the operation of electric buses as a system that integrates the charging devices, the range and the capacity of the vehicles. The ongoing conversion of the Argenteuil depot will make it possible to operate over 40 electric buses in 2021.

Development of the CNG sector

Transdev actively supports the development of the gas sector in the Île-de-France region. We have begun the conversion of our bus depots with the aim of operating 18 biogas depots by 2021.

Experimenting with new fuels

To reduce the emissions of existing fleets, we are testing new fuels, such as B100 (biodiesel made from vegetable or animal oils, including used oils), at the Montereau depot. In addition, an experiment is under way in the south of the Ile-de-France region, with five hydrogen-powered buses on line B, which links Yerres and Créteil.

Biodiversity



To support its clients on the preservation of biodiversity in France, The Transdev Group is a partner since 2016 of CDC Biodiversité, a subsidiary of Groupe Caisse Depots, through the “Nature 2050” program entirely dedicated to actions in favor of biodiversity.








Transdev France also partners with Reforest’Action on actions to regenerate natural ecosystems and preserve biodiversity.

Biodiversity has not been identified as a significant risk (from the Directive point of view) in our assessment of the extra-financial risks of Transdev. It is therefore not the subject of a Group policy.



4. Transdev, the economic and social partner of local communities

Transdev, the economic and social partner of local communities

CHALLENGES	RISKS	SDG
TERRITORIES <ul style="list-style-type: none"> ▪ Collaboration with local actors ▪ Philanthropy ▪ Geographical coverage ▪ Education & culture (living together) 	<ul style="list-style-type: none"> ▪ CSR claims against a supplier 	  
PASSENGERS <ul style="list-style-type: none"> ▪ Inter- & multimodal options ▪ Customer experience ▪ Digitalization of transportation services ▪ Transportation accessibility 	<ul style="list-style-type: none"> ▪ Safety & security (next section) 	 

Transdev plays a major role in the economic and social development of the local areas the Group serves. As a mobility integrator, our actions enable the million passengers who use our lines each day to access employment, training, social interaction and leisure activities. The intrinsic aim of our business is to implement our clients' public mobility policies, thereby providing citizens with freedom of movement under optimal quality and safety conditions. The year 2020, which was marked by the health crisis due to the COVID-19 pandemic, has put our corporate mission to the test: "Transdev enables each person to travel each day in complete confidence thanks to safe, efficient and innovative solutions for the common good."

The customer experience is at the core of our actions

We recognize the importance of the customer experience, which is directly tied to our operational performance, and the role it plays in encouraging modal shift, a key element in the success of the public mobility policies adopted by our public authority clients, and which has become critical during this health crisis.

1. ENSURING THE CONTINUITY OF PUBLIC SERVICES

When the state of emergency was decreed in France in March 2020, we immediately recognized the major role we needed to play to ensure the continuity of public services, in particular by enabling access to health care centres by both health professionals and citizens.

- In Mulhouse, France, when the Grand Est Region was the French region most affected by the pandemic, the Soléa network set up night services enabling healthcare staff to travel to healthcare centres, on a door-to-hub basis, seven days a week, using adapted vehicles.
- In Toulouse, the 68 vehicles used to transport persons with reduced mobility were redeployed to provide door-to-door on-demand services to the 35 municipalities of the Toulouse metropolitan area in order to ensure the continuity of essential mobility services under the best possible health conditions.

In addition to our specialized healthcare activities, our primary reflex has been to propose effective alternatives in line with ongoing health challenges in all local areas where we operate, while we wait for citizens' broader expectations regarding their public transportation networks to become clearer.

2. INNOVATION THAT CONTRIBUTES TO PROVIDING ASSISTANCE TO FRAGILE POPULATIONS

Wherever possible, we have set up dedicated offers to support the most vulnerable groups, both by distributing essential goods during lockdown periods and by providing assistance for COVID-19-related healthcare.

- In Detroit, USA, we implemented the "Get a Ride, Get a Test" program through our IntelliRide on-demand transportation service to transport individuals who have been in contact with a person who has tested positive for COVID-19 from their homes to test centers, while maintaining the physical distancing standards of a quarantine and enabling them to access care.
- In Pittsburgh, USA, we set up an IntelliRide food distribution service in partnership with the Allegheny County Department of Social Services to distribute essential goods to at-risk populations under lockdown. The same service was later duplicated in Denver, Colorado.
- Similar services have been deployed in other North American cities, such as Lansing, Michigan, to provide basic necessities, hot meals and mobility services to hospitals and clinics.



Transportation service for healthcare workers
Soléa network, Mulhouse



COVID-19 Testing Center in Detroit
IntelliRide, Detroit

3. PROVIDING A RAPID AND HIGH-QUALITY PASSENGER EXPERIENCE ADAPTED TO THE CONTEXT

To ensure the continuity of our operations under optimal safety conditions, and to reassure our passengers, we have adapted our services to the crisis context. As a result, from the earliest days of the crisis, our business units integrated the following procedures into our operating plans:

- Mobility hubs, stations and stops, and vehicle interiors adapted to meet physical distancing restrictions, including, if necessary, by making changes to the offer in order to comply with the desired maximum number of passengers per vehicle;
- Hydroalcoholic gel distributed in stations and on board vehicles and specific ventilation protocols implemented;
- In-depth cleaning and systematic disinfection of vehicles and network operation centers;
- Specific communication aimed at our passengers to promote measures to stop the spread of the virus, including the use of masks;
- Greater use of digitization tools, in particular automatic and contactless payment and post-payment;
- Increased attention to our staff's compliance with measures to stop the spread of the virus, and awareness-raising concerning their role in maintaining our passengers' confidence and confidence in public mobility services;
- Providing tools to measure body temperature if necessary.

After experiencing a 70% drop in the use of our networks during the most critical period of the crisis, and with a slow recovery in which ridership is still 20% below that of the pre-crisis period, our Group, more than

ever, is committed and working to convey an attractive image of public mobility services, and thus actively participates to achieve the modal shift on which our cities and local areas are depending to meet their environmental and sustainable development objectives.

Covid-19 impact

FOCUS ON COVID-19 ACTIONS

In partnership with the Regional Health Agency (ARS), the Red Cross and the Ile-de-France Region, Transdev converted one of its unused tourist buses into a “LaboMobile” for performing COVID-19 tests. This fully electric bus, which is accessible for persons with reduced mobility, was fitted out to accommodate patients wishing to be tested, in compliance with strict health standards. Since November 2020, the “LaboMobile” has been visiting the municipalities of the Ile-de-France region and screening between 200 and 400 persons each day.

Transdev at the service of maintaining employment in local areas

Our response has focused on our employees in order to enable them to carry out the company’s various activities under optimal safety conditions and, whenever possible, to maintain and develop jobs despite the significant drop in ridership.

As a major employer in the cities and local areas where we do business, we recognize the challenges of maintaining jobs during periods of crisis. Whenever possible, we have taken steps to meet with our local government clients in order to develop job maintenance plans, both to support the economic fabric of local areas during the crisis and to ensure that skills are safeguarded.

- In Canada, negotiations with the public transit authorities have made it possible to safeguard jobs despite the absence of national mechanisms to support this activity. This also avoided incurring hiring and training costs when service was fully resumed.
- In France, social dialogue and the inclusion of the social partners have made it possible to adapt working conditions under the “Partial Unemployment” mechanism set up by the government, thereby limiting the loss of skills and preserving local jobs.

Our fundamental role in regional development

1. OUR EXPERTISE AT THE SERVICE OF OUR CLIENTS

We assist our local government clients by providing expertise and continuous innovation that enable them to convert mobility systems into effective tools for regional, economic and social development.

- In Bogotá, Colombia, Transdev operates the “TransMiCable” cable car transportation service that links Ciudad Bolívar, an underprivileged neighborhood in the mountains, with Bogotá. Our team of social mediators coordinates the community that has arisen around their public service and organizes, in partnership with local associations, venues for discussions on issues concerning health, safety in public spaces and assistance in the use of mobility services.
- In France, United States, Netherlands, Germany, Australia, Chile and Portugal, we assist our clients to electrify their networks, including by deploying new technologies such as hydrogen propulsion, thereby actively participating in the development of new economic sectors, particularly in areas that have suffered due to deindustrialization. This is the case of the Tadao network, in Lens (France), where a hydrogen

sector and associated high-quality bus service were set up with the support of the European Union and the Hauts-de-France Region, in connection with a project to revitalize the area’s economy.



TransMiCable Service in Bogotá and neighborhood beautification community project

2. SHARING THROUGH BUSINESS ASSOCIATIONS

In addition to the assistance and advisory activities pursuant to our contracts, Transdev is actively involved in networking in order to share with the community of decision-makers on urban issues the experience we have accumulated from our geographically widespread operations and the diversity of transportation modes we operate.

- In Australia and New Zealand, our Group experts co-facilitated the UITP Energy Transition Workshops, which aim to provide support to interested local authorities, whether or not clients, for their network electrification projects.
- In North America, Transdev is a dynamic participant in the networks of the American Public Transit Association and its Canadian counterpart, which enables us to actively share our expertise with local authorities.
- Our participation in UITP bodies at a global level also provides a forum for sharing our knowledge and offers an opportunity to continuously challenge our vision of the market, in order to propose the services best adapted to the needs of local authorities in terms of public mobility policies.

3. A FOUNDATION TO SUPPORT LOCAL INITIATIVES

The Transdev Foundation, which was created in 2002 under the aegis of the Fondation de France, carries out public interest missions and citizen actions in France that encourage the integration or reintegration of vulnerable people in neighborhoods targeted by city policies or in isolated areas. It is active in the cities and local areas served by the transit networks the Group operates. It supports projects that contribute to social mobility in six priority action areas: employment, education, culture, health, sports and social mediation.

The employees of Transdev’s transit networks, in France, are actively involved and committed as project sponsors. Through its corporate philanthropy approach, the Foundation also endeavors to strengthen the commitment and sense of belonging of Group’s employees.

The Transdev Foundation

- Since the creation of the Foundation in 2002:
 - 323 supported projects
 - Grants totaling €3 million were awarded
- In 2020:
 - 32 projects were studied in France
 - Grants totaling €283,300 were awarded
- 110 contact persons
- 200 sponsors from all the Group’s transit networks committed to working with the associations



Our Responsible Procurement policy

Transdev contributes to the vitality of local communities in its role as an economic actor and through its supplier relations. The launch of the Group's Responsible Procurement policy in 2019 has promoted responsible procurement practices in order to control the risk of CSR claims being made against its suppliers. In 2020, in the context of the global pandemic, Transdev's Procurement organisation has been able to provide appropriate responses to urgent operational needs, such as the disinfection of rolling stock and obtaining additional supplies of personal protective equipment (PPE), including masks and cleaning supplies, and has affirmed its CSR commitments by deploying its policy in most of the countries in which the Group operates.

Beyond the mere purchase and supply of goods and services, we endeavor to maintain lasting relationships with our suppliers on the basis of our principal 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;
- Monitoring implementation of our policy.

Our Responsible Procurement policy incorporates the Transdev 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 sets out the applicable ethics and sustainable development standards. By accepting the Charter, suppliers undertake to respect the Group's expectations in this area. It reflects our various policies concerning ethics, compliance, human rights, labor, the environment, preventing corruption, money laundering and the financing of terrorism, etc. Its goal is to encourage suppliers to follow these principles when they work with Transdev. For 2020, we provide data on only one procurement indicator, the rate of contracts over €1 million with the Transdev Supplier Charter attached,, in order to focus on the sets of purchases that have the greatest impact on the Group's business.

Procurement, actively committed to our CSR approach

The French and Australian Procurement Departments actively contribute to the development of CSR policy locally.

In France, a Responsible Procurement dashboard will be deployed in 2021 and will measure the impact of the actions implemented. In Australia, the Procurement policy is currently under review following an assessment of supply chain risks and opportunities. The aim is to cover the concept of sustainability more adequately and to mobilize suppliers and other stakeholders in accordance with the risks and opportunities present, in order to ensure that sustainability impacts are assessed and addressed appropriately. As a first step, Transdev Australasia has already amended its general terms and conditions of purchase and model contracts to include termination rights in the event of prohibited acts.

Over the next two years, the Group's Responsible Procurement policy will be adapted for each country, with the aim of dealing with suppliers who act in compliance with social principles, safety and security rules and the labor laws, as well as to preserve the planet.

This process involves 4 steps:

1. We will communicate and explain our ethical principles to our suppliers and subcontractors;
2. We will carefully select our suppliers and subcontractors;
3. We will manage a panel of suppliers; assess the potential risks associated therewith and take action when necessary;

4. We will conduct our relationships with our suppliers in a ethical manner and pursuant to the Group's policy.

Our Responsible Procurement policy aims at:

1. Awareness raising and circulation of the Suppliers' Charter;
2. Incorporation of the Suppliers' Charter into contracts with a value over € 1M managed by the Procurement Department.
3. Measuring the compliance of suppliers and subcontractors with the CSR requirements set out in the contracts.



SUPPLIERS AND DIVERSITY

In our Transdev USA operations, our diverse suppliers are identified as DBEs (disadvantaged business enterprises). We confirm suppliers' DBE certifications during our vendor onboarding process and run monthly spending reports on all our DBEs, including minority-owned (MBE), small business (SBE), woman-owned (WBE), veteran-owned small business (VSB), lesbian, gay, bisexual, transgender (LGB), and historically under-utilized businesses (HUB). In 2020, we spent a total of \$27,061,850 with all our DBEs which makes 10% of the external addressable spend of the current year.

As a member of the Business Collective for a More Inclusive Economy, Transdev is committed and contributes to reflection on issues in relation to inclusive procurement.

Our Key Performance Indicator

KPIs	2019	2020
Percentage of master contracts > 1 M € that incorporate the Suppliers' Charter	N/A	78%

In 2020, in 4 countries (Australia, Portugal, Sweden and France), 78% of supplier contracts incorporate the Transdev CSR Supplier Charter. In 2021, we will continue the rolling out of our kpi consolidation to the other countries of the Group. Our level of requirement makes it possible to raise awareness of our ecosystem of suppliers to sustainable procurement and our ethical principles.



**5. Our priorities: health,
safety and security for all**

Our priorities: health, safety and security for all

CHALLENGES	RISKS	SDG
<ul style="list-style-type: none">▪ Safety and security of passengers▪ Working conditions	<ul style="list-style-type: none">▪ Serious train accidents▪ Serious bus accidents▪ Terrorist attacks▪ Workplace accidents	<div><div>3 GOOD HEALTH AND WELL-BEING</div><div>8 DECENT WORK AND ECONOMIC GROWTH</div></div>

Ensuring the health, safety and security of employees, passengers and the communities that we operate in are the indispensable basis for the trust our clients, passengers and employees place in us. Therefore, safety and security are naturally at the top of our responsibilities.

“Safety first” is Transdev’s number one priority and is the foundation on which, day after day, we build a relationship of trust, respect and partnership with our clients, passengers and teams.

To strive for excellence in health and safety performance and culture, we focus on the following strategic pillars:

- Development and deployment of the Transdev Group Health and Safety Policy;
- Strengthen Transdev’s safety governance and compliance;
- Drive safety performance;
- Promote a positive and proactive wellbeing and safety culture.

“Safety first” is also a deep personal commitment of all Transdev employees and of each and every one of us in all our daily actions.”
Thierry Mallet - Transdev Group Health & Safety Policy

Our Health and Safety Policy

Transdev’s health and safety policy states our commitment and approach to the management of health and safety, including management and employees accountabilities. Transdev Group designed safety management system from many years of experience being a professional transport operator.

1. TRANSDEV SAFETY MANAGEMENT SYSTEM (SMS)

Transdev SMS provides a structured management approach to identify, monitor and control health and safety risks in our activities. Our operations are required to comply with the Group’s SMS requirements in the following areas: organization, leadership and commitment, planning (including identification of hazards and risk assessment), communication and consultation, documentation and monitoring, measurement, analysis and evaluation of safety performance. The SMS is consistent with the ISO 45001 standard. Regular audits are conducted to ensure that the SMS is effectively implemented.

Transdev 10 safety principles



Resulting from the collaborative work of the health and safety community, the ten principles have been integrated into various media (posters, flyers, cards and video) and made available to our teams in countries that use them during safety walks and campaigns.

Ten Safety Principles is a global initiative where grass roots participation to identify non-negotiables for Transdev operations. Transdev employees and managers uses ten safety principles to guide their behaviors and decision-making.

2. A DEDICATED ORGANIZATION: THE GROUP SAFETY DEPARTMENT

The Group Safety Department defines the policy and monitors its implementation and promotes a proactive safety culture. On a bi-annual basis, a consolidated safety report by country is produced, as well as a Group report with key indicators and highlight improvements. Safety performance trends are assessed with the country management and action plans are put in place to correct non-conformities.

3. HEALTH & SAFETY COMMUNITY

The Group Safety Department coordinates the internal health and safety community. The convenes them periodically to exchange best practices and provide feedback on safety events. In 2020, the Community came together to share good health and safety practices across the operations on a global basis and partnership with Industries, Union and PTAs with the aim to minimize the risk of covid-19 contamination for our employees, subcontractors and passengers.

Covid-19 impact

FOCUS ON COVID-19 ACTIONS
The Group Health and Safety initiated the Back on Track project and contributed through 2020, and monitored the operational implementation in partnership with the health and safety community to ensure the protection of our employees and passengers.

4. SAFETY LEADERSHIP & CULTURE

Safety leadership is recognized to promote positive and proactive safety culture, drive strong safety performance and continuous improvement in our SMS. There are two key safety leadership programs; health and safety leadership certification and safety walks.

Health and Safety Leadership Certification

In 2017, a Health and Safety leadership certification for all managers within the Group and Countries. The goal of the Health and Safety certification is to enable managers:

- To understand Transdev’s key health and safety principles;
- To conduct safety walks in the field.



SAFETY WALKS

In 2019, the Group deployed safety walk initiative. These safety walks are to ensure executives and managers at all levels demonstrate visible commitment and create a dialogue with operational staff in the field to better understand their safety challenges, affirm our safety commitment and support identified safety problems.

5. SAFE DRIVING PROGRAM

In our operations, there are training and technological initiatives to assist drivers to adapt their driving styles and focusing on safe driving techniques, such as gentle acceleration, braking smoothly, safe driving distance. The safety outcomes of this initiatives are to reduce in the frequency of accidents.

Our Key Performance Indicators

KPIs	2019	2020
Workplace accident frequency rate (Number of workplace accidents with medical leave/total annual hours worked x 1,000,000)	22.22	18.06
Workplace accident severity rate (Number of days lost due to a workplace accident/total annual hours worked x 1,000)	1.68	1.63
Major accidents rate (1 fatality (without suicide/natural death) and/or 3 injured and hospitalized/total annual kms x 1,000,000) Number of major accidents	0.03 54	0.02 36

Our safety performance is assessed based on three key performance indicators (see above). In 2020, the Group's results in terms of frequency and severity of workplace accidents have been increasingly accurate. Furthermore, our Safety Policy in line with the Moving You strategy continues to have a positive impact, as shown by Transdev's safety figures which remain at relatively low rates with respect to industry standards.

Health and Safety at Transdev

10

Group Safety Principles

A Group Safety Department and monitoring of the safety performance

SAFETY WALKS

A Safety Management System (SMS) compatible with

ISO 45001

3,725

managers who obtained Health & Safety certification

Our initiatives

➤ **External Certification for COVID-19 Protocol** - In July 2020, our Spanish Light Rail entity, Tram BCN, granted the seal of quality for hygiene and control that certifies all protocols to prevent the spread of COVID-19 are applied properly. The certification company, Applus, carried out the week-long audit of the physical protocols and measures regarding hygiene, technical and organisational issues, equipment and access control. After an exhaustive analysis, Applus has granted TRAM certification showing that all of these protocols are applied properly and effectively to prevent the spread of COVID-19 in its facilities.



➤ **"Think Twice. Look Twice"** - In 2020, Transdev Luas launched a safety campaign with a simple reminder to all who drive, walk, or cycle near Luas to "Think Twice. Look Twice" before crossing Luas tracks. The campaign has received coverage on national news, radio, and online news sites, featuring a shocking compilation of CCTV footage showing the dangers of not making sure the tramway is clear before crossing. The basic rules of the road and safe cross code that prevent serious accidents from happening should be adhered to by everyone, but distraction and being in a hurry can often put people's safety at risk. https://youtu.be/lvnjQxRhyFQand_monitoring_of_safety_performance

Our security policy and actions

Protecting our passengers and employees from malicious acts that, in particular, threaten their physical integrity, and ensuring their sense of security is an essential mission. Awareness of these security risks and the importance of the issues at stake require a comprehensive and truly professional handling of security issues.

1. AN ORGANIZATION DEDICATED TO SECURITY, SUPPORTED BY A DEPLOYMENT OF HUMAN AND TECHNICAL RESOURCES

We have outsourced security services to private companies to bolster our security systems in numerous networks. For example, in the Greater Paris area, we are continuing our efforts to enhance mobile security in the networks by deploying a total of nearly 170 external security agents.

To increase operational efficiency, we are also expanding circulation of best security practices through our network of country security officers. We endeavor to pioneer innovative solutions: for example, we were the first to experiment in France, in Nantes and Seine-Saint-Denis with an "on-demand stops" system that protects the most vulnerable passengers on night bus routes, and which led to the development of a ministerial guide on the subject in France.

In France, as soon as the implementing decree for the mobility policy law is published, we will equip our ticket inspectors with body-worn cameras.

2. A PROACTIVE SECURITY CO-PRODUCTION STRATEGY IN COLLABORATION WITH THE POLICE FORCES

Enhanced security agreements signed

In all countries where we operate, we make it a point of honor to develop a partnership strategy with the police authorities. This action is usually reflected in enhanced security agreements signed with the police forces.

For example, in accordance with the security continuum advocated by the Ministry of the Interior in France, in the Bouches-du-Rhône department (France), Transdev is a signatory of the first departmental public passenger transportation security and delinquency and radicalization prevention objectives contract, provided for by the Savary Act.

In the Netherlands, Transdev is a signatory to the national agreement on security in the public transportation sector applicable from 2020 to 2025. This agreement provides for a comprehensive and fully transparent collaboration between institutions (Security and Justice Ministry, Infrastructure and Water Management Ministry, police forces) and stakeholders (12 public transit authorities, 3 regional metropolitan areas and 11 public transportation companies). The main objectives are to promote cooperation, information exchanges and sharing, and innovations in the public transportation security field. This contract recognizes security as a matter of national concern and effectively excludes any competition in this area.

Technological innovations in the area of security

Using an intelligence system, we monitor progress in security technologies and innovations, as well as the mobility security legislative and regulatory framework. For example, in France, the TVO and Rouen networks are experimenting with a **real-time video alert system on circulating buses**. If an alert is triggered by the driver or passengers, the **video protection** images from the bus are transmitted in real time to the control center (PCC). In addition to enhancing the sense of security for all those on board the vehicle, this innovation enables law enforcement to react more responsively and efficiently.

Covid-19 impact

THE HEALTH CRISIS AND SECURITY

The COVID-19 health crisis has obliged us to enhance the health measures on board our vehicles in order to continue providing high-quality and safe transportation services to our passengers, as well as to our employees. After lockdowns were lifted, we noted that the requirement to wear masks on board our vehicles was often a source of tension for our employees who were in direct contact with passengers (mainly drivers and ticket inspectors), but also between passengers. This particular context of increased rude behavior has also offered our networks an opportunity to strengthen and improve their relationships with law enforcement agencies.

3. A STAFF TRAINING AND AWARENESS-RAISING POLICY FOCUSING ON SECURITY ISSUES

Staff awareness and training in security issues is an essential prerequisite for proper operational handling of this type of incident. For example, in order to effectively address issues of gender harassment in our transit networks, we have launched awareness and information campaigns aimed at our passengers and staff, such as in the Rouen network.

An increasing number of our networks have established partnerships with law enforcement agencies to provide training to their employees. In France, the Autobus de l'Etang network has developed a training program in partnership with the national police, which specifically focuses on the profession of controller and inspector. In early October, the ticket inspectors of the Autobus de l'Etang network attended the first training session. They learned how to use body-worn cameras and recover incident reporting data, and received training on providing assistance to assault victims. National police officers provided instruction on the criminal law in force and the legal framework applicable to actions that may be taken when persons are caught in the act of committing an offense, as well as legitimate self-defense actions.

In addition, an **online training project on incorporating security into the operational management** of our activities is being finalized and will be deployed in early 2021. This training tool will reinforce the Security Policy and aims to raise awareness of security issues among all Group employees.

4. A GROUP SECURITY MANAGEMENT SYSTEM (SMSU)

This **SMSu** will enable a better controlled and more standardized management of all particularities of security risk, as well as a more rigorous evaluation of the performance of protection and intervention systems, in order to achieve our objectives. Backed by a network of country security officers, our SeMS will be the tool used to monitor the Group's security performance.

Although the COVID-19 health crisis has forced us to delay deployment of the SMSu, we have consolidated our security community. A security officer has now been appointed in each of the countries where we do business.

Fight against terrorism and prevention of radicalization

In relation to the police forces, we adapt our policies of vigilance and awareness of the directives of the national security services, depending on the threat level.

In all the countries where we are established, we grant the most great importance to the quality of the recruitment of all our agents, and particularly of our drivers, in direct contact with passengers.

Our priorities: health, safety and security of all

Our Key Performance Indicators

KPIs	2019	2020
Frequency rate of workplace accidents due to assault (Number of workplace accidents due to assault / total annual hours worked x 1,000,000)	2.27	2.07
Severity rate of workplace accidents due to assault (Number of days lost due to physical assault / total annual hours worked x 1,000)	0.06	0.38
Share of countries covered by a national security manager / total number of countries where the company is located	N/A	100%

In 2019, we defined a new indicator on breaches of the physical integrity of passengers per million kilometers. Due to the impact of COVID-19 on our activities, this indicator will be deployed from 2021.

In 2020, the reduction in the level of service and the number of visitors reduced the probability of an accident at work due to an assault. Of plus, the human presence has been enhanced to ensure that passengers comply with government-imposed health measures, which has resulted in a significant drop in the number of assaults on our drivers. To the strengthening of the human presence on our networks, has been added an overall effort to maintain in working order and modernize our technical security equipment (cctv in buses and bus stations, pedestrian cameras).

The implementation of compulsory health measures, such as wearing mask in public transit, however has sometimes been a source of conflicts and physical attacks against our employees responsible for reminding recalcitrant travelers of the rules of knowing how to travel, but also between passengers.

These findings encourage us to continue our efforts to secure our networks and training of our staff.

Our initiatives

➤ **Since 2018, Transdev Australasia** has established an aggression risk and security management policy applicable to all our staff in contact with passengers and operating on all transportation modes. The Maybo training program has been implemented in many entities. This module enables employees to acquire and develop key skills to understand and analyse a potential conflict situation, to learn conflict de-escalation mechanisms and techniques, and to apply them appropriately, depending on the situation.

➤ **Since 2019, on the Dublin tram network in Ireland**, security officers have been equipped with body-worn cameras, which are a very effective deterrence and conflict defusing tool. The images they record can also be used as evidence.


➤ **In France, the Autobus de l'Etang network in Vitrolles** has implemented the "Safe Control" approach. This new approach, which has been deployed at the departmental level, harmonizes practices and methods to combat fraud and rude behavior on the urban and interurban networks of the Bouches-du-Rhône department.

➤ In the context of the health crisis, and following the decision to allow passengers to board buses through the back door, **Transdev Netherlands** equipped its vehicles with a silent alert system. Three warning buttons have been installed in the driver's booth, which can be activated to signal a passenger who has not paid their fare or a passenger who refuses to wear a mask, or to report that the bus is full and cannot take on additional passengers. If the driver presses any of these buttons, an alert is immediately sent to the traffic management center. In the event of an emergency, the inspectors can request the involvement of the police and/or the security agents. Concerning the refusal to wear masks, the information collected via this alert system also makes it possible to accurately map security incidents on the network in order to schedule more frequent controls in those areas.



**6. The people of the Group are
at the heart of our sustainable
performance**

The people of the Group are at the heart of our sustainable performance

CHALLENGES	RISKS	SDG
<ul style="list-style-type: none"> Working conditions 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 	

Each day, the men and women of Transdev, through the quality of the service they provide and the welcome they extend to passengers in the local areas we serve, lay the foundation for a long-term performance and earn the trust of our customers.

Aware of the need to engage in joint efforts focusing on the essential challenges of protecting teams, passengers and the company, our employees, managers, social partners and senior management have mobilized their energy to define a framework, dialogue and communicate as much as necessary on the actions and adaptations to be implemented.

In this difficult economic and unprecedented social context, Transdev has remained committed to its HR roadmap in order to implement the necessary conditions for individual and collective performance and to anticipate and manage changes in the job market in the local areas we serve, so as to develop employees and continue to promote an inclusive culture.

Employees and its representatives consultation, the cornerstone of our resilience

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 these front line teams. The crisis has further confirmed social dialogue as a key element of the Group's Human Resources strategy. For the Group, social dialogue has been crucial to its resilience in the face of a difficult economic and social situation because it is essential to explain and carry out the necessary adjustments, in order to continue to serve our customers and passengers under the best possible conditions, and to offer our teams a framework that most closely corresponds to the aspirations of each individual.

Management, the labor unions, HR and employees, who comprise the key social dialogue players, interact via a dialogue structured at various levels of the company and which, despite the crisis, has led to the signature of Group-wide and company-wide collective bargaining agreements that benefit employees and the company's performance despite the crisis.

1. AN AGILE SOCIAL DIALOGUE THAT IS UP TO THE CHALLENGE OF AN UNEXPECTED CRISIS SITUATION

The exceptional health crisis that began in February 2020 has led to a different way of organizing social dialogue at Transdev, in the face of a situation that has had a major impact on all Group employees. For example, meetings and discussions are held weekly, or more frequently if necessary, at the contractual, regional, country and Group levels.

The Group's central employee representative bodies were also able to meet regularly by videoconference: 5 French Group Works Council meetings, 4 European Works Councils meetings and 2 National Health, Safety and Working Conditions Committee meetings were held in 2020 to maintain ongoing social dialogue during the crisis and address the operational points requiring the commitment of all the teams during the crisis.

Covid-19 impact

FOCUS ON COVID-19 ACTIONS

Starting in February, videoconference meetings between Group management and the national union delegates were held every two days during the first two months of the crisis, and then bi-weekly. These meetings made it possible to deal as effectively as possible with the difficult context, both in terms of health risks and the situation faced by employees who had to be placed on reduced hours due to the shutdown or sharp cutbacks in some of our activities during the crisis. Meetings between staff representatives and management were organised in the same way for each of our contracts.

2. ORGANIZATION OF SOCIAL DIALOGUE WITHIN TRANSDEV

In June 2012, a **European Works Council** was set up to provide the most comprehensive representation possible for the employees of the Transdev companies doing business in the Member States of the European Union. About three times a year, this European Works 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 at the European level. 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 European Works Council receive proper training.

A **French Group Works Council** was set up in June 2015 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 probable 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.

Each of our subsidiaries in France has **local representative institutions** (Social and Economic Committees, which replace the former Works Councils, Health, Safety and Working Conditions Committees and employee representatives), which are key to the social dialogue within the Group and form the information and consultation forums on important issues, in close proximity to the field and local concerns.

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.

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**

The people of the Group are at the heart of our sustainable performance

and Economic Committees in the subsidiaries, while allowing the local entities room for negotiation, thereby permitting adjustments to local contexts.

Group-wide agreements in France

Collective bargaining is preferably positioned as close as possible to the level at which problems are encountered in the field. In addition to this local social dialogue, the Group has taken up a number of collective issues in order to deal with them from a national perspective.

Apart from the agreements to set up the European Works Council and the French Group Works Council, and from the Group agreement of June 2019 referred to above organizing and establishing the structure for the social dialogue, the Group has concluded a number of agreements with its representative labor unions, in addition to the set of collective bargaining company-wide agreements concluded by its subsidiaries at the local level:

- An agreement on the inter-generational contract;
- An agreement that sets up a national Health, Safety and Working conditions Committee, whose purpose is to collectively reduce the risks of physical injury to employees by exchanging information on issues and sharing best practices in the field of occupational health and safety;
- An agreement on the reimbursement of medical expenses;
- An agreement setting up a Group savings plan;
- An agreement setting up a Group retirement savings plan.

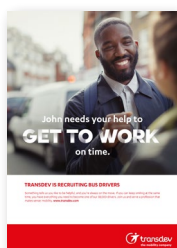
All these agreements, and their application at the level of the Group's subsidiaries, are intended to improve the health, safety and working conditions of the employees.

In addition to its role in the negotiation of collective bargaining agreements, social dialogue is also a tool for identifying and dealing, as early and effectively as possible, with individual difficulties encountered by the companies.

Our responsibility as an employer in the communities we serve

To make Transdev an employer of choice, recruitment relies on our teams in the local areas and a positive employer image:

- Our business is meaningful;
- Our employees are at the heart of our organization;
- We make our teams accountable;
- We are a learning organization;
- We prepare the solutions of the future;
- We are an international local company.



1. A FORWARD-LOOKING RECRUITMENT POLICY FOCUSED ON LOCAL AREAS

Despite the difficulties created by the crisis, Transdev has reinforced in the territories in which it operates its commitment to promote access to employment for young people, in particular by expanding its policy of recruiting young people on work placement contracts.

In France, taking advantage of the possibility offered to companies since 2019

to create their own apprenticeship training centers, **Académie by Transdev was launched in September 2020** to train a new generation of drivers. With 5 local apprenticeship training center created and 90 apprentices hired between September and December 2020, over 250 apprentices in 2022, then 500 apprentices per year in 2023 and subsequent years, Transdev has chosen to look resolutely towards the future by opening up access to the mobility professions through apprenticeships. By offering training courses that offer preliminary qualifications starting in 2021, Académie by Transdev is committed in each territory it operates to the inclusion of persons who have the greatest difficulty finding work.

Drivers Priority given to the field through the Drivers@Transdev program Transdev is faced with a worldwide shortage of drivers and a demographic imbalance in the driver population. Indeed, 50% of our drivers are over 50 and will retire within the next 10 to 15 years. Throughout the world, the operational teams are working to make our businesses more attractive in the field, innovating in terms of recruitment, and developing the conditions for retaining employees. A community and a web platform have been created in order to share best practices and make progress in these three areas.

2. RECRUITMENT CLOSELY TAILORED TO LOCAL NEEDS

Transdev is not only an operator in the field, but is also a local employer and, in that capacity, develops partnerships with local organizations (training, schools, guidance, job coaching, etc.) to favor recruitment of employees already living in the area.



THE BUSINESS COLLECTIVE FOR A MORE INCLUSIVE ECONOMY AND THE REGIONAL PLATFORMS

The **Business collective for a more inclusive economy** in France, which was created on December 18, 2018, is a voluntary and discretionary initiative that brings together companies that wish to promote social and societal progress.

In 2020, the Transdev Group joined the Collective and, with the other member companies, is mobilized and committed to pursuing the following priorities:

1. Promote access to employment and secure of career paths, particularly for young people and populations in the most vulnerable situations;
2. Developing inclusive procurement.

Transdev is particularly involved in the **Territorial Platform** system, an innovative system that focuses on local areas and aims to accelerate career transitions and inter-company career paths, often in the very short term.

In the countries, where it operates, the Group is committed to enabling the most vulnerable populations to benefit from access to employment and training.

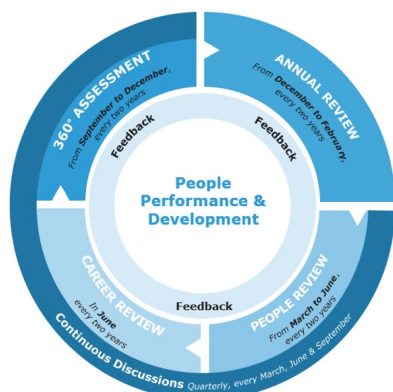
In **Netherlands**, the application of social return on investment (SROI) criteria in public contracts (procurement or calls for bids) is aimed primarily at providing greater opportunities for people experiencing difficulty finding work. The social return requirements of local authorities are usually included as a contractual obligation and the performance of companies operating public services is measured on a scale of 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 within the next three years.

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.

Employee development

1. TALENT MANAGEMENT

The development of each individual's talents is a key challenge for the Group's performance and employee motivation. A specific multi-stage process will be deployed to ensure employee development.



The **Annual Interview** is an opportunity for employees to discuss the work and achievements of the past year with their direct manager. It is used to determine individual objectives for the coming year and the means required to achieve them. It also offers the possibility of updating the employee's career development actions.

A **People Review** is conducted every two years to

identify talent within the Group, share their expectations and determine their development potential. It is the basis for the succession plans in all countries where Transdev does business.

The **Career Interview**, which is also held every two years, is an opportunity to discuss possible opportunities and means for individual development.

Ongoing Discussions with the employees' direct managers provide the framework for this system: they help to monitor objectives and achievements, make any necessary adjustments, and validate the suitability of development actions planned.

From 2021, Transdev will implement the 360° evaluation. The 360° evaluation made by the manager, the team and the peers, will allow the employee to prepare his or her annual interview and complete his or her Individual Development plan with his or her direct manager. It takes place every two years and is based on the **we@transdev** management model skills. Through **we@transdev**, the Group defines the managerial skills it expects. It is a pragmatic and business-oriented model, whose skills must be mastered by all managers for themselves and their teams.

The Group is committed to ensuring that each employee has the opportunity to meet with their manager at least once a year to discuss their performance, development needs and professional aspirations.

The objective the Group monitors is the % of annual interviews conducted among the top managers and the Group's top executives.

In 2020, this percentage increased by 6%, from 83% to 89% of employees that have had an annual interview.

2. INTERNATIONAL MOBILITY AND DEVELOPMENT OF OUR EXPERTS

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 in accordance with the company's needs and individual aspirations

- Encouraging international career paths, thus encouraging employee development;
- Ensuring the management and HR community systematically takes into account employees' international mobility wishes and thus manage and anticipate individual international mobility projects;
- Providing a high degree of transparency concerning employment opportunities within the Group that are open to international mobility in order to ensure equal opportunities and promote diversity;
- Securing our ability to mobilize the talent required by our operations and customers around the world;
- Paying particular attention to career continuity, especially when employees return to their home country.

Building a pool of young talent with an international dimension

In 2019, the Group launched "*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 increase their exposure to the Group's international dimension and to acquire a global vision of the mobility sector and the Group's strategy and current endeavors. It offers *learning experiences*, both in the countries where the Group operates and remotely. Participants received methodological support in formalizing a career plan enabling them to better visualize their future with the Group. The first session ended in December 2020. The second will begin in the coming months.

- 44 employees positioned internationally in 2020
- 27 international movements in 2020

Enabling our expertise to be mobilized where and when it is required

e.team@transdev is a Group system for mapping 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 E-Team, the Group's community of international experts, who are mobilized to promote the mobility solutions offered by Transdev and provide these solutions to our customers.

The **e.team@Transdev** initiative, which was launched in July 2018, now includes **212 experts (+14% compared to 2019)** in over **10 countries**.

In 2020, its members carried out nearly **100 support assignments (70 in 2019)**, mostly remotely but also on site, representing over **350 man-days**. Specific development programs (e-learning, language skills, learning expeditions, etc.) are provided to them, which to date represent over **1,300 hours of training**.

3. THE LEARNING APPROACH

The *Learning* approach is linked to *Talent Management*. It aims to develop skills in the most suitable way possible, to enable the continuous comprehension of new operating methods and to strengthen a shared corporate culture.

Our Learning approach is based on four main principles at the Group and country levels:

- Becoming a learning company;
- Promoting responsible management;
- Encouraging independent learning;
- Ensuring successful integration.

Group-wide programs

Development and learning plans are designed in each of the countries where the Group does business. Some programs have been developed at the Group level.

Trans'lead: an international development program for top managers identified during People Reviews that aims to prepare the Group's talents in the following areas: leadership, business and its transformations, and knowledge about the Group. The six-month program is structured around two seminars and alternates training sequences, exploratory visits and group work on strategic projects.

In'Pulse: 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. Initially deployed as a three-day face-to-face seminar, In'Pulse now offers five virtual classes in digital format that retain the same dynamic approach to sharing and discovery.

Project Management training: anchored in the project management principles deployed at the Group level, this training program enables project managers located in different countries to adopt a common approach and acquire the essential skills needed to effectively manage their projects. It combines classroom training, digital simulation tools and e-learning modules and prepares participants for a Group certification exam.

Digital learning: 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 in programs focusing on certain key topics: health and safety of persons, combating corruption, language skills, IT security, office application skills...

The new **"Moving Digital"** learning platform was created in 2020, offering each employee an opportunity to make progress in mastering the applications and develop new uses that facilitate distance working and collaboration.

Our objective is to enable all our employees to receive at least one training course per year.

Engagement and Diversity & Inclusion

1. GROUP'S COMMITMENT POLICY

In late 2019, the Commitment program became a Group policy and its deployment is in progress. Our objective is to deploy this commitment approach every two years, to the maximum extent possible, in each country where the Group operates. Its ultimate aim is to cover all employees. This commitment approach is developed in three stages:

- Commitment is measured by an employee survey with five questions common to all countries;
- Communication and discussion about the results with our teams through feedback channels;
- Designing improvements and implementing action plans with the relevant teams.

We are persuaded that 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. Therefore, employee collaboration and commitment contribute directly to:

- the Group's operational performance;
- the quality of service provided;
- reducing absenteeism and turnover.

Covid-19 impact

FOCUS ON COVID-19 ACTIONS

The conditions of employee commitment have changed this year. Teleworking, short-time working arrangements and restructuring work organization in line with health restrictions had generated multiple impacts that have disrupted many work habits. The crisis has conferred a new importance to protecting the workforce and detecting psychosocial risks. In this sometimes anxiety-provoking context, we ensure that the possibilities for time off are not reduced and we have expanded the resources that employees can use to foster cooperation or augment managerial support.

This year, we therefore pay particular tribute to the unwavering commitment of the Group's employees, who have continued to work for the company, its clients and its communities.

Our goal is to cover the entire Group's scope, i.e., 100% of employees, by 2022.

- Commitment surveys conducted in 8 Group countries in 2020
- Nearly 21,500 employees surveyed

2. OUR COMMITMENT TOWARD GREATER DIVERSITY AND INCLUSION

In 2020, due to the COVID-19 pandemic, inclusion is even more crucial for our teams, the communities we serve and society as a whole. They represent an exceptional diversity, which is reflected in our networks. It is our responsibility to convert it into an asset by creating a momentum for inclusion among our front-line teams (drivers, mechanics, customer service representatives, etc.), networks and company headquarters. The Diversity and Inclusion Program, which was launched in late 2018, became a priority program in 2020.

Sharing a common language

A multicultural community of diversity and inclusion stakeholders in all countries where the Group operates has been developing since 2020 to share initiatives and programs implemented in the Group's various countries. The initial discussions have enabled us to agree on definitions of diversity and inclusion that are shared by all.

Thus, for Transdev, diversity is the set of differences that each individual brings to our company, which allows us to think differently and, therefore, to innovate in order to respond to and anticipate market changes.

Inclusion enables each individual to manage their career on the basis of their skills, motivation and performance, allows all forms of expression unless they are hostile to someone else (for example, discrimination,

The people of the Group are at the heart of our sustainable performance

sexism, racism, homophobia, bullying, harassment, etc.) and encourages all employees to be themselves, to do their best and to contribute to the success of the company, in particular through innovation.

Our commitment to gender diversity at the highest level of the company

In 2020, Transdev reached a rate of 29% of women among the top 100 managers; the Group has set a new target: **50% women among Group executives (top executive) by 2025.**

This commitment continues to be supported and embodied by the Group's Executive Committee, which was active, in particular, through a pilot **mentoring** program for the Group's female employees between October 2019 and October 2020. This program was a success and will be renewed in 2021. It will also be deployed in the management committees of the Group's subsidiaries.

Our commitment in all countries where the Group operates

In addition to this quantitative objective of achieving diversity in the Group's management to which each of Transdev's subsidiaries contributes, in each country where we operate, the action plans and initiatives that promote Diversity and Inclusion focus on local issues.

This year, in the **United States**, the Diversity & Inclusion Council was created, comprising 14 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.

Transdev Australia and New Zealand has received the "Employer of Choice for Gender Equality" award of the Workplace Gender Equality Agency (WGEA) for the second consecutive year. WGEA certification is a program that recognizes cutting edge practices that go beyond compliance with the Gender Equality in the Workplace Act.

In **France**, Transdev has launched its **Leader au Féminin** program to develop a pool of talent that will occupy key positions in the future (operational fields, network management, response to calls for bids, etc.). The objective is to encourage women to join our operational departments and to offer them a personalized support program throughout their integration.

Ensure equal opportunity

- Internal mobility and promotions are facilitated by our "People Review" process, which identifies and rewards talent without discrimination;
- The Group's talent and career development programs include "diversity" objectives and indicators, which are monitored. The International Corporate Volunteer Program (VIE) recruitments, On The Launch Pad Graduate Program, In'Pulse and Trans'Days onboarding programs, Académie by Transdev and Trans'Lead all have identified diversity objectives (men, women, origin, fields, business lines) that are included in these programs' specifications.

Celebrating diversity

Transdev works to raise awareness of diversity and inclusion by coordinating an international community and developing various communication and awareness campaigns, in particular in connection with international celebrations such as International Women's Day, the International Day of Persons with Disabilities, the World Day for Cultural Diversity and Pride Month.

Diversity is also celebrated within each network. In **Umeå, Sweden**, 50% of the workforce is Swedish and the other half comes from 38 different countries. To promote diversity, teams are working on a booklet designed by and for employees to highlight the benefits of such an inclusive workplace.



Our governance in favor of greater diversity and inclusion

The Group's Diversity and Inclusion program is sponsored by the members of the Executive Committee, who are committed to perpetuating an inclusive culture within the Group, setting goals and driving change. The teams at headquarters give the program its vitality through Group initiatives in favor of diversity, and lead a multicultural community of Diversity and Inclusion actors in all the countries where the Group operates. They devise their own Diversity and Inclusion roadmaps depending on their respective challenges, in line with the Group's objectives.

Our partnerships to accelerate change

Diversity and Inclusion is more than a business issue, it is a social issue. This is why the Group, its subsidiaries and networks draw on a variety of partners to ensure their actions are appropriate and collectively pursue goals shared with other organizations.

In **France**, Transdev is a member of the Collective of 35, which brings together leading French companies in their sectors who are committed to promoting a more inclusive economy. The Group attends the meetings of the Collective and participates in two working groups, including one on Employment and Training. In **Australia**, Transdev has established partnerships with territorial councils as part of its reconciliation plan. These councils give indigenous peoples a voice on issues affecting their lands, seas and communities. At the local level, for example, in the Östergötlan region in **Sweden**, teams have worked with DHR, an association of persons with disabilities, and the National Association for the Visually Impaired to raise awareness of the day-to-day challenges persons with disabilities face on public transportation.

Our Key Performance Indicators

KPIs	2019	2020
Absenteeism rate	6.1%	7.3%
Employee turnover rate	20.5%	19.3%
Percentage of employees who received at least one training course during the year	80.2%	70%
Percentage of employees who have had an annual interview (Top executives and Group's top managers)	83%	89.3%
Commitment policy deployment rate (number of countries that have deployed the policy out of all Group countries)	38%	59%

COVID-19 has had a significant impact on our HR performance indicators. The decline in activity and the shutdown of businesses in countries have decreased the number of departures naturally, which mechanically resulted in a improvement in turnover.

Sickness absences increased significantly during the period as well as absences for "other reasons" (mainly in operational functions linked to fear of contagion, self-containment and quarantining), which have led to an increase in absenteeism. Face-to-face training being non-viable for a large part of the the year and the employees being at a standstill, the training indicators fell despite a proactive policy of maintaining training. Our rate of employees having had an annual interview continues to increase.

For this second year of deployment of our Engagement Program, we continue to make progress towards our goal of coverage of all the countries of the Group and its employees. We can particularly underline the efforts of Germany, the United Kingdom, and Ireland who launched a survey in 2020, despite the constraints imposed by the pandemic.

Our initiatives

➤ **My Mobile Learning** - To take independent learning one step further, a new **web application deployed in 2020, "My Mobile Learning"**, offers innovative mobile content through dedicated monthly courses.

Each topic is presented by experts from the Group and is based on one of the following priorities, which are tied to Transdev's strategy and objectives: New working methods, Mobility of the future and New technologies.

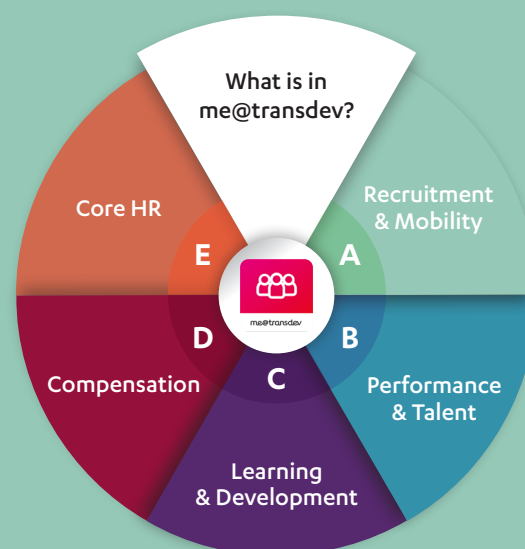
A 3-stage learning process (drawing inspiration, understanding, activating one's knowledge) enables employees to explore a new subject in one month and to put what they have learned into practice in their day-to-day work.

**MYMOBILE
LEARNING**

In October, a **Diversity and Inclusion** module was launched. This module invites employees to discover unconscious biases and stereotypes that can affect their decision-making, describes best practices implemented within Transdev and proposes simple and concrete ways to foster an inclusive work environment.

Beyond merely promoting citizen awareness, the goal is to acquire a common vocabulary and shared responsibility for a more inclusive culture.

➤ **me@transdev** - in 2020, Transdev deployed its new me@transdev employee environment to facilitate employees' career pathways. Inclusion is at the core of me@Transdev.



- A**
 - Job needs
 - Job offers
 - Sourcing: application & applicant tracking
 - Selection
 - Hiring & onboarding
 - Applicant pool
 - Internal & international mobility
 - E-teams

- B**
 - 360° Assessment
 - Annual Review
 - Continuous Discussion
 - People Review
 - Career Review

- C**
 - Digital & face-to-face training offer
 - Training paths
 - Individual development plan

- D**
 - Salary review campaign
 - Bonus review campaign

- E**
 - Profile & administrative file
 - Organisational structure
 - Career-related documents



7. Transdev's commitment to a robust ethical process

Transdev's commitment to a robust ethical process

CHALLENGES	RISKS	SDG
<ul style="list-style-type: none"> Business ethics Risk management and transparency Innovative partnerships 	<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 Failure to respect human rights in the supply chain Failure to respect freedom of association Discrimination and harassment 	 

Transdev has adopted a code of ethics based on 21 principles, which is deployed in all geographical areas where it does business. It applies to all its employees and managers. This code is supplemented by specific measures that explain the Group's vision and the organization it has set up to implement it.

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

This new ECMS, which was approved in July 2019 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 and Insurance 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 and 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 policy to promote respect for fundamental 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 detail in connection with the approval process for significant Group projects (development, acquisition, divestment, organization, etc.) reviewed by the Group's Commitment Committee.

Our Key Performance Indicator

KPIs	2019	2020
Annual percentage of projects approved by the Group Engagement Committee for which fundamental rights risks have been assessed and treated*	19.5%	61.3%

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

In 2020, the frequency of reviews increased, reaching a rate of 61.3%, but not yet the 100% target that Transdev has set for itself. It is therefore necessary to communicate and explain the process internally, to make it easier to understand and systematically ensure upstream validation of the project of the existence and the result of the analysis. After a year additional operation, it appears that the indicator is relevant for projects in new countries at risk, but that it could be optimized in low-risk countries and / or where the Group is strongly implanted.

Note: A large number of projects are on a European scope.

Our personal data protection policy

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

Transdev's commitment to a robust ethical process

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 in European countries which will ultimately incorporate representatives from other countries, to ensure that personal data is processed 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 remains an area for improvement.

Our Key Performance Indicator

KPIs	2019	2020
Share of countries covered by a personal data protection officer compared to the total number of countries in the consolidation scope	N/A	87.5%

In 2020, almost all countries have a Data Privacy correspondent. The European network is in place and will be extended to other countries in 2021.

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 17 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, electricity and diesel taxes, 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. Our tax conduct is consistent with international developments: OECD guidelines, the Base Erosion and Profit Shifting (BEPS) project, the Anti-Tax Avoidance Directive (ATAD), which follows from the BEPS project, etc.

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 naturally exposed to the risk of bribery of public officials and influence peddling for example, which, in some cases, could take the form of inappropriate sponsorship actions.

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 and sponsorships and corporate philanthropy.

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.

In 2020, the Risk, Ethics and Insurance 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 implementation will enhance the effectiveness of the system.

Our Key Performance Indicator

KPIs	2019	2020
Percentage of managers trained in anti-corruption measures every 3 years 2018-2019-2020	72%	75%
of which percentage of managers trained during the year	16%	8%

Anti-corruption training for managers was launched in 2018, a programme that is deployed over a three-year cycle.

As of December 31, 2020, 75% of managers had been trained, of which 8% were trained in 2020 alone.



8. Follow up of our non-financial performance

Methodological note

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 Finance Department and the Transformation and Strategy Department.

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, 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 country in which the Group does business, 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 2020, the mapping of non-financial risks was updated. Due to the demands placed on our teams to respond to the Covid crisis, this update was simplified. Not all scenarios were reviewed, but each country updated its general risk map based on the impact of the pandemic.

In addition, with respect to corruption risks, a country-specific exercise was carried out, based on a process analysis.

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 joint activities is included only in proportion to their consolidation rate during the consolidation period;
- the non-financial data of companies consolidated using the equity method (joint ventures and associates) is not included.

The entities included in the environmental scope are fully or partially consolidated entities that engage in a transportation business that is not subcontracted. Legal entities disposed of or acquired during the year of the reporting period are also excluded.

The environmental scope does not include fleet and emission data from Finland.

Reporting methodology

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

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

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.

For the 2019 Statement of Non-Financial Performance, the GHG emissions reporting protocols were changed from the ADEME protocol to the GHG protocol. 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 from internal studies.

Definition:

- The low emission fleet includes all Euro VI vehicles, hybrids, CNG Biogas, Electric, Biodiesel, Hydrogen.

The concept of alternative fleet excludes all vehicles operating with fossil fuel (including Euro VI). Transdev has renewed its environmental commitments in 2020 and foresees an increase of its 50% alternative fleet in 2030.

The following indicators were developed or modified in 2020 in line with the deployment of Transdev policies:

Procurement

- Percentage of master contracts > € 1M that incorporate the suppliers' Charter (Group perimeter).

Security

- The indicator "Number of physical assaults on passengers/million km" will be deployed for 2021.
- The indicator "Share of countries covered by a national security officer" has been defined and is reported on in 2020.

Data Privacy

- Share of countries covered by a personal data protection officer compared to the total number of countries in the consolidation scope;
- The percentage of employees trained in personal data protection risks will be provided for fiscal year 2021.

Verifications carried out of our social, environmental and safety reporting systems

Each year, definition references are shared with the network of contributors and any changes to be applied 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.

Combating 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 inter-company catering 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.



Follow up of our non-financial performance

Focuses	KPIs	Results 2019	Results 2020	Goal	Trends
Environment	Rate of entities that experienced accidental pollution during the period	1.6%	2.3%	Decrease compared to year "N-1"	↘
	Low-emission fleet rate	45.2%	54%	Reach +50% of alternative fleet by 2030	↗
	GHG emissions kg/100 km travelled	85.6	84.9	Reach -30% by 2030	↗
	Pollutant emissions g/100 km travelled	CO: 64.0 Nox 1099,1 PM: 6.9 HC: 19.8	CO : 50 Nox : 954.6 PM : 5.3 HC : 13.4	Decrease compared to year "N-1"	↗
Procurement	Percentage of master contracts > 1 M € that incorporate the Suppliers' Charter	NA	78%	100%	
Safety	Workplace accident frequency rate	22.22	18.06	Decrease compared to year "N-1"	↗
	Workplace accident severity rate	1.68	1.63	Decrease compared to year "N-1"	↗
	Major accident rate	0.03	0.02	Decrease compared to year "N-1"	↗
Security	Frequency rate of workplace accidents due to assault	2.27	2.07	Decrease compared to year "N-1"	↗
	Severity rate of workplace accidents due to assault	0.06	0.38	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%	
HR	Absenteeism rate	6.1%	7.3%	Decrease compared to year "N-1"	↘
	Employee turnover rate	20.5%	19.3%	Decrease compared to year "N-1"	↗
	Percentage of employees who received at least one training course during the year	80.2%	70%	80% of employees	↘
	Percentage of employees who had an annual interview	83%	89.3%	100% of employees (target for managers)	↗
	Commitment policy deployment rate	38%	59%	100% (by 2022)	↗
Fundamental rights	Annual percentage of projects approved by the Group Engagement Committee for which fundamental rights risks have been assessed and treated	19.5%	61.3%	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		87.5%	100%	
Anti-corruption efforts	Percentage of managers trained in anti-corruption measures every 3 years (aggregated 2018-2019) of which percentage of managers trained in 2020	72%	75%	100% (every 3 years)	↗
		16%	8%		

* N/A : this KPI wasn't publish in 2019

Our contribution to the UN sustainable development goals

SDG	Initiatives/Commitments undertaken by Transdev
 <p>1 NO POVERTY</p>	<ul style="list-style-type: none"> Transdev hires in all the local areas it serves and promotes the inclusion of persons who experience difficulty finding work. Transdev is committed to initiatives to encourage social inclusion and reduce inequalities in access to transportation.
 <p>3 GOOD HEALTH AND WELL-BEING</p>	<ul style="list-style-type: none"> Transdev deploys a Safety policy and a Security policy in all countries where it operates.
 <p>5 GENDER EQUALITY</p>	<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.
 <p>7 AFFORDABLE AND CLEAN ENERGY</p>	<ul style="list-style-type: none"> Transdev deploys an Environmental policy and a Responsible Procurement policy. Working alongside local authorities, Transdev develops clean mobility solutions focusing on the use of green energies (vehicle natural gas (VNG), hybrid, electric and hydrogen-powered buses). Transdev develops solutions to facilitate Mobility as a Service (MaaS) intermodal exchanges.
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<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 Responsible Procurement policy.
 <p>9 INDUSTRY INNOVATION AND INFRASTRUCTURE</p>	<ul style="list-style-type: none"> Transdev deploys an Environmental Management System. Transdev develops clean, autonomous and electric mobility solutions.
 <p>10 REDUCED INEQUALITIES</p>	<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 deploys a Diversity and Inclusion program. Transdev deploys an Ethics and Compliance Management System and a policy to promote respect for fundamental rights.
 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<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 Responsible Procurement policy.
 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<ul style="list-style-type: none"> Transdev deploys an Environmental policy and a Responsible Procurement policy.
 <p>13 CLIMATE ACTION</p>	<ul style="list-style-type: none"> Transdev deploys an Environmental policy and is committed to a more ecological and cleaner mobility.
 <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	<ul style="list-style-type: none"> Transdev deploys an Ethics and Compliance Management System and a policy to promote respect for fundamental rights.
 <p>17 PARTNERSHIPS FOR THE GOALS</p>	<ul style="list-style-type: none"> Transdev promotes social ties through the Transdev Foundation and develops local partnerships in the local areas it serves. Transdev applies an ethics charter and deploys an ECMS policy.

“GC Advanced” cross-reference table

INTEGRATION OF THE 10 PRINCIPLES IN STRATEGY AND OPERATIONS		
The COP describes mainstreaming into corporate functions and business units	“Transdev, a sustainability driven group” “Management of our non-financial performance”	Page 11 Page 13
The COP describes implementation of in the value chain of reliable policies and procedures on human rights	“Transdev’s commitment to a robust ethical process”	Page 36
RELIABLE POLICIES AND PROCEDURES ON HUMAN RIGHTS		
The COP describes robust commitments, strategies or policies in the area of human rights	“CSR dashboard” “Transdev’s commitment to a robust ethical process” “Our contribution to the UN sustainable development goals”	Page 14 Page 36 Page 43
The COP describes effective management systems to integrate the human rights principles	“CSR dashboard” “Transdev’s commitment to a robust ethical process”	Page 14 Page 36
The COP describes effective monitoring and evaluation mechanisms of human rights integration	“Transdev’s commitment to a robust ethical process” “Methodological note” “Follow up of our non-financial performance”	Page 36 Page 40 Page 42
RELIABLE POLICIES AND PROCEDURES ON LABOR PRINCIPLES		
The COP describes robust commitments, strategies or policies in the area of labor	“CSR dashboard” “The people of the Group are at the heart of our sustainable performance” “Engagement and Diversity & Inclusion” “Our contribution to the UN sustainable development goals”	Page 14 Page 29 Page 33 Page 43
The COP describes effective management systems to integrate the labor principles	“The people of the Group are at the heart of our sustainable performance” “Employee development”	Page 29 Page 32
The COP describes effective monitoring and evaluation mechanisms of labor principles integration	“The people of the Group are at the heart of our sustainable performance” “Methodological note” “Follow up of our non-financial performance”	Page 29 Page 40 Page 42
RELIABLE POLICIES AND PROCEDURES ON ENVIRONMENTAL PROTECTION		
The COP describes robust commitments, strategies or policies in the area of environmental stewardship	“CSR dashboard” “Our commitments and tools for facing climate challenges” “Our contribution to the UN sustainable development goals”	Page 14 Page 17 Page 43
The COP describes effective management systems to integrate the environmental principles	“Formalizing our commitment at the core of the Group’s environmental policy”	Page 18
The COP describes effective monitoring and evaluation mechanisms for environmental stewardship	“Our environmental sustainability commitment” “Methodological note” “Follow up of our non-financial performance”	Page 16 Page 40 Page 42
RELIABLE POLICIES AND PROCEDURES IN THE AREA OF ANTI-CORRUPTION		
The COP describes robust commitments, strategies or policies in the area of anti-corruption	“CSR dashboard” “Transdev’s commitment to a robust ethical process” “Our efforts to fight corruption” “Our contribution to the UN sustainable development goals”	Page 14 Page 36 Page 38 Page 43
The COP describes effective management systems to integrate the anti-corruption principle	“Transdev’s commitment to a robust ethical process” “Our efforts to fight corruption”	Page 36 Page 38
The COP describes effective monitoring and evaluation mechanisms for the integration of anti-corruption	“Transdev’s commitment to a robust ethical process” “Methodological note” “Follow up of our non-financial performance”	Page 36 Page 40 Page 42
ACTING TO SUPPORT THE WIDER GOALS OF THE UNITED NATIONS		
The COP describes core business contributions to UN goals and issues	“Management of our non-financial performance” “Our contribution to the UN sustainable development goals”	Page 13 Page 43
The COP describes strategic social investments and philanthropy	“A foundation to support local initiatives”	Page 22
The COP describes advocacy and public policy engagement	“Transdev, the economic and social partner of local areas”	Page 20
The COP describes partnerships and collective action	“A longstanding CSR commitment” “Our fundamental role in regional development” “Our commitment toward greater diversity and inclusion”	Page 12 Page 22 Page 33
GOVERNANCE AND ACCOUNTABILITY LEADERSHIP		
The COP describes CEO commitment and leadership	“Transdev, a global group resilient in the face of the pandemic”	Page 3
The COP describes Board adoption and oversight		
The COP describes stakeholder engagement	“Stakeholders’ expectations” “Exchange and dialogue”	Page 12 Page 12



9. Vigilance Plan

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 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 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 8 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

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. ASSESSMENT OF SUBCONTRACTORS AND SUPPLIERS

This assessment and its results are described in the "Transdev, the economic and social partner of local areas" section of the statement of non-financial performance.

3. Appropriate actions to mitigate risks or prevent serious harm

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:

- Group Health & Safety Policy;
- 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.

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 our 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 and Insurance Department.

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 3 to 7 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, which ensures such information is handled by the ordinary organization or a crisis management structure.

The system, which is managed by the Risk, Ethics and Insurance 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 Risk 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, respect 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, managed by the Risk, Ethics and Insurance 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 whistleblowing system.

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

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

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 Risk 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 Risk, Ethics and Insurance 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.

2. NON-FINANCIAL PERFORMANCE

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

6. Implementation report

In 2020, the Group made progress on the various components of the vigilance plan, in particular:

- Preparing a detailed mapping of corruption risks by country;
- Updating the Procedure on sales intermediaries;
- Performing first- and second-level controls of the Group's ethics and compliance requirements.

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

Report by one of the Statutory Auditors on the consolidated non-financial statement included on a voluntary basis in the Group management report

FOR THE YEAR ENDED 31/12/2020

This is a free translation into English of the Statutory Auditor's report issued in French and is provided solely for the convenience of English-speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

To the shareholders,

In our capacity as Statutory Auditor, we hereby report to you on the non-financial statement for the year ended 31/12/2020 (hereinafter the "Statement"), included in the Group management report in reference to the requirements of articles L. 225 102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (Code de commerce).

The entity's responsibility

The Board of Directors is responsible for preparing the Statement, including a presentation of the business model, a description of the principal non financial risks, a presentation of the policies implemented considering those risks and the outcomes of said policies, including key performance indicators.

The Statement has been prepared in accordance with the entity's procedures (hereinafter the "Guidelines"), the main elements of which are presented in the Statement.

Independence and quality control

Our independence is defined by the requirements of article L. 822-11-3 of the French Commercial Code and the French Code of Ethics (Code de déontologie) of our profession. In addition, we have implemented a system of quality control including documented policies and procedures regarding compliance with applicable legal and regulatory requirements, the ethical requirements and French professional.

Responsibility of the Statutory Auditor

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

- the compliance of the Statement with the requirements of article R. 225-105 of the French Commercial Code;
- the fairness of the information provided in accordance with article R. 225 105 I, 3° and II of the French Commercial Code, i.e., the outcomes, including key performance indicators, and the measures implemented considering the principal risks (hereinafter the "Information").

However, it is not our responsibility to comment on the entity's compliance with other applicable legal and regulatory requirements, in particular the French duty of care law and anti-corruption and tax avoidance legislation nor on the compliance of products and services with the applicable regulations.

Nature and scope of our work

The work described below was performed with reference to 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 ("CNCC") applicable to such engagements and with ISAE 3000¹:

- we obtained an understanding of all the consolidated entities' activities and the description of the principal risks associated;
- we assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, with due consideration of industry best practices, where appropriate;
- we verified that the Statement includes each category of social and environmental information set out in article L. 225 102 I III as well as information regarding compliance with human rights and anti-corruption and tax avoidance legislation;
- we verified that the Statement provides the information required under article R. 225-105 II of the French Commercial Code, where relevant with respect to the principal risks, and includes, where applicable, an explanation for the absence of the information required under article L. 225-102 I III, paragraph 2 of the French Commercial Code;
- we verified that the Statement presents the business model and a description of principal risks associated with all the consolidated entities' activities, including where relevant and proportionate, the risks associated with their business relationships, their products or services, as well as their policies, measures and the outcomes thereof, including key performance indicators associated to the principal risks;

¹ ISAE 3000 - Assurance engagements other than audits or reviews of historical financial information

- we referred to documentary sources and conducted interviews to:
 - assess the process used to identify and confirm the principal risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the principal risks and the policies presented, and;
 - corroborate the qualitative information (measures and outcomes) that we considered to be the most important presented in Appendix 1; concerning certain risks (poor skills planning, fighting corruption, failure to respect human rights in the supply chain, personal data breaches, assaults of an employee or passenger), our work was carried out on the consolidating entity, for the others risks, our work was carried out on the consolidating entity and on a selection of entities²;
- we verified 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 obtained an understanding of internal control and risk management procedures the entity has put in place and assessed the data collection process to ensure the completeness and fairness of the Information;
- for the key performance indicators and other quantitative outcomes that we considered to be the most important presented in Appendix 1, we implemented:
 - analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data;
 - tests of details, using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the data with the supporting documents. This work was carried out on a selection of contributing entities and covers between 29% and 100% of the consolidated data relating to the key performance indicators and outcomes selected for these tests;
- we assessed the overall consistency of the Statement based on our knowledge of all the consolidated entities.

We believe that the work carried out, based on our professional judgement, is sufficient to provide a basis for our limited assurance conclusion; a higher level of assurance would have required us to carry out more extensive procedures.

Means and resources

Our work was carried out by a team of 6 people between November 2020 and February 2021 and took a total of 4 weeks.

We conducted some 20 interviews with the people responsible for preparing the Statement, representing in particular CSR, Human Resources, Health and Safety, Environmental, Risks, Ethics and Insurance Departments.

Conclusion

Based on the procedures performed, nothing has come to our attention that causes us to believe that the consolidated non-financial statement is not presented in accordance with the applicable regulatory requirements and that the Information, taken as a whole, is not presented fairly in accordance with the Guidelines, in all material respects.

² Transdev France, Transdev Le Havre (LiA)

APPENDIX 1

INFORMATION CONSIDERED MOST IMPORTANT

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

- Policy related to the protection of personal data
- “Back on Track” system to address the health crisis

Quantitative indicators including key performance indicators

Social indicators:

Absenteeism rate; Employee turnover rate; Percentage of employees who received at least one training course during the year; Percentage of employees who had an annual interview.

Health and security indicators:

Major accident rate; Workplace accident frequency rate; Workplace accident severity rate.

Safety indicators:

Frequency rate of workplace accidents due to assault; Severity rate of workplace accidents due to assault; Share of countries covered by a national security officer relative to the total number of countries in the consolidation scope.

Environmental indicators:

Rate of entities that experienced accidental pollution during the period; Low-emission fleet rate; Pollutant emissions/100 km travelled; GHG emissions/100 km travelled.

Sustainable purchasing indicator:

Percentage of master contracts > 1 M € that incorporate the Suppliers’ Charter.

Corruption indicator:

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

Fundamental human rights indicator:

Annual percentage of projects approved by the Group Engagement Committee for which fundamental human rights risks have been assessed and treated.

Personal data protection indicator:

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