

Statement of non-financial performance



as of December 31st, 2021

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I. Transdev, the strength of a global group serving local authorities

Transdev, the strength of a global group serving local authorities

Because mobility is essential to meet, work, study... or simply to live, *"Transdev empowers freedom to move every day, thanks to safe, reliable and innovative solutions that serve the common good."* This is our purpose, which is our compass and guides our decisions on a daily basis, serving local authorities and our passengers.

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 communities. Mobility facilitates access to employment, education, leisure activities, etc, and contributes greatly to the quality of life and attractiveness of regions. This is even more true for people living in sparsely populated, rural or peri-urban areas, where a growing proportion of the population lives today in the 18 countries where Transdev is present.

Transdev has been particularly involved - and continues to accelerate - in these areas for several years in order to deploy fair and open mobility for all, whatever the region.

We are actively committed to the energy transition in favor of an energy mix (biogas, electric, hydrogen) and the reduction of the social divide, by connecting and reconnecting communities and rural and urban areas, by providing responses adapted to the needs of our clients and passengers.

In 2021, we made significant accomplishments together, notably through the resumption of our activities in all our countries, but above all thanks to the commitment of all our teams in the networks, despite the continuing effects of the pandemic. We have been able to partially offset the loss of revenue and renegotiate many contracts with our clients to adapt them to the new circumstances and needs. Everywhere, we have achieved new successes in all our businesses, particularly in Germany, Australia, Colombia, the United States, France, New Zealand, the Netherlands and Sweden.

Public and rail transportation are key elements of the environmental Policy of the future. Our role is to work alongside local authorities to meet the triple objective of health and safety, ecological transition and social issues. Public transit and daily mobility must therefore be the backbone of the economic, ecological and solidarity-based recovery, that is necessary to continue the strengthening of economies that have been severely affected by the persistent pandemic crisis.

We share and act for the collective, in order to create opportunities and contribute to the well-being of society and 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 current and future challenges. We are proud of the fact that on average 11 million people travel with us every day on 5 continents.

Our 81,715 employees are passionate about their work and committed to the passengers and the regions they serve. 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, helping them grow and maintaining their commitment is fundamental to our sustainable growth.

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



"In 2021, we continued to deploy our low and zero emission mobility solutions around the world, and we accelerated the development of our rail activities, particularly in France with the win of the Marseille - Nice regional line, positioning us as a major player in the revitalization of day-to-day train travel."

Thierry Mallet, Chairman and CEO

Assets

The 'Moving You' strategy which serves communities

Committed teams throughout the world

An ecosystem of partners, action at the social and local level

A business model that respects resources

Regaining the confidence of passengers

81,715 employees in 18 countries on 5 continents

300+ product categories

€757.1 M in shareholder equity and a body of shareholders committed over the long term

Assisting our clients in managing new risks

70 % of drivers

€270 K donated through the Transdev Foundation

16 transportation modes

Engaging teams in a sustainable, digital and collaborative businesses

24 % of women in our teams

43.3 % score achieved for the Group positivity index

42,403 vehicles operated

Building tomorrow's mobility and contributing to the ecological transition

150+ job types

€3 billion of products and services purchased by Transdev in total spend

61 % clean vehicles (Euro VI, hybrids, CNG Biogas, electric, biodiesel, hydrogen) including 995 electric vehicles



Results

For our passengers

For the planet

For our clients, communities and public institutions

For our employees

7.9 M trips every day throughout the world

17.39 % low-emission energies (including 12.58% CNG, 4.58% biodiesel, 0.23% biogas and 4.36% electricity)

€16.9 M paid in corporate income tax

Drivers@transdev deployment of an international operational task force to attract, recruit, retain and engage drivers

94 % of our activities comply with the requirements of our safety management system

20.9 % rate of ISO 14001 certified entities (6% increase compared to 2020)

Moving Green tailor-made green solutions for communities deployed in 8 Group countries

82.9 % of employees received training during the year

Inter and multimodal mobility solutions for an attractive alternative to the private car

58 % of our entities covered by the Environmental Management System

2,500+ suppliers qualified as inclusive suppliers

9 Group countries have implemented an Engagement survey with their employees (including Germany, Portugal and Canada in 2021)

Customer experience and inclusion of all are at the heart of our action in the areas where we operate

6 % increase in the green share of our fleet

22,829 new hires in the communities we serve

25 % women among the Group's top 100 managers; 2 of our 6 key countries are led by women



Value creation

COMPANY ATTRACTIVENESS AND EMPLOYEE DEVELOPMENT

HEALTH, SAFETY AND SECURITY OF PASSENGERS

OUR PURPOSE

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



DEVELOPMENT OF PUBLIC TRANSPORTATION

DECARBONIZATION OF THE FLEET AND ZERO EMISSIONS

Diversified activities

Urban
Interurban
Rail
Light vehicles
Maritime transportation

Priority SDGs*



Gender equality



Decent work and economic growth



Industry, innovation and infrastructure



Reduced inequalities



Sustainable cities and communities



Measures to fight climate change

* United Nations Sustainable Development Goals

Our business model

1. OUR BUSINESS

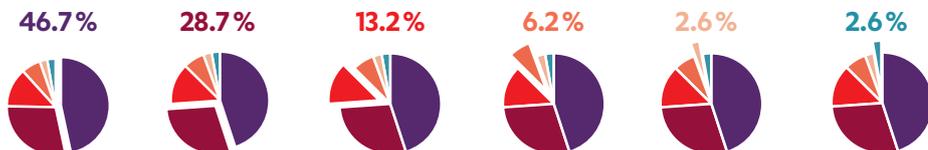
Transdev possesses global expertise derived from over 150 business lines. Each day, 57,230 drivers serve our local government clients.

Bus (conventional, electric and hydrogen), bus rapid transit (BRT), car, community shuttle, train, metro, tram and tram-train, para-transit and ambulance, transport on demand, autonomous vehicle, bike-sharing, funiculars, cable car, maritime and fluvial transportation, are representative of the broad range of transportation modes and systems and everyday infrastructure that we operate all over the world. In addition to our role as an operator, we are committed to offering a full spectrum of mobility solutions to serve our clients, in order to deliver inclusive and sustainable mobility.

Our activities

Urban	Interurban	Rail	Light vehicles	Maritime transportation	Other
					
<ul style="list-style-type: none"> Urban and suburban buses Urban rail Trams Subway lines 	<ul style="list-style-type: none"> Suburban and interurban buses Long distance buses Staff transportation Tourism & charters 	<ul style="list-style-type: none"> BtoG rail Commercial rail 	<ul style="list-style-type: none"> Ambulances and non-emergency medical transportation Paratransit Taxis Autonomous vehicles Shuttles 	<ul style="list-style-type: none"> Ferries 	<ul style="list-style-type: none"> Rail infrastructure POA* consulting Digital Call centers Airport cargo Road cargo Holding company and resources Other activities

* project organization assistance



On first analysis, almost all of Transdev's activities would be eligible for the first two objectives of the taxonomy, mitigation and adaptation to climate change.

Our mobility solutions

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

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

TRANSDEV IN 2021

18 countries	81,715 employees
7.9 M passenger trips each day	42,403 vehicles operated
995 electric buses and coaches	16 transportation modes
+150 different job types	70 % drivers
24 % women	94 % permanent contracts
€123.9 M in current operating result	
€7 BILLION revenue	
3.8 % increase in revenue in 2021	€1.2 BN net financial debt*
€632.6 M EBITDA	
€-162.1 M Net result Group share	

*including lease liabilities

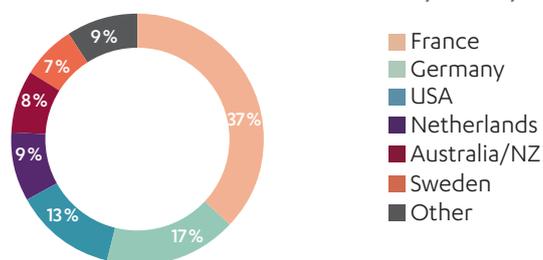
Our geographical presence (consolidated scope)



Our teams are locally based in 18 countries in order to meet the specific demands of populations and local authorities with solutions tailored to the communities we serve.

Our revenue by country

Distribution of 2021 revenue by country



2. RESPONDING TO LOCAL CHALLENGES AT THE LOWEST COST

Our business model involves 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 95% of our activities involve contracts to manage transportation services on behalf of local authorities – BtoG 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 thereto is usually awarded through a competitive bidding procedure. When preparing the bid documents, the public transit authority (the client) determines the specific needs to be met. The bidder who best meets these requirements in terms of understanding local specificities and offers the most favourable price is awarded the contract. Therefore, each contract is a unique response to a local demand in terms of transportation modes, and also takes into account the number of vehicles involved, the frequency of service, pricing and the commitments the bidder may make on future developments in the use of the transportation system.

Compensation

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

- **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.

In general, 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 clients, whether they are passengers, public transit authorities or businesses;
- developing new solutions for future needs and markets;
- Focusing on operational excellence in order to provide the best possible service at all times at the best price.

Cost control

Our most significant cost items are:

- financing of the vehicle fleet;
- employee payroll;
- energy and fuel costs;
- financial resources.

Financing of the vehicle fleet

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

- by the public transit authority; or
- by Transdev. In this case, there are two possible situations:
 - we own the equipment;
 - we lease the equipment from a third party, in which case Transdev is not exposed to residual value risk.

Thus, 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 with 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 by Caisse des Dépôts (66%) and Rethmann France (34%);
- bonds;
- bank loans and a Schuldschein placement;
- asset financing consisting primarily of operating leases;
- resources generated by operating working capital;
- profits from its operations.

3. A YEAR OF LASTING CHANGE

The public transportation sector faces constant change, both technological and environmental. The health crisis continues to disrupt the restructuring of the market. Economic stimulus plans are starting to produce medium- and long-term impacts on public transportation to varying degrees.

Transdev, the strength of a global group serving local authorities

Economic recovery still impacted by the health crisis

Following the significant disruptions in 2020 due to the sudden collapse in ridership during the various lockdowns, public transportation is experiencing a recovery thanks to fewer health restriction measures. However, epidemic flare-ups are unpredictable and variable. Business levels are still below pre-health crisis levels. A long-term decline in ridership seems to be emerging in most geographical areas, although areas with high population growth may recover more quickly. This decrease has most directly affected older passengers and persons who are not dependent on public transportation.

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

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

As a direct result of the stimulus plans and reduced health restrictions, global growth was 5.5% in 2021*.

In the face of the climate challenge, stimulus plans have sought to initiate a genuine modal shift towards cleaner mobility systems. Nevertheless, COP26 in Glasgow in 2021 ended on a mixed note for the transportation sector, with discussions focused primarily on the electrification of individual vehicles.

More than ever, Transdev must play its part in the global climate emergency:

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

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

Horizon 2030

Beyond the commitment to the environment, we see 4 major trends for 2030:

- The aging of our societies is a global trend that will generate new mobility needs specific to these groups of people;
- New forms of urban planning will, by their nature, impact the suitability of transportation modes while reflecting the social project that cities offer;
- Our societies have become increasingly digitalised, and this phenomenon has become increasingly manifest in recent years; transportation operators have a role to play in this trend, particularly in the development of MaaS (Mobility as a Service) solutions;

- The emergence of the autonomous car market, which will mature between 2030 and 2050, will impact day-to-day mobility by opening up new markets for people without a driver's license or with disabilities.

Our ecosystem of competitors and partners



Traditional competitors are expanding into new geographical areas. In addition, operators are withdrawing from markets and contracts deemed unprofitable or that are highly volatile.

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

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

Manufacturers have been significantly affected by the crisis and are accelerating their transition to an electric offer, driven by the stimulus plans. Faced with rising raw material prices, those of the car industry have been forced to streamline their mobility service offerings (car sharing, taxis, etc.). Like manufacturers, **suppliers** have been heavily impacted by the crisis but have benefited from the stimulus plans announced. They are also seeing their business model transformed in an increasingly electric, intelligent and connected market. Software developers will undoubtedly play a key role.

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

The mobility sector is undergoing a major transformation and public transportation is still weakened by the crisis, which has reduced ridership levels and impacted the regularity of operations.

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

*(<https://blogs.worldbank.org/voices/global-economic-outlook-five-charts-1>)

Transdev, the strength of a global group serving local authorities

Public transportation operators are still trying to find some relief:

- by obtaining the support of public transit authorities to jointly build the services needed in the communities;
- by continuously adapting the service offer to changing needs and lifestyles;
- by innovating and making an even greater commitment to preserving jobs and maintaining service, which are the key to social cohesion in the communities they serve.

4. A STRATEGIC PLAN REFOCUSSED ON SUSTAINABLE MOBILITY

With its well adapted mobility networks and good infrastructure management, Transdev has the means to reduce its carbon footprint as well as local pollutants that have a direct impact on public health:

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

Sustainable mobility will be clean, reliable, safe and serving the common good, as expressed by Transdev in its purpose statement. Public transportation enables millions of people to go to work, study and take part in local life every day. Our business model and strategy underpin this mission, which we carry out with and for our stakeholders for the benefit of the communities we serve.

Our strategy and governance serving our corporate mission and our strategic ambitions

In this context, and true to our corporate mission – *“we empower freedom to move every day thanks to safe, reliable, and innovative solutions that serve the common good”* – our strategy and governance adapt to the new challenges created by the pandemic. The Group establishes the global strategy, sets financial guidelines and assists our subsidiaries in developing their expertise. The ability of the subsidiaries to play their role of responding to the needs of our clients, the public transit authorities, has been strengthened. They deploy the Group’s strategy, *Moving You*.

Tailoring its solutions as closely as possible to local issues, Transdev works hand in hand with its clients, partners, suppliers, employees and local stakeholders. Our *Moving You* strategy is part of the pursuit of Sustainable Development Goals (SDGs), in particular around the following:



Highlights

BUSINESS SUCCESSES

- In Australia, we were awarded the Sydney Region 9 bus contract for about 500 buses, including 146 electric buses.
- In Colombia, a major contract was signed with TransMilenio covering over 400 electric buses and the largest electric depot in the Bogotá area (40,000 m²).
- In France, the first regional rail contract was signed with the Région Sud authority for the Marseille-Nice route, key successes in the Ile-de-France region, regional line contracts, and key contracts for urban networks (Cherbourg, Roanne, Arcachon, Vitrolles-Salon, etc.).
- In Germany, renewal of our rail operations with MittelRheinBahn for 10 years, the testing of a hydrogen train in Bavaria in 2023, a new bus contract in Mayen-Koblenz, and the renewal of our bus operations in Bautzen.
- In the Netherlands, a successful start for the new electric bus contract in Gooien Vechtstreek.
- In Sweden, new contracts for the operation of the Roslagsbanan rail lines and 317 biofuel buses in northern Stockholm.
- In the USA, renewal of the rail infrastructure maintenance contract with TriRail in Florida, as well as several key bus and paratransit contracts in California, Oregon, Georgia and Ohio.
- In New Zealand, Transdev will operate the Wellington city center-airport link, including 10 electric buses.

NEW ENVIRONMENTAL SOLUTIONS

- A network of 145 electric buses set up in western Sweden; 317 fossil-free buses for northern Stockholm.
- Inauguration of “AuxHYgen” in Auxerre, the largest renewable hydrogen production and distribution site in France.
- Captain Bike in Nantes (new mobility experiment).
- First 100% electric ferry in Portugal.
- Solar powered bus in Australia (Queensland).
- First hydrogen bus in New Zealand.
- Major electric bus contract in Colombia.

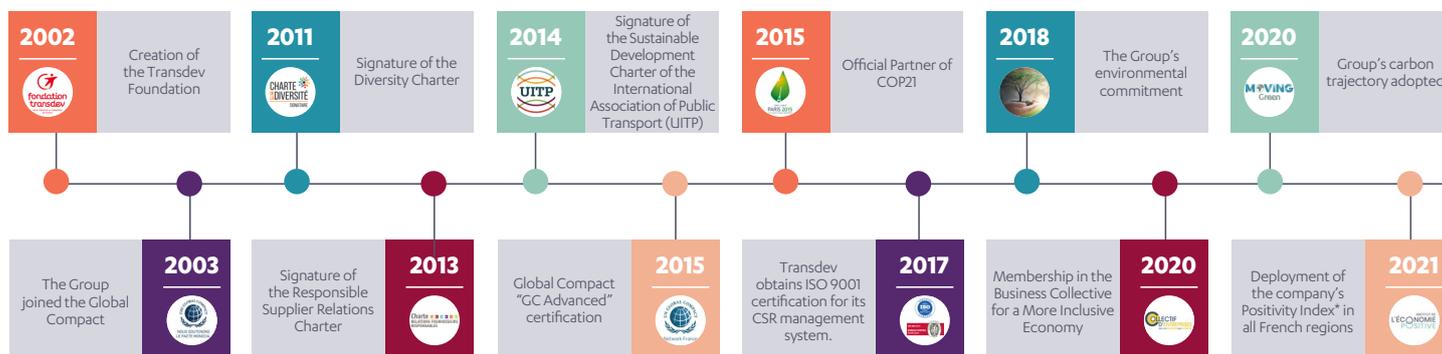




II. Transdev, a dedicated player with its ecosystem of stakeholders

Transdev, a dedicated player with its ecosystem of stakeholders

The Group's CSR trajectory



* Positivity Index first calculated in 2015

In 2021 Transdev rolled out its Moving Green environmental strategy in 8 countries where the Group operates. The Group has strengthened its Responsible Procurement approach and is committed through a voluntary approach to inclusive procurement in France, which now accounts for more than 6% of the country's procurement volume. Transdev continued to roll out its Engagement program in Germany, Portugal and Canada; Transdev has obtained the "Great place to work" label in Canada and the KeepWell™ label for Transdev Dublin Light Rail. In 2021, Transdev reconducted its materiality analysis and updated the key CSR issues for the Group. The Group's CSR governance has been strengthened with the creation of a CSR strategic committee in addition to the corporate committee and international CSR community.

Dialogue with our stakeholders

In 2021, Transdev maintained relationships with a very dense ecosystem of stakeholders at all levels of the organization.

- **Clients:** In all territories where the Group does business, our teams maintain a constant dialogue with clients and public transit authorities in order to understand and fully meet their expectations.
- **Shareholders:** Our two shareholders, Caisse des Dépôts and Rethmann Group, are at the core of the decision-making process at shareholder meetings and are involved in Transdev's CSR commitments.
- **Employees:** Through its we@transdev managerial model and the commitment surveys conducted within our teams, Transdev has equipped itself with the tools required for high-quality social dialogue.
- **Business partners/Suppliers:** We maintain close ties with our suppliers and economic partners. Together we are committed to a responsible approach consistent with our ethical values.
- **Passengers:** By digitalizing our services and providing real-time information, and through our customer relationship management systems, Transdev communicates closely with its passengers in order to offer them the best possible experience.
- **Social partners:** Social dialogue is an essential factor in ensuring that Transdev remains resilient and competitive. Various social and economic committees representing employees have been set up, which meet at the regional, country and Group level and provide a forum for ongoing dialogue.
- **Regulatory authorities:** Transdev has established a close dialogue with representative organizations in the sector, such as UTP in France, APTA in the United States, and UITP at the international level.

We build, maintain and develop long-term relationships of trust with our stakeholders, which allows us collectively to face today's challenges and support the ongoing transitions in a spirit of co-construction, consultation and transparency.

Transdev reinforces its CSR governance

Transdev reinforced its CSR governance in 2021. This governance is formally grounded on several circles of collaboration:

CSR Strategic Committee: this committee is made up of four members of the Group Executive Committee, two country managements, the Procurement Department and the Communications Department. It focuses on and establishes guidelines for the CSR roadmap. On average, it meets two to four times a year.

CSR Corporate Committee: the finance, environment, procurement, HR, health and safety, security, communications and business development functions are represented on this committee. It ensures the consistency of CSR policies and is supported by the work of a network of officers in all Group subsidiaries.

international CSR community: this community comprises the CSR officers in the countries where the Group does business. Its role is to establish the CSR roadmaps for each country and deploy policies and tools that enable achieving the Group's CSR commitments and objectives. The community meets monthly to share progress and best practices that feed the Group's collective CSR expertise for the benefit of the communities it serves.

CSR Department: coordinates these various bodies and oversees the Group's CSR roadmap; it reports to the Group's HR Director, who sits on the Executive Committee.



In 2021, Thierry Mallet, CEO of the Group, reaffirms Transdev's support for the principles of the United Nations Global Compact. The Group has been GC Advanced-certified since 2015.

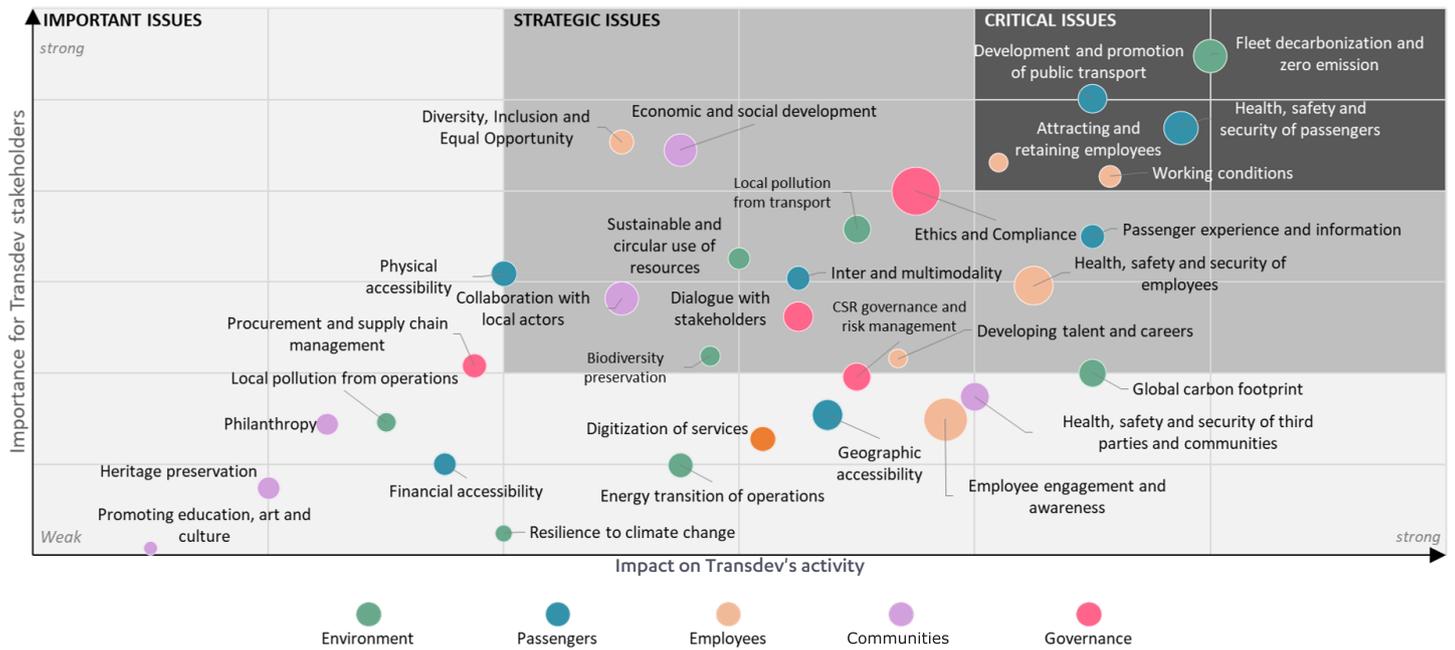


In 2021, Transdev Group was certified "Silver" by the EcoVadis sustainability rating with a differentiating performance in the field of responsible procurement.



Transdev is a member of the Global Deal, a global initiative aimed at making social dialogue a tool for decent work and the development of inclusive growth.

Main non-financial challenges faced by the Group



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

Environmental issues: more than ever Transdev is expected to be an active player in the ecological and energy transition. In the areas we serve, the Group contributes to the ecological transition by decarbonizing its fleet, reducing pollution and using resources sustainably.

Passenger health, safety and security: this is and remains the priority, particularly in view of the public health issues currently facing our societies. Protecting the health, safety and security of our passengers, our employees and everyone is essential.

Expanding and promoting public transportation: a catalyst for the ecological transition in the communities we serve, public transportation is one of the answers to the social challenges facing our societies. Developing a multimodal and accessible offer contributes to achieving the goal of ensuring inclusion and equality for all in the communities.

Social challenges: ensuring the attractiveness of our professions is a key challenge: recruiting and retaining employees and guaranteeing satisfactory working conditions are not new priorities, but they have acquired greater prominence as a result of the health crisis. Most of Transdev’s teams were on the front line and were the first to be impacted by the pandemic situation and the associated restrictions. Ensuring good working conditions for employees in the context of the transformation of the mobility sector underway is a major challenge.

In light of these challenges, Transdev will continue to deploy its CSR policies, programs and initiatives to achieve the objectives set by the Group for 2025 and 2030. These policies and initiatives are aligned with the main UN Sustainable Development Goals.

The Group’s most significant non-financial (CSR) risks did not change in 2021 and are covered by the policies the Group implements. The method used to identify and prioritize the main CSR risks is described in the methodological note (Section VIII).

Transdev Group’s key stakeholders



Management of our non-financial performance

FIELDS	CHALLENGES	SIGNIFICANT RISKS	POLICIES AND ACTION PLANS	COMMITMENTS	KPIS	TARGETS		
ENVIRONMENT 	<ul style="list-style-type: none"> Decarbonization of our fleet and zero emissions Local pollution from transportation Sustainable and circular use of resources Global carbon footprint Preserving biodiversity Energy transitions of operations Resilience to climate change 	Accidental/gradual ground pollution	Environmental Policy + Our actions and programs in support of the energy and ecological transition and to fight climate change	<ul style="list-style-type: none"> Contribute to decrease CO₂ emissions in the communities. Reduce congestion and preserve air quality against local pollution. Increase our non-diesel fleet to cope with the depletion of fossil resources. Commit to communities through partnerships to preserve nature and biodiversity. 	Rate of entities that experienced accidental pollution during the period	Decrease compared to year "N-1"		
		Regulatory and contractual non-compliance in environmental matters			Gradual air pollution	Low-emission fleet rate (<i>Euro VI, hybrids, CNG, biogas, electric, biodiesel, hydrogen</i>)	50% increase in the alternative fleet by 2030 (base year: 2017)	
		Gradual air pollution			GHG emissions kg/100 km travelled	Reduce the carbon intensity of our fleet by 30% by 2030		
PASSENGERS 	<ul style="list-style-type: none"> Passenger experience and information Financial, physical and geographic accessibility Inter- and multimodality Health, safety and security of passengers Digitalisation of transport services Development and promotion of public transportation 	Serious train or bus accidents	Health and Safety Policy	<ul style="list-style-type: none"> Strengthen governance and compliance, improve health and safety performance. Implement strict sanitary measures in our vehicles and stations to fight against Covid-19 in order to ensure the safety of our passengers and the public. Put in place all means to ensure the health, safety, security and tranquility of passengers. 	Major accident rate	Each day, we do everything possible to achieve our goal of zero accidents.		
		Assaults on passengers Terrorist attacks	Security Policy		Rate of physical assaults on passengers	NEW		
		Share of countries covered by a national security officer relative to the total number of countries in the consolidation scope	100% of countries covered					
EMPLOYEES 	<ul style="list-style-type: none"> Working conditions Health, safety and security of employees Diversity, inclusion and equal opportunities Developing talent and careers Attracting and retaining employees Passion for our activity shared by employees 	Workplace accidents	Health and Safety Policy	<ul style="list-style-type: none"> Strengthen governance and compliance, improve health and safety performance. Promote a positive and proactive culture of well-being and safety. Implementation of all means to ensure the health, safety and security of employees and subcontractors. 	Workplace accident frequency rate	Annual performance targets		
		Assaults on employees Terrorist attacks	Security Policy		Workplace accident severity rate	Ensure a safe travel and work environment		
		Absenteeism and low employee commitment (including psychosocial risks)	Engagement Policy + Talent Management and Learning Programs + Diversity and Inclusion Program		Frequency rate of workplace accidents due to assault	Severity rate of workplace accidents due to assault		
		Poor skills planning			Share of countries covered by a national security officer relative to the total number of countries in the consolidation scope	100% of countries covered		
		CSR claims against a supplier			Absenteeism rate	100% of employees covered by an Engagement survey in 2022	At least 80% of employees have received one training course/year	50% of women in the Top Executive group by 2025
					Employee turnover rate	Engagement Policy deployment rate	Percentage of employees who received at least one training course during the year	Percentage of employees who had an annual interview
COMMUNITIES 	<ul style="list-style-type: none"> Collaboration with local players Economic and social development Promoting education, arts and culture Health, safety and security of third parties and communities Heritage preservation Philanthropy 	CSR claims against a supplier	Sustainable Procurement Policy	<ul style="list-style-type: none"> Raising awareness among our suppliers and subcontractors about sustainable initiatives. Ensuring they undertake to comply with our ethical principles. Taking into account their commitment to responsible business. Assessing the relationship with our suppliers. Monitoring implementation of our Policy in the countries where the Group does business. 	Percentage of framework contracts > €1 million that incorporate the Suppliers' Charter	Incorporation of the Suppliers' Charter into all contracts with a value over €1 million.		
		Failure to respect human rights	Fundamental Rights Policy + Data Privacy Policy + Ethics and Compliance Management System (ECMS)		Annual percentage of projects approved by the GEC* for which fundamental rights risks have been assessed and reduced to an acceptable level	100% of projects approved by the GEC		
		Personal data breaches	Protect the personal data of our stakeholders.		Share of countries covered by a personal data protection referent compared to the total number of countries included in the consolidated scope	100% of countries covered		
GOVERNANCE 	<ul style="list-style-type: none"> Responsible procurement Dialogue with stakeholders CSR governance and risk management Ethics and compliance 	Corruption		Zero tolerance for corruption.	Percentage of managers trained in the fight against corruption every 3 rolling years	100% of managers trained at least every 3 years		

Pandemic



III. Our environmental commitment

Our environmental commitment

The most recent report of the Intergovernmental Panel on Climate Change (IPCC), which was published in the summer of 2021, brings together over 14,000 scientific studies and demonstrates the correlation between human activities and global warming that increases the recurrence of extreme weather events. These phenomena, whether floods, rising water levels or cyclones, cause an increasing toll on humans and property. Reducing our greenhouse gas emissions, which are responsible for global warming, is urgent and non-negotiable.

According to the International Energy Agency, in 2020, 25% of total global emissions were caused by the transportation sector as a whole, of which 10% were generated by the road transportation sector.

Aware of our role in fighting climate change and the need to accelerate the conversion towards sustainable and carbon-free mobility, in 2020 the Group formalised its new environmental strategy, *Moving Green*.

"After COP26, fighting climate change continues to be a priority more than ever. Public transportation has a key role to play in promoting the transition to a more sustainable, more equitable and more inclusive mobility that will use more shared transportation modes and fewer individual cars. This approach is a key component of our Moving Green environmental strategy and is driven, in particular, by the work of our Zero Emissions team, which continues to provide support to all our clients for their projects." »

Thierry Mallet, Chairman and CEO

The Group is mobilized for the climate at all levels

1. AT THE POLITICAL LEVEL

The Paris Agreement is now five years old: on April 22, 2016, 175 parties signed the agreement at the United Nations headquarters in New York City. Each year, governments hold a meeting to set environmental goals.

According to IPCC data, we are currently on a temperature increase trajectory of 2.7°C by the end of the century, which far exceeds the 1.5°C objective established by the Paris Agreement. Aware of the contribution of the transportation sector to total global GHG emissions, COP26 dedicated an entire day to transportation. During the conferences, a declaration on zero-emission vehicles was adopted, as well as a call to action for the deployment of charging infrastructure. Zero-emission fleets were recognized as a key solution for fighting climate change, and the links between mobility and energy were highlighted. Mobility operators, local authorities, public utilities, infrastructure providers, equipment manufacturers and citizens are all key stakeholders in the success of an electric mobility project. Consequently, from the outset, the Transdev Group has listened, shared and engaged in dialogue with its ecosystem, because accelerating the transition will require a collective effort. Keeping the 1.5°C target within reach will require appropriate mobilisation and allocation of financial resources, a new technological framework and capacity building, as well as support for the actions of developing countries and the most vulnerable countries, in line with their own national targets.

2. IN THE TRANSPORTATION INDUSTRY

The transition to more sustainable mobility will involve greater use of shared transportation modes and fewer individual cars. Public transportation players therefore have a key role to play, especially in peri-urban areas where needs are not being met. Reducing road transportation emissions would significantly decrease overall CO₂ emissions. According to the French Ecological Transition Agency (ADEME), the sector is currently highly dependent on oil, which accounts for over 90% of its energy consumption. Electrification is considered a particularly useful tool for decarbonizing this industry. "Rail" solutions, such as trains and trams, as well as electric buses and coaches, are possible and proven solutions, provided the electricity is generated from environmentally-friendly sources.

Target of 1.5°C

"We can't just simply electrify the growing global car fleet. We need to rethink mobility."

France Lampron, Director of Electric Mobility at Hydro Quebec

3. OUR COMMITMENT IN ALL COUNTRIES WHERE THE GROUP OPERATES

To fight climate change, contribute to quality of life in the communities we serve, address the depletion of fossil resources and contribute to the protection of biodiversity, Transdev is committed to:

- reducing its CO₂ emissions by 30% by 2030 (base year: 2017);
- controlling our pollution risk in the communities we serve;
- increasing our clean (non-diesel) vehicle fleet* by 50% by 2030 (base year: 2017). In 2021, Transdev's alternative fleet** accounted for 14.8% of its fleet;
- preserving nature and biodiversity through partnerships with communities.

6th 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 the issue of zero-emission mobility. This year, the discussions and experience sharing focused on carbon-free mobility, innovations, and trials of these technologies adapted to local contexts. Clients, public transit authorities and multi-energy experts discussed their local adaptations and realities. A common goal emerged from the discussions: a return to pre-pandemic passenger numbers. All parties agreed on the importance of data for maximizing the return on zero-emission solutions. One thing is certain: we believe in electric mobility as a tool to promote the environmental transition.

* clean fleet: all Euro VI, hybrid, CNG biogas, electric, biodiesel and hydrogen vehicles
** alternative fleet: excludes all fossil fuel vehicles (including Euro VI vehicles)

Our environmental commitment

Moving Green

Transdev's environmental strategy, Moving Green, is deployed on all continents thanks to the commitment of its local teams. The majority of the countries where the Group does business have made political commitments to reduce GHG emissions by 2030. Four of our subsidiaries have aligned their policies with the Group's climate commitments: France, Australia, New Zealand and the United States. Sweden and the Netherlands have made even more ambitious commitments, in line with their governments' commitments.

To date, Moving Green has been deployed in eight countries where the Group operates.

The three pillars of the Moving Green strategy

Green solutions

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

For example, in Canada, the electric fleet is operated using locally produced hydro-electric power; in Queensland, Australia, energy is created by solar panels to power buses and storage and maintenance facilities.

Deployment of the zero-emission fleet

Reflecting public transit authorities' commitment to the transition, Transdev's share of clean vehicles is increasing steadily. Transdev was already operating 1,400* electric buses in 2021 and aims to increase this number to over 2,000 by 2022. In Australia, by March 2022, 146 zero-emission battery electric buses will be introduced in the Sydney area to replace diesel buses. In Colombia, over 400 electric buses will be operated starting this year under a new contract with TransMilenio. This is a big step forward for decarbonized transportation modes. For and with its clients, Transdev contributes to reducing the global environmental footprint of transportation through the management of its fleets (clean ferries, trams, buses and coaches). Transdev also has a fleet of more than 3,500 gas and biogas vehicles and over 50 electric hydrogen vehicles.

Green financing

Managing climate challenges requires significant investments. Europe now offers funding to projects classified as sustainable. Public and private investors also offer green investments. This is the case in Sweden, where in 2021 Transdev completed its first private green financing to commission 145 new electric buses and 210 biofuel buses in the Gothenburg region. Thanks to this green financing, Transdev has the largest fleet of electric buses and is the leading bus operator in Gothenburg and its region, covering Gothenburg, Frölunda, Mölndal and Partille, as well as all express bus lines. Annual ridership on this network is estimated at over 71 million passengers per year.

4. A COMMITMENT TO OUR PASSENGERS

Cars are currently the dominant transportation mode in the countries of the European Union, with an average of less than two people transported per car. Our activity enables us to reduce the carbon footprint of the transportation sector, but also to reduce road traffic and the massive emissions it generates. Our first catalyst in favour of the environment is to attract passengers:

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

Improving the customer experience with Flowly

Flowly is a start-up "made in Transdev" that accurately and continuously measures the mobility flows of our passengers. The resulting knowledge obtained on passenger flows enables Transdev to provide physical distancing on board vehicles by monitoring the number of passengers on trams and buses each day and, in conjunction with the local authority, to adjust its transportation offer accordingly. This ridership information has been made available to passengers since the end of 2021 so they can best plan their journey depending on the number of passengers on board.

Promoting and developing public transportation and decarbonizing our vehicle fleet are major challenges in the fight against climate change. It is by converting citizens to shared transportation and reducing the carbon footprint of our fleet that we can collectively reduce our impact.

Modal shift is an effective way to contribute to meeting the climate challenges. Transdev takes part in this management through its shared transportation offer: offering alternatives to individual carbon-fuelled vehicles in order to reduce their use.

* managed scope

*(https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Passenger_mobility_statistics)

The Group's Environmental Policy

CHALLENGES	RISKS	SDGs
<ul style="list-style-type: none"> Decarbonization of the fleet Local pollution Sustainable and circular use of resources Global carbon footprint Preserving biodiversity 	<ul style="list-style-type: none"> Accidental / Gradual ground pollution Gradual air pollution Regulatory and contractual non-compliance in environmental matters 	

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

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

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

- By minimizing our environmental impact** through the implementation of our Environmental Management System (EMS), Transdev demonstrates its commitment to continuous improvement. The application of our Policy and compliance with our commitments are monitored and verified annually (number of entities in compliance with Transdev's EMS criteria, percentage of the environmental Policy deployed in each Group subsidiary, percentage of ISO 14001 certified sites).
- Ensuring compliance:** through our continuous improvement approaches, experiments and pilot initiatives, Transdev complies with environmental regulatory requirements or seeks to exceed them and provides 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 optimisation, 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/100 km travelled).

Our expertise serving the green transition

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.

Zero Emissions team

The decarbonization of our vehicles through the deployment of a zero-emission fleet is essential. To meet the challenges of the rapidly changing electric bus market, Transdev has created a specific, centralized unit, the Zero Emission (ZE) team that provides expert assistance to our subsidiaries around the world.

The ZE team is made up of experts with cutting edge knowledge in the field of electric mobility and who contribute to this activity worldwide, enabling us to offer the latest technologies to our clients. The Zero Emissions team coordinates the community of zero emissions officers in each of the Group's subsidiaries.

2. THE ECOLOGICAL OPPORTUNITIES OFFERED BY THE EUROPEAN GREEN PACT

Last July, the European Commission proposed a new climate package, entitled Fit for 55, which aims to adapt European Union policies in order to reduce greenhouse gas emissions by 55% by 2030 and to achieve carbon neutrality by 2050.

In line with this objective and the taxonomy currently being formalised, Transdev is deploying Moving Green and strengthening the systems and expertise serving its clients to promote sustainable mobility.

Electric buses in western Sweden

One year after Transdev deployed 145 new electric buses in Gothenburg, Mölndal and Partille in western Sweden, the climate and environmental benefits of this action were clearly visible in 2021: nitrogen oxide emissions (NOx) have decreased by 50%, carbon oxide emissions by 10% and fine particle emissions by 19%. Nitrogen dioxide (NO₂) emissions reduced by half and a 10% reduction in carbon dioxide (CO₂) emissions are only some of the positive effects of our electrification initiatives over the past year. The reductions in nitrogen dioxide are equivalent to the annual emissions of over 8,000 average cars. This deployment of the electrical network is in line with the objectives of Fit for 55.

3. OUR COMMITMENT TO PRESERVE AND PROTECT ECOSYSTEMS

As a global mobility integrator and trusted partner of local authorities, we are actively involved in the communities we serve to help them achieve their environmental goals. In France, since 2016 Transdev has partnered with CDC Biodiversité, a Caisse des Dépôts Group subsidiary, through the Nature 2050 program, which focuses entirely on actions to promote biodiversity. The goal of the program is to protect and preserve our ecosystems.

In addition to our actions to decarbonize the fleet of vehicles we operate, Transdev is a player in the communities alongside its clients. The partnership with CDC Biodiversité is consistent with this local roots-focused Policy by protecting and restoring local ecosystems.

Through this partnership we have committed to restoring over 61,000 m² of green spaces in the communities where Transdev operates, thus ensuring they are preserved until 2050.

In 2021, Transdev signed with CDC Biodiversité a framework agreement in France to work alongside local authorities in supporting concrete actions to protect biodiversity.

Our environmental commitment

Our Key Performance Indicators

KPIs	2020 ⁽¹⁾	2021	
Rate of entities that experienced accidental pollution during the period	2.3 %	1.8 %	
GHG emissions kg/100 km travelled ⁽²⁾	88.6	88.5	
Low-emission share of the fleet ⁽³⁾	54 %	61 %	
Pollutant emissions g/100 km travelled	CO	50	44.4
	NOx	954.6	913.2
	PM	5.3	4.9
	HC	13.4	12

(1) The switch from the liter unit to cubic meter on the CNGs in our fleet led to a recalculation of the indicators.

(2) Excluding maritime activities. The Group's carbon footprint for 2021 would be 92.04 kg/100km, including maritime activities outside France.

(3) Low-emission fleet definition: Euro VI standards, hybrids, CNG biogas, electric, biodiesel, hydrogen.

The performance indicators presented above have been calculated in line with the significant impacts of our activity. We operate with a fleet composed mainly of internal combustion engines, which cause two impacts:

- an impact on global warming through a significant carbon footprint (GHG);
- an impact on air quality through the production of pollutants: carbon monoxide (CO), nitrogen oxide (NOx), micro particles (PM) and hydrocarbons (HC). This is why we follow these indicators very closely per kilometer in order to reduce our impact as much as possible.

Our carbon footprint is stable in 2021. This is explained by:

- the resumption of activities following the Covid crisis in 2020-2021;
- the increase in the share of certain energies, in particular CNG (with 292 new CNG buses and coaches in 2021) whose carbon footprint is greater per kilometer than diesel.

Indeed, the Transdev Group, committed to the energy transition, is developing the use of alternative fuels such as biofuels, biogas and CNG, as well as Zero Emissions modes (333 more buses and coaches in 2021 compared to 2020). The increase in the share of these alternative energies as well as that of our fleet of electric vehicles, allows the reduction in emissions of CO (11%), Nox (4%), PM (7%), HC (11%). This decrease contributes to the improvement of air quality in our communities.

4. THE CIRCULAR ECONOMY

The transport sector represents 1/4 of global emissions, making it the second largest emitter. This impact is due to the production and use of energy, particularly oil, which makes it necessary to deploy a clean fleet.

Beyond the transition to green electric mobility, the integration of the circular economy model must take place throughout the production and life cycle of current means of transport.

Implementation of electric school buses

Transdev Canada put 27 electric school buses in service in the Quebec City area since September 2020. By working with local vehicle manufacturers and electricity providers (Hydro-Quebec), over CAD\$4.5 million were reinjected into the local economy. This has also reduced CO2 emissions by 99% relative to diesel buses, ensuring a better living environment for residents.

Key figures

58%

of entities covered by an environmental management system

+14,8%

of our alternative fleet in 2021 (base year: 2017)

Achievements

Hydrogen : green ecosystems

A number of regions seek to create short supply circuits and develop local energy activities. Creating hydrogen ecosystems is a tool for optimizing the energy market by encouraging large-scale volumes due to the cost of facilities.

The AuxHYgen station in Auxerre was inaugurated on October 13, 2021. This is a green hydrogen production station that emits almost no greenhouse gas emissions and has enabled the deployment of five buses.

This type of ecosystem is feasible in many cities and generates a real positive impact on the carbon balance of the local area in question.

Retrofit : Nomad hydrogen-powered coach

The first retrofit trial was set up in Normandy to create the Nomad hydrogen-powered coach. The retrofit replaces the combustion engine with an electric motor powered by a battery coupled to a fuel cell. This process increases our share of clean vehicles without replacing our fleet, which reduces the production of vehicles and enables us to optimise our procurement.

This process was carried out using Iveco Crossway coaches, which account for 580 vehicles out of 1,750. The new engine uses 30 kg H2/day per coach and can travel up to 380 km per day. This range of a zero-emission engine enables us to considerably reduce the CO₂ emitted into the atmosphere by our transportation fleet.

Biodiversity : Partnership with CDC Biodiversité in Vitrolles

To support the environmental initiative of the Aix-Marseille-Provence metropolitan area, Transdev has proposed a carbon offset program that aims to make the network carbon neutral by 2022.



In carrying out this project, Transdev works with its partner, CDC Biodiversité, which specialises in the preservation and protection of ecosystems, particularly through the Nature 2050 program. This partnership began in Vitrolles, a region in which 12,000 m² of land will be restored and adapted during the term of the contract starting in January 2022.

Environmentally friendly means of mobility: the example of the Rouen network

Launched on September 4 in Rouen, our new long-term rental service Lovélo and its station provide everyone the opportunity to reduce their ecological footprint by offering residents the chance to test different types of bicycles over medium to long periods. The aim of this offer is to encourage users to change their transportation mode over the long term by opting for a bicycle.

100% electric ferry in Portugal

Transdev Portugal will introduce in 2023 the first 100% electric ferry in an urban transport network.

The new zero CO₂ emission ferry will reduce the emission of 300 tonnes of CO₂ released by the current model, reducing energy consumption by approximately 30%. The low noise level and increased comfort for passengers introduced by this vessel is also combined with a greater capacity for transporting vehicles (+30%) and passengers (+90%).

This 100% electric ferry will be the first to be operated in Portugal and one of the first in Europe.



IV. Our priority: protecting health, safety and security

Our priority: protecting health, safety and security

Ensuring the health, safety and security of our employees, passengers and the communities we serve is the essential foundation for the trust they place in us. Therefore, safety and security are naturally at the top of our responsibilities.

“Safety first!” is Transdev’s priority and allows us to build, day after day, a relationship of trust, respect and partnership with our clients, our passengers and our teams.

To achieve excellence in health and safety performance and culture, we focus on the following strategic principles:

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

The protection of our passengers and employees is also dealt with through a security Policy and systems in all of the Group’s countries.

“Safety first!” is a deep personal commitment, as well as a commitment of all Transdev employees and of each and every one of us in all our daily actions. »

Thierry Mallet, Chairman and CEO

Our Health and Safety Policy

CHALLENGES	RISKS	SDGs
<ul style="list-style-type: none"> ■ Health and safety of passengers ■ Health and safety of employees 	<ul style="list-style-type: none"> ■ Serious train accidents ■ Serious bus accidents ■ Workplace accidents 	<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p>3 GOOD HEALTH AND WELL-BEING</p> </div> <div style="text-align: center;"> <p>8 DECENT WORK AND ECONOMIC GROWTH</p> </div> </div>

Transdev’s Health and Safety Policy sets out our commitment and approach to managing health and safety issues, including the responsibilities of management and employees. Transdev Group has designed its safety management system (SMS) based on its many years of experience as a transport operator.

1. TRANSDEV SAFETY MANAGEMENT SYSTEM (SMS)

Transdev’s SMS provides a structured management approach for identifying, monitoring and controlling health and safety risks in our operations.

Our operations must comply with the Group’s SMS, which establishes requirements in the following areas: organization, leadership and commitment, planning (including hazard identification and risk assessment), communication and consultation, documentation and monitoring, measurement, analysis and assessment of safety performance. The SMS is consistent and compatible with the ISO 45001 standard. Regular and rigorous internal and external audits are conducted in all entities to ensure that the SMS is effectively implemented.

Transdev’s 10 safety principles



The ten principles are the product of a collaborative effort of the health and safety community and have been made available in a variety of formats (posters, flyers, cards and videos).

This global initiative, with the participation of local entities, has allowed to identify non-negotiable aspects for Transdev’s operations. Transdev employees and managers use them to guide their actions and decision-making.

2. A DEDICATED ORGANIZATION: THE GROUP SAFETY DEPARTMENT

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

3. HEALTH AND SAFETY COMMUNITY

The Group’s Health and Safety Department coordinates the internal community of health and safety managers. It convenes them periodically to exchange good practices and provide feedback on safety events. In 2021, the community continued to work together to share industry safety practices, new innovative solutions and emerging safety risks across the Group’s operations. This work is carried out in partnership with our employees, employee representatives and public transit authorities with the goal of reducing health and safety risks for all. In September 2021, the Health and Safety seminar organised by the Group Safety Department for all country safety managers focused on topics such as mental health and the impact of Covid-19 on health and well-being at work.

Impact of Covid-19 on the perceived safety of employees

Every two years in the Netherlands, a survey is organized on the question of safety among employees of all Dutch public transport companies. This year, 32% of colleagues from Transdev subsidiaries, Connexion and Hermes, took part in the survey. In 2021, 38% of employees who took part in the survey within Transdev indicated that Covid-19 led to a feeling of insecurity. Transdev Netherlands installed protective screens and relocated payment terminals on all buses, strategically placed stickers indicating the new rules and rearranged the order of boarding and disembarking vehicles.

4. SAFE DRIVING PROGRAM

Our operations include training and technological initiatives to assist drivers to change their driving styles and focus on safer driving techniques, such as smooth acceleration, gentle braking and maintaining a safe driving distance. These safety initiatives have resulted in a reduction in the frequency of accidents.

Our priority: protecting health, safety and security

World Day for Health and Safety at Work

On April 28, 2021 and for the first time, the Transdev Group brought together all the teams from the countries and regions where it operates for the World Day for Safety and Health at Work. They shared past and current achievements and approaches, summarized in two videos: “**Safety first**” and “**Safety first in the face of the pandemic**”, available internally and externally on Transdev’s communication channels. This international day was an opportunity for the Group’s safety and communication departments to jointly develop new communication and safety awareness materials.

In the face of the continuing health crisis, each country remains mobilised to react and implement government health directives in conjunction with local authorities in order to protect our passengers and employees.

Our Key Performance Indicators

KPIs	2020	2021
Workplace accident frequency rate <i>(Number of workplace accidents resulting in medical leave/total annual hours worked x 1,000,000)</i>	18.06	20.82
Workplace accident severity rate <i>(Number of days lost due to a workplace accident/total annual hours worked x 1,000)</i>	1.63	1.84
Major accident rate <i>(1 death (non-suicide/non-natural death) and/or 3 injured and hospitalised/total annual kms x 1,000,000)</i>	0.02	0.02
<i>Number of major accidents</i>	36	31

Transdev monitors its safety performance by focusing on these three critical key performance indicators (see above). In 2021, the Group’s results reflect the challenging environment of our ‘new normal’ post Covid-19 world. As we approach our new normal, the Group reinforced Safety First as our number one priority. This year, there have been continued concerted efforts to strengthen the reporting and management of safety data. Our 2021 performances are part of a recovery context; the general safety trends have evolved in a positive trend compared to the 2019 results, a year that presents a more comparable level of activity than 2020.

Key figures

10

Group safety principles

The Group Safety Department and monitoring of safety performance

Transdev Group safety management system (SMS) compatible with

ISO 45001

5371

managers have obtained Health and Safety Certification

Achievements

European Rail Agency (ERA) safety climate survey

The German rail operating and maintenance entities participated in the ERA safety climate survey from May 3 to June 4. Through this survey on European safety culture, the ERA seeks to produce a first status report on safety standards in the rail sector. The results provide rail companies with a new tool to enhance their understanding of their safety culture.

This is an additional step taken to promote the safety culture within Transdev Germany’s rail companies.

Mobileye in the United States

The Mobileye anti-collision system is an accident prevention tool that uses an intelligent vision sensor, much like a bionic eye, that is able to see the road ahead. It can identify objects in the driver’s path that may create a danger, such as other vehicles, cyclists or pedestrians. The system continuously measures the distance and relative speed of these objects and calculates the risk of the driver colliding with them.

In the United States, 3,500 Mobileye devices have been installed in our fleet. A pilot project and a detailed study conducted in 2021 showed that 15% of head-on collisions and 34% of frontal impacts with pedestrians and cyclists were preventable.

Mental health in Australasia

To mark the World Mental Health Day on October 10, Transdev Australasia released a video featuring employee tips on what keeps them mentally healthy. Providing support for our employees’ health has always been a priority and, this year, the Australasia management team offered all employees free virtual fitness sessions and a guided mindfulness session to help teams prioritize their mental health.

Whether they are on the front lines providing transportation services or working from home, employees have found ways to change their routines and discovered new methods for staying healthy.

Our Security Policy

CHALLENGES	RISKS	SDGs
<ul style="list-style-type: none"> Passenger security Employee security 	<ul style="list-style-type: none"> Terrorist attacks Assaults on employees Assaults on passengers 	 

Protecting our passengers and employees from malicious acts that, in particular, threaten their physical integrity, as well as 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. THE EMPLOYEE TRAINING AND AWARENESS SYSTEM ON SECURITY ISSUES

Staff awareness and training in security issues is an essential prerequisite for proper operational handling of this matter.

To deal with gender-based harassment, we have rolled out a training module for handling sexual and gender-based assaults on our networks and providing support to the victims. At the conclusion of this training, which consists primarily of workshops and role-playing exercises, trainees are able to react appropriately and identify tools for fighting this type of aggression.

The “e-learning” project on incorporating security into the operational management of our activities was rolled out in May 2021. This educational tool supports the deployment of the Security Policy and raises awareness of security issues among all 3,000 managers and, more specifically, on managing and reporting security incidents in accordance with the Group’s alert procedures.

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

These initiatives are shared within the international security community and serve to inspire and improve practice in the countries where the Group does business. For example, in late 2021, Morocco developed a training program that was inspired by the French initiative but that was adapted to the specificities of the country.

2. A GROUP SECURITY MANAGEMENT SYSTEM (SeMS)

The goal of this SeMS is to enable a better controlled and more standardized management of all particularities of security risk, as well as a more rigorous assessment of the performance of the protection and action systems implemented locally. Our SeMS is designed to monitor the Group’s security performance with the assistance of the international security community. Despite the Covid-19 health crisis, several projects were launched in connection with its implementation:

- To improve the quality and reliability of security data in France, we work closely with the Infrastructure, Transportation and Marine Department (DGITM) of the French Ministry of Transportation on the Standardised Security Information Integration (ISIS) project. The data management team in France is also helping us to incorporate into our internal reporting tools the National Nomenclature of Rude Behavior in Transportation (NNFIT) and the definitions of rude behaviors monitored, thus making it easier for

local contributors to submit reports and alerts. This project was initiated in early 2021 and its roll-out continues.

- At the same time, a joint project between the Group’s Health and Safety and IT Departments is updating our Safety KPI reporting platform. As of mid-December 2021, all country safety and security contributors have been reporting the current year’s data monthly and by entity, starting with 2021. We have requested greater commitment and accountability from country contributors with respect to the management of non-financial performance. To further enhance the reliability and quality of our data, with the help of the IT department, we are rolling out an interface between our reporting platform and the Power BI data analysis and graphing tool, which will facilitate benchmarking between countries.
- Finally, the aim of the third project underway is to develop a formal checklist of security requirements with which all Group countries must comply. Ultimately, the security requirements identified by the countries will be included in the security audit checklist.

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

Although technological innovations can help foster a sense of security among employees and passengers, a human presence in vehicles, trains and stations remains the most effective way to maintain a calm atmosphere and public security in public transportation.

We therefore have outsourced security services to private companies to bolster our security systems in numerous networks. In France, they are trained in techniques for conducting actions in confined spaces, as well as in spaces open to the public.

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

4. A JOINT SECURITY STRATEGY

A partnership with law enforcement agencies and institutions to enhance security

In all countries where we operate, we develop a partnership strategy with the police authorities and public institutions, such as ministries. This action most often takes the form of agreements signed or participation of security managers in training or awareness-raising sessions facilitated by law enforcement agencies.

In Sweden, where the security risk level is very low, security managers are regularly invited by local law enforcement agencies to attend awareness-raising meetings on major issues such as fighting drug trafficking, crime and recidivism, preventing radicalization and fighting terrorism.

In France, the Ministry of Justice and its Community Service Agency (ATIGIP) have included Transdev as one of the signatories of a national partnership agreement to promote the development of community service and actions to prevent and fight recidivism, as well as to encourage desistance from crime. This agreement, which is adapted locally by each entity, aims to develop community service, a compulsory and significant penalty as an alternative to incarceration, which reintegrates convicted criminals into society through work and compensation. Transdev has appointed local officers in each entity responsible for the proper performance of this agreement. For example, convicts hosted on Transdev’s premises will clean and repair vandalized or damaged vehicles.

Our priority: protecting health, safety and security

Technological innovations in the area of security

With the aim of improving the feeling of security in all its transportation networks, Transdev is carrying out a project to make women and, more generally, all passengers, feel confident and secure in public transportation in order to increase ridership.

Based on data collected on incidents and rude behavior by internal tools (e.g., Mobirecord) and external tools (e.g., ISIS database), this project has two objectives:

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

For example, creating a community of “vigilant and supportive passengers” would foster reassurance, provide an additional alert mechanism for reporting incidents, and enable participants to become players in an “assistance” community.

This also provides employees with a channel for submitting in retrospect or in real-time reports in order to trigger a quick response by the network’s security teams, as well as by nearby law enforcement agencies.



In 2021, Transdev, represented by the Innovation France, Performance, Transformation and IS Departments, as well as the Group’s Security Department, was the winner of the Propulse “Data Community” program sponsored by the French Transportation Innovation Agency, and is now working with the Transportation Ministry to implement its project promoting the mobility of women.

Fighting terrorism and preventing radicalization

In coordination with the police forces, we have adapted our vigilance and awareness policies in accordance with the guidelines of the national security services, depending on threat levels.

In all countries where we do business, we attach the greatest importance to the quality of all employees we hire, in particular our drivers, who are in direct contact with users. In France, all applicants for a position with public transportation companies classified by decree as sensitive systematically undergo an administrative security investigation by the National Police.

In France, the law of August 24, 2021 reinforcing respect for the principles of the Republic requires all companies that are performing a public service delegation contract to observe religious neutrality.

Our Key Performance Indicators

KPIs	2020	2021
Frequency rate of workplace accidents due to assault <i>(Number of workplace accidents due to assault/total annual hours worked x 1,000,000)</i>	2.07	2.43
Severity rate of workplace accidents due to assault <i>(Number of days lost due to physical assault/total annual hours worked x 1,000)</i>	0.38	0.34
Rate of physical assaults on passengers <i>(Number of physical assaults on passengers/total million kms travelled)</i>	N/A	0.69
Share of countries covered by a national security officer / total number of countries in the consolidation scope	100 %	100 %

In 2019, we defined a new indicator on damage to the physical integrity of passengers per million kilometres. Due to the Covid-19 health crisis and its impacts, this indicator was only deployed from January 2021 across the entire consolidated Group scope (with reduced coverage for France).

The resumption of activity as well as the increase of ridership from April 2021, led to an increase in the probability of the occurrence of an attack leading to a work stoppage. The imposition of health measures remains a source of conflict between passengers or against Group employees. However, the seriousness of the attacks recorded is less significant than the previous year. This can be explained by the deployment of technical security resources and the quality of the training systems deployed by the countries.

Key figures

100%

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

877

employees registered have completed and validated the online security training since it was launched in May 2021

Achievements

➤ Use of body cameras by sworn officers

The French government has definitively enforced a law authorizing a four-year experiment of the use of body cameras and, therefore, Transdev has given networks that wish to do so the possibility of equipping their sworn agents with these cameras. According to an initial status report, as of December 31, 2021, more than 150 cameras are in use in 20 major urban networks.

➤ Transdev was a participant in the “Acting for Equality” Marie-Claire Think Tank, which was held on September 30, 2021.

The various conferences included a round table on the topic “Transportation: Addressing the challenges to better meet women’s expectations,” and the issue of security for women in public transportation.



V. Our commitment to the development of the communities we serve

Our commitment to the development of the communities we serve

CHALLENGES	RISKS	SDGs
PASSENGERS <ul style="list-style-type: none"> Development and promotion of public transportation Inter- & multimodal options Customer experience Transport accessibility 	<ul style="list-style-type: none"> Safety & security (Section IV) 	

Transdev plays a major role in the economic and social development of the communities the Group serves. As a mobility integrator, our actions enable millions of passengers who use our lines each day to access employment, training, social interaction and leisure activities. The intrinsic aim of our business, in line with our corporate mission, is to implement our clients' public mobility policies, thereby providing citizens with freedom of movement under optimal quality and safety conditions. The pandemic has forced many industries to reinvent themselves. This has certainly been the case for the public transportation sector and Transdev will treat Covid-19 as the "new normal".

Promoting public transportation and regaining passenger confidence

Public transportation ridership has fluctuated significantly for various reasons: the need to travel decreased, in particular due to remote working, a fear of overcrowding and fear of the risk of contamination. Since the first lockdown, during which ridership dropped by over 90%, passenger numbers have rebounded to between -30% and -10% of 2019 figures.

Faced with this colossal challenge of winning back passengers, in conjunction with the entire marketing community, Transdev has developed a specific plan focusing on seven actions.

Understanding new passenger behaviors

We have conducted a survey at regular intervals since the start of the pandemic to inquire about passengers' intentions to return and changes in behavior. Six survey waves were conducted, each with a sample of over 1,500 respondents. All of this information will enable us to adapt our action plans to our customers' expectations.

Continuing to reassure passengers

The challenge today is to reassure passengers who are uncertain or worried (in particular, seniors and occasional users), while avoiding overcrowding.

Since the start of the pandemic, we have reworked all our communication kits (compliance with health rules and social distancing measures) using the *Nudge* (a behavioural marketing solution) that offers an approach that is particularly well suited to the health context. Video testimonials from returning passengers – for example, in Rouen – have also been a reassuring factor. Finally, in Dunkirk, the measurement of passenger occupation aboard our vehicles provides passengers with real-time information on the network's website and app.

Accelerating passenger winback

Numerous marketing actions have been launched to reach out to people who have stopped using our transportation services. To adjust to remote working, some networks have changed their pricing structure to make it more flexible. For example, telework subscriptions/passes have been launched in Arles and Grenoble. To recapture working passengers, the Tadao network (Lens-Artois-Gohelle) assists companies with employee

commuting through the "Solutions Pro" programme, a package that is easily recognisable by companies and employees and offers a single contact person, a ready-to-use communication kit, a workshop by Tadao teams and a customised pricing offer. Communications aimed at occasional customers have encouraged travellers to discover their communities.

Expanding digitalisation of the customer experience

Contactless, remote and digitalization are practices that have become common... In recent months, the networks have developed a growing number of electronic payment solutions, such as SMS tickets, M-tickets and *Open Payment*, to make up for the suspension of on-board sales and to limit contact (since April 2020, over 50 projects have been launched covering all networks and solutions). In the Netherlands, Transdev has started to introduce a contactless payment system ("OV"). By 2023, all passengers will be able to pay for their journey using a bank card, Apple Pay, Google Pay or any other EMV (Europay, Mastercard and Visa) payment method.

Digital customer relations were also introduced at the start of the last school year, including remote appointment scheduling, virtual assistants such as chatbots, appointments held by videoconference, and online subscription renewals.

Ramping up the fight against fraud and reaccustoming people to validating their ticket

The issue of fraud is a constant priority for the networks. Due to restrictions that have reduced travel, the introduction of digital tickets, and on-board sales that have at times been suspended for long periods for health reasons, ticket validation has fallen and fraud has increased. Numerous actions to encourage ticket validation and fight fraud have been launched:

- the Swit'ch programme turns fraudsters into customers, as they receive a fine and can choose to pay it or exchange it for a transportation ticket on the network (subscription ticket, 10-trip ticket, etc.);
- with the Transdev loyalty programme "My Club", passengers accumulate loyalty points with each trip that they can use in our network of partner merchants. This programme, which has been deployed in several networks in France such as Grenoble, Saint-Etienne, Lens, Reims and Rouen, encourages ticket validation by making it attractive (the more often I validate, the more points I earn!). It can even become an act of solidarity, such as in Normandy, where a donation is made to an association if the network meets the target number of people who validate their ticket on a given day.

Developing solidarity actions and community integration

Accustomed to supporting local events and creating partnerships with associations and cultural venues, Transdev networks develop solidarity initiatives tailored to the context: transportation reserved for healthcare staff, actions in conjunction with local merchants, mobility offer adjusted to vaccination requirements, etc. In the rural communities of the Marne, France, far from the city, Transdev's "Vacci-bus" brings vaccines to senior citizens, an initiative that was received enthusiastically by the population.

Encouraging active mobility

The modal shift towards active mobility, such as bicycles, scooters and walking, which was already underway before the health crisis, has accelerated in the context of the Covid-19 pandemic.

Last September, the Rouen network set up an offer of 800 long-term rental bicycles and Transdev France signed a partnership with the French Hiking Federation, which has built a strategic plan to encourage walking in the city (urban trails, hiking app, etc.).

Supporting a fair transition in communities

Public transit authorities, whether at the municipal, metropolitan or regional level, are working to make transportation networks catalysts for environmental, economic and social development. By mobilising its expertise and providing a daily presence in communities, Transdev is fully involved in achieving this objective.

1. SUPPORTING COMMUNITIES IN THEIR ENVIRONMENTAL AND ENERGY TRANSITION

Since 2015, the electrification of transportation networks has become a major issue for public transit authorities, which see it as a significant factor for a successful energy transition and for improving quality of life in communities by reducing air pollution. A successful transformation will require many types of expertise.

This expertise is gained day to day, based on the concrete experiences that each new challenge provides us. In Sweden, we commissioned 145 electric buses in Gothenburg, in addition to 317 fossil-free buses in northern Stockholm, taking advantage of an innovative financial package supported by the European Union. In Bogotá, we will be operating 406 electric buses in spring 2022, which has taught us to deal with the challenges of operating a large-scale network. The award of the Sydney Region 9 contract and its transition to electric power provide us with an opportunity to refine methods for decarbonizing mobility that have already been tested elsewhere.

Transdev consolidates this expertise within the Zero Emission team, whose role is to support operational staff and public transit authorities that wish to implement projects to decarbonize mobility. The “Zero Emission Living Lab” is a forum for sharing knowledge. Transdev brings public transit authorities together on a regular basis to exchange information on their projects and lessons learned, thus building a genuine community of peers around common interests.

2. MEETING STAKEHOLDERS’ EXPECTATIONS WITH RESPECT TO THE CIRCULAR ECONOMY

The circular economy plays an important role in the development of more sustainable communities. Transdev takes this issue into consideration at each stage of its supply chain. Sorting of waste, whether hazardous or non-hazardous, is a requirement in our networks. To meet this obligation, different bins are available. In order to track the waste until the end of its 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 framework contracts that enable our entities to take advantage of our national networks of suppliers, thereby ensuring a standardized level of waste treatment, for example for the treatment of our waste oils, aerosols, soiled wipes, etc.

Our analyzes confirm the importance local governments ascribe to the circular economy and its ability to build richer, more resilient and thriftier communities, and local mobility services are not an exception to this rule. In Brisbane, we have set up a photovoltaic energy production centre that enables solar-powered vehicles to maximise their range. As a result, our energy is produced locally and consumed locally, for 100% zero-emission travel within the city. This expertise, derived from our Smart Grid management experience, contributes significantly to achieving the holistic objectives set by public transit authorities.

3. PLAYING SOCIAL AND ECONOMIC ROLE FOR A FAIR TRANSITION IN COMMUNITIES

As a mobility player, Transdev actively contributes to providing improved access to communities and is committed to a more inclusive mobility.

Transdev wants to guarantee access to public transport for all. For example, at the Linköping site in Sweden, a research project has been launched which aims to develop a digital solution for passengers with visual disabilities. The project deploys digital audio and tactile tools to communicate instructions to passengers about the arrival of the shuttle and the location on the platform. Transdev UK offers free travel on its buses in Harrogate for people with disabilities, with the aim of developing their confidence in using public transport.



In France, we are partners of the Inclusive Mobility Laboratory (LMI). Following the Mobility Conference and the inclusion of solidarity-based mobility in the LOM Act, with the support of the Transportation Ministry, the LMI worked to set up the “#TousMobiles” program to give local players the keys and tools they need to work toward solidarity-based mobility.

Promoting employment and a collaborative momentum in communities

Transdev collaborates on a day-to-day basis with local players to develop the sustainable mobility projects of today and tomorrow.



In France, Lemon, Transdev’s innovation laboratory, is currently active in six communities (Grenoble, Montpellier, Nantes, Lens, Mulhouse and the Rhône). Twenty experimental projects have been launched on various issues, such as shared mobility, air quality, and mobility and employment, thanks to a proven collective momentum and to a citizen consultation system.

Through the involvement of the Group and its CEO, Thierry Mallet, in the Business Collective for an Inclusive Economy, Transdev affirms its global commitment to employment and inclusion. In all communities where we do business, our teams develop solidarity-based initiatives with local players.

The Transdev Foundation



Since its creation in 2002, the Transdev Foundation has supported more than 300 projects contributing to social mobility with 200 Transdev employees in France involved and committed as project sponsors alongside the supported associations. In 2021, 24 new projects were supported for an amount of €270,000.

Our Responsible Procurement Policy

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

Transdev contributes to the vitality of communities as an economic player and through its supplier relationships. The launch of the Group's Responsible Purchasing Policy, since 2019, promotes responsible purchasing practices in order to respond to the risk of CSR challenges to its suppliers.

Beyond the mere purchase and supply of goods and services, we endeavour 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 in the countries where the Group does business.

Our Responsible Procurement Policy incorporates the Transdev CSR Supplier Charter, which is based on the Code of Conduct that suppliers undertake to sign for any contract over €100,000. It defines the scope of the collaboration, regardless of country or area of expertise, and 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, labour, 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. Since 2020, supplier charters have been monitored for the most significant contracts, i.e. contracts over €1 million.

In 2021, this approach received closer attention due to the fact that this monitoring was incorporated into the Group's procurement dashboard, which is distributed quarterly to the Group's Executive Committee, and that the scope of countries monitored was expanded.

In France, the Responsible Procurement Policy approved by the Management Committee focuses on the following three areas: environmental, societal, and ethical and compliance issues. The main action tools are the implementation and monitoring of indicators and the incorporation of these criteria into supplier calls for tender.

With respect to societal issues, the France Procurement Department supports communities by creating a responsible procurement dashboard that breaks down purchases made from players in the inclusive sphere.

With respect to environmental issues, as a trusted advisor on the energy transition and a recognized expert in environmental strategy for mobility, we are supporting the development of our low carbon mobility offer and the greening of our fleet of service and company vehicles, which today in France totals 4,362 vehicles.

In France, in accordance with the LOM Act, which requires that as of 2022 at least 10% of vehicles ordered be low-emission vehicles (LEVs), Transdev has made a voluntary commitment in favour of the environment through its light vehicle procurement Policy.

The following actions have been undertaken:

Company vehicles:

- a new Transdev catalogue prioritizing orders for low-emission vehicles was put in place in October 2021;
- mobility loans systematically proposed at the time of all renewals;
- continuous monitoring of the low-emission vehicle order rate.

Service and operations vehicles:

- low-emission vehicles systematically included in all service vehicle catalogues;
- assistance to operators in responding to calls for tender for low-emission solutions;
- choice of vehicles based on total cost in order to integrate the advantages of low-emission vehicles (consumption, bonus, etc.);
- continuous monitoring of the low-emission vehicle order rate.

Our inclusive procurement approach

In France, the dashboard that has been created is used to identify players in the social inclusion field and the social and solidarity-based economy, as well as players located in rural revitalisation areas or priority neighbourhoods, for inclusion in the group of suppliers from whom purchases may be made, thereby contributing to:

1. Affirming the social component of the Policy;
2. Meeting its commitments to the Business Collective for an Inclusive Economy;
3. Measuring its impact in order to implement improvements and set shared objectives;
4. Creating a strong momentum between the contacts at the head office and the regional networks.

Our Key Performance Indicator

KPIs	2020	2021
Percentage of framework contracts > €1 million that incorporate the Supplier Charter	78 %	85.7 %

In accordance with our commitment, the scope covered by the indicator included in the reporting has grown significantly, it is now deployed in nine key Group countries. Our level of requirements has therefore made it possible to raise awareness in our ecosystem of suppliers of sustainable purchasing and of our ethical principles, and this dynamic will continue in 2022.



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

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

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

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

In the economic and social context of the ongoing health crisis, Transdev remains committed to implementing the conditions necessary to protect its employees, facilitate their individual and collective performance, and foster the development and inclusion of all employees working for our clients, the public transit authorities.

As a responsible employer, Transdev deploys its efforts in the communities to attract applicants and offer everyone access to our professions.

At the heart of our responsibility as an employer: social dialogue

The success of the Group's business depends on the management of large teams in the field and the diversity of the women and men who make up these front line teams. The crisis has further confirmed social dialogue as a key element of the Group's HR 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 through dialogue, in order to continue to serve our clients and passengers under the best possible conditions, and to offer our teams a framework that most closely corresponds to the aspirations of each individual.

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

1. A TRANSFORMED SOCIAL DIALOGUE THAT ADAPTS TO THE CRISIS

The health crisis has transformed the methods and pace of social dialogue at Transdev. 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 bodies have increased the number of meetings they hold, generally in hybrid form with a combination of physical presence and remote participation: five French Group Works Council meetings, four European Works Council meetings, two National Health, Safety and Working Conditions Committee meetings and two National Healthcare Costs Committee meetings were held in 2021 to maintain ongoing social dialogue and address the operational issues on which all teams were mobilized during the crisis.

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 European Union Member States. 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 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 specific 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 labour unions that are representative at the Group level, and who are chosen from among their elected representatives to the bodies of the relevant subsidiaries. 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.

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

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

In addition, under the Group Agreement "on the exercise of labour 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 organise the smooth exercise of labour union rights within the Group, national labour union delegates and national coordinating labour 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 labour unions. This agreement also harmonised the framework for setting up Social and Economic Committees in the subsidiaries, while allowing the local entities room for negotiation, thereby permitting adjustments to local contexts.

In addition to its role in the negotiation of collective bargaining agreements, social dialogue is also a tool for identifying and dealing with any difficulties encountered by the companies, as early and effectively as possible. Social dialogue is a catalyst for competitiveness. At Transdev, it is based on four principles:

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

A key challenge: attracting and retaining talent

1. ATTRACTING TALENT

Despite the difficulties created by the crisis, Transdev has strengthened its commitment in communities to attracting candidates to our professions.

Providing access to employment and training and meeting recruitment needs

In France, the Académie by Transdev was launched in September 2020 to train a new generation of drivers. Our goal is to have 250 apprentices by 2022 and then over 500 apprentices per year as of 2023. Transdev is committed to providing access to mobility jobs by offering apprenticeships. The Académie by Transdev is committed in each territory it operates to foster the inclusion of persons with low employability.

In the Netherlands, the application of social return on investment (SROI) criteria in public contracts (procurement or calls for tender) is aimed primarily at providing greater opportunities for persons with low employability. 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.

Strengthen the attractiveness of our businesses

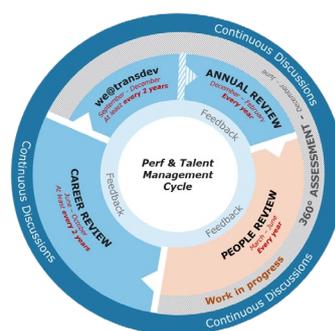
Drivers Transdev faces a worldwide driver shortage and a demographic imbalance within the driver population. In fact, 49% of our drivers are over 50 and will be retiring in the next 10 to 15 years. As part of the Drivers@transdev program, an international taskforce made up of HR and operations representatives from 9 Transdev countries is mobilized to support and advise subsidiaries on issues of job attractiveness, work flexibility, retention and commitment. A digital platform, enriched since the creation of the program, provides access to all the best practices implemented in the regions where we operate.

Transdev invests in training, in supporting teams at all levels, in developing the company's image and appeal, and in strengthening our technical and managerial skills.

Women Leaders

This program, which was launched in France in 2020, seeks to develop a pool of talent that will occupy key positions in the organization in the future. It is aimed at women who have the goal of becoming network managers, and targets both external and internal hires. For this purpose, the program offers specific support tailored to operational positions. In 2021, seven women already joined the program.

2. EMPLOYEE DEVELOPMENT



The development of each individual's talents is a key challenge for the Group's performance and employee motivation. The Group has set up a variety of processes (annual interviews, evaluations based on the *we@transdev* management model, career interviews, *people reviews*, ongoing discussions and succession plans), all of which are supported by the *me@transdev* tool.

In conjunction with the countries, the Group deploys and coordinates the processes dedicated to talent management for the Group's 500 top managers. Our goal is to deploy these processes to 100% of our top managers. The Group's processes are adopted and applied within the subsidiaries for all employees.

The indicator the Group monitors is the percentage of annual interviews conducted by the Group's top managers and top executives.

In 2021, 78.7% of employees had an annual interview. In 2020, we reached a rate of 89.3%.

Providing support for career paths

These various processes (annual interviews, evaluations based on the *we@transdev* management model, career interviews, *people reviews*, ongoing discussions and succession plans) provide us with in-depth knowledge of our employees, their performance and their career aspirations.

They also enable us to build and offer them suitable and ambitious development paths, thus guaranteeing the company solid succession plans for all key positions in the Group.

In addition to our processes, and in order to meet the challenges of attracting and retaining employees, we have designed and implement a number of specific integration programs, such as the *In'Pulse* program, which is included in the Group's Learning approach.

Encouraging international mobility

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

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

- Managing the international mobility of our employees;
- Building a pool of young talent with an international dimension;
- Enabling our expertise to be mobilised where and when it is required.

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

e.team 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 mobilised to promote the mobility solutions offered by Transdev and provide these solutions to our clients.

In 2021, 212 experts from over ten countries carried out nearly 100 assistance missions within the Group.

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

The Learning approach

The Learning approach is linked to talent management. It aims to develop individual skills, provide opportunities for continuous learning and update our working methods. It is also a key tool for sharing and strengthening our corporate culture.

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.

“On The Launch Pad”: this 18-month program offers about 15 talented young individuals from nine different countries, equally divided between women and men, the opportunity to acquire a global vision of the mobility sector and the Group’s strategy and current endeavours.

“Trans’lead”: a six-month international development program for top managers identified during People Reviews, Trans’lead prepares the Group’s talents in the area of leadership.

“In’Pulse” and “Trans’Days”: in order to facilitate the integration of new managers involved in international projects, the bi-yearly In’Pulse seminar, designed for about 20 participants, provides an overview of the Group’s strategic challenges and a unique forum to discuss with its top managers.

“Moving digital”: through this platform, Transdev is enhancing its digital learning offer.

In 2021, our host countries continued to deploy we@transdev, our Group management model, which also governs the Group’s integration and Learning & Development programs (InPulse, Trans’Lead, Trans’days). A real lever for individual and collective development, we@transdev is integrated into the annual interview of executives in France. In 2022, it will also be included in the “360° assessment” of the Group’s top 100 managers (Top Executive).

Our objective is to enable all our employees to receive at least one training course per year. In 2021, nearly 83% of the Group’s employees received training.

Diversity, Inclusion and Engagement

1. DIVERSITY & INCLUSION: A PRIORITY PROGRAM FOR THE GROUP

The Group’s Diversity and Inclusion program is coordinated at the highest level of the company by the Group Executive Committee. It requires all Transdev subsidiaries to focus on three avenues of action:

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

Our commitment to diversity at the highest level of the company

The Group has set itself a target of 50% female leaders (the Group’s top 100 managers: top executives) by 2025.

This commitment is supported and embodied by the Group’s Executive Committee, which has, in particular, engaged in a pilot mentoring initiative for female Group employees in 2019 and 2020. The initiative was renewed in 2021 and will be rolled out in 2022. The initiative is now also rolled out in the management committees of the Group’s subsidiaries.

In 2021, Transdev has 25% of women among the Top Executive population, while it was 29% in 2020. The operational part of our business, which accounted for a greater proportion of Top Executives in 2021 in comparison to 2020, is currently predominantly male, which led to a drop in the representation of women between 2020 and 2021.

Our goal in all countries where the Group operates

In each of the Group’s subsidiaries, Transdev deploys an ambitious diversity and inclusion roadmap. Each one reflects the challenges and culture of the countries where we do business and all share the goal of making Transdev an employer of choice.

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

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

Our actions and commitments for the inclusion of the most vulnerable persons

In a spirit of promoting diversity and inclusion, Transdev is committed to raising public awareness about disabilities through various initiatives on public transportation:

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

Implementation of a disability Policy

In France, Transdev and Agefiph (Fund Management Association Promoting Access to Work for Persons with Disabilities) signed a two-year agreement covering the period from December 1, 2021 to November 30, 2023. This agreement is a type of contract with Agefiph that reflects the commitment of the company’s management to implement a disability Policy that is incorporated into the human resources Policy. The company commits to objectives established jointly with Agefiph on several issues: employment (hiring and retaining employees), awareness-raising, training, the protected sector. In return, Agefiph provides the company with financial resources suitable to its objectives and provides support for this process.

For Transdev, diversity is the set of differences that each of us brings to our company, which allows us to think differently and therefore to innovate in order to respond to market developments, or even to anticipate them.

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

2. LISTENING TO EMPLOYEES

Listening to employees is essential to allow them to perform to their full potential. A committed employee, whose efforts are recognized and encouraged, dedicates their talent and their motivation to the company's success and contributes to its values and objectives. Collaboration and commitment thus contribute directly to:

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

Our objective is to integrate all employees into an Engagement program by 2022.

In 2021, Germany, Canada and Portugal rolled out their Engagement program in turn. Today, 9 Group countries deploy an Engagement survey at least every 2 years.

Our Key Performance Indicators

KPIs	2020	2021
Absenteeism rate	7.3%	7.7%
Employee turnover rate	19.3%	21.4%
Percentage of employees who received at least one training course during the year	70%	82.9%
Percentage of employees who had an annual interview (Top Executives & Top Managers of the Group)	89.3%	78.7%

The resumption of activity in 2021 mechanically led to a return to pre-covid numbers; in terms of employee mobility or in terms of training. The Covid-19 effect is still very present and absences due to illness remain very high, close to 2020 rates. The absenteeism rate is also explained by an increase in absences linked to work accidents (mechanical effect following the return to normal activity) as well as by the social unrest experienced by the mobility sector in 2021.

Achievements

> D&I Action/Commitment in Sweden

In response to an employee initiative in 2020, the Umea team in Sweden launched a project that has yielded a very concrete result: a booklet that recounts the personal journey of the team's employees, both Swedish and non-Swedish (39 nationalities), and includes a presentation of each one's country. The goal of this year-long project is to get to know each other better in order to work together better, to become aware of one's own stereotypes, and to federate employees around common values such as work, pride of belonging and solidarity.

"This work carried out by and for the team is already bearing fruit", according to the manager. "We're seeing greater commitment, more mutual assistance and greater openness to diversity, which also positively impacts our passengers."

> Transdev Australasia: Employer of Choice for Gender Equality

Transdev Australasia 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

> Contract with Handeco to develop partnerships with the protected sector in France

Handeco has developed expertise in the protected sector and has created a national platform to facilitate solidarity-based purchases. Handeco's service offer consists of a unique national directory that lists over 2,100 disabled workers' assistance centres (ESAT) and specialised businesses (EA) and that, since June 2019, has included freelance disabled workers (TIH), thus enabling Transdev's teams to find partners in the protected sector easily and efficiently.

> Reward for well-being at work

Transdev Dublin Light Rail (TDLR) has been awarded the KeepWell™ award from Ibec (Ireland's leading Business Employers Confederation). This award recognizes the efforts made by employers for the well-being of employees at work.

> Transdev Canada has obtained the "Great Place to Work" certification

The engagement survey targeted all employees, including drivers and mechanics (more than 90% of the workforce). The certification was obtained following 2 major criteria:

- an overall participation rate of 61%;
- and a favorable response rate of 67% to the question "All things considered, do you consider Transdev to be a "Great Place to Work?"".



VII. Transdev's commitment to a robust ethical process

Transdev's commitment to a robust ethical process

CHALLENGES	RISKS	SDGs
<ul style="list-style-type: none"> Business ethics Risk management and transparency Dialogue with stakeholders Procurement and logistics management 	<ul style="list-style-type: none"> Active bribery of a public official or a regulatory authority, passive bribery of private individuals Influence peddling Personal data breaches 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 ECMS, a global ethics and compliance management system, in 2019.

This ECMS, which was approved 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 semi-annual 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.

Respect for fundamental rights and personal data protection

1. 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 labour or child labour, 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 labour and child labour;
- Acceptable impact of our operations on 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, organization, etc.) reviewed by the Group's Commitment Committee.

Our Key Performance Indicator

KPIs	2020	2021
Annual percentage of projects approved by the Group Engagement Committee for which fundamental rights risks have been assessed and reduced to an acceptable level*	61.3%	71%

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

The survey on fundamental rights was provided for almost three quarters of projects, which shows the correct consideration of the subject. Systematic follow-up action has been put in place to improve this ratio.

2. 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 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 optimise the management of their data. The Group thus views the GDPR and deploys it internally as a tool for progress and not merely a regulatory constraint.

The "Data Privacy" process is supported by a network of Data Protection Officers (DPOs) 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

Transdev's commitment to a robust ethical process

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 Union countries is being implemented.

In 2021, the global employee training campaign was unable to take place. Nevertheless, a specific training program was carried out for country officers to ensure they have full knowledge of the Group's requirements and to strengthen the network's dynamic.

Our Key Performance Indicator

KPIs	2020	2021
Share of countries covered by a personal data protection referent/total number of countries included in the consolidated scope	87.5%	89%

The Group has a Data Privacy referent in almost every country, particularly in Europe, which ensures good coverage of the subject. Achieving a rate of 100%, which remains the target, can prove difficult given the variations in scope and mobility within the Group. Specific training for French correspondents was carried out in 2021. The equivalent is planned for 2022 for foreign correspondents.

Our fight against tax evasion

In order to ensure compliance and respect the regulations in force, our tax governance is based on ethics and transparency.

Tax ethics

The Transdev Group does business in 18 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, energy 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" for 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), and the DAC 6 Directive 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 tenders. It is therefore naturally exposed to the risk of bribery of public officials and influence peddling, which, for instance, could take in some cases 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 fight all forms of corruption.

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 gradual implementation will enhance the effectiveness of the system.

Our Key Performance Indicator

KPIs	2020	2021
Percentage of managers trained in the fight against corruption every 3 rolling years	75%	50%
with percentage of managers trained during the year	8%	42%

During the year, a new e-learning course was designed and made available to Group employees. A few technical difficulties delayed the launch, which only took place in November. The promotional actions were nevertheless effective, since at the end of 2021, 50% of managers had completed this training and 10% had partially completed it. Deployment continues in 2022, with the objective of reaching 100%.





VIII. Monitoring our non-financial performance

Monitoring our non-financial performance

Methodological note

1. METHOD USED TO DEVELOP THE BUSINESS MODEL

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

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

2. METHOD USED TO IDENTIFY THE MAIN NON-FINANCIAL RISKS

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

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

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

In each 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 analyzes 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.

3. THE REPORTING SCOPE

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

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

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.

4. REPORTING METHODOLOGY

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

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.

Since 2019, the protocol for reporting greenhouse gas emissions (GHG) is the Greenhouse Gas Protocol, updated in 2020.

In addition, the pollutant reporting protocols no longer rely on business data, but on ADEME data taken from the "Overview and evaluation of various urban bus sectors" study for Euro II to VI engines.

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

Definition of the fleet

- The clean fleet includes all Euro VI, hybrid, CNG biogas, electric, biodiesel and hydrogen vehicles.
- The concept of alternative fleet excludes all vehicles running on fossil fuels (including Euro VI). Transdev plans to increase its alternative fleet by 50% in 2030.

Indicators developed or changing in 2021

Safety

- The number of physical assaults on passengers/million km.

Data Privacy

- The rate of employees trained in personal data protection risk will be provided for the 2022 financial year.

5. VERIFICATIONS CARRIED OUT OF OUR SOCIAL, ENVIRONMENTAL, HEALTH&SAFETY, SECURITY, PROCUREMENT REPORTING SYSTEMS

Each year, defining 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, optimisation initiatives have been deployed by activating all available tools in the information production chain: exhaustive and reliable data sources, modernised data collection architectures, effective use and reporting of information, ensuring data consistency at the Group.

Monitoring of our non-financial performance

6. FIGHTING FOOD WASTE AND FOOD INSECURITY, AND ENSURING ANIMAL WELFARE AND RESPONSIBLE, EQUITABLE AND SUSTAINABLE FOOD PRODUCTION

As of the date of this document, we have no knowledge of any actions to fight 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 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.

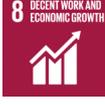


Our non-financial performance dashboard

Focuses	KPIs	Results 2020	Results 2021	Targets	Trends
Environment	Rate of entities that experienced accidental pollution during the period	2.3%	1.8%	Decrease compared to year "N-1"	↘
	Low-emission fleet rate	54%	61%	Increase the alternative fleet by +50% by 2030	↗
	GHG emissions kg/100 km travelled	88.6	88.5	Reduction of -30% by 2030	↘
	Pollutant emissions g/100 km travelled	CO : 50 Nox : 954.6 PM : 5.3 HC : 13.4	44.4 913.2 4.9 12	Decrease compared to year "N-1"	↘
Procurement	Percentage of framework contracts > €1 million that incorporate the Supplier Charter	78%	85.7%	100%	↗
Safety	Workplace accident frequency rate	18.06	20.82	Decrease compared to year "N-1"	↗
	Workplace accident severity rate	1.63	1.84	Decrease compared to year "N-1"	↗
	Major accident rate	0.02	0.02	Decrease compared to year "N-1"	-
Security	Frequency rate of workplace accidents due to assault	2.07	2.43	Decrease compared to year "N-1"	↗
	Severity rate of workplace accidents due to assault	0.38	0.34	Decrease compared to year "N-1"	↘
	Share of countries covered by a national security officer relative to the total number of countries in the consolidation scope	100%	100%	100%	-
	Rate of physical assaults on passengers	N/A*	0.69	Decrease compared to year "N-1"	-
HR	Absenteeism rate	7.3%	7.7%	Decrease compared to year "N-1"	↗
	Employee turnover rate	19.3%	21.4%	Decrease compared to year "N-1"	↗
	Percentage of employees who received at least one training course during the year	70%	82.9%	80% of employees	↗
	Percentage of employees who had an annual interview	89.3%	78.7%	100%	↘
Fundamental rights	Annual percentage of projects approved by the Group Engagement Committee for which fundamental rights risks have been assessed and treated	61.3%	71%	100%	↗
Personal data protection	Share of countries covered by a personal data protection referent in relation to the total number of countries included in the consolidated scope	87.5%	89%	100%	↗
Anti-corruption efforts	Percentage of managers trained in the fight against corruption every 3 rolling years	75%	50%	100% (every 3 years)	↘
	of which percentage of managers trained during the year	8%	42%		↗

* N/A: this KPI was not yet published

Our contribution to the UN sustainable development goals

SDGs	Initiatives/Commitments undertaken by Transdev
 <p>1 NO POVERTY</p>	<ul style="list-style-type: none"> Transdev hires each year in all the communities 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 Sustainable 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 communities it serves. Transdev applies an ethics charter and deploys an ECMS Policy.

“GC Advanced” cross-references table

We undertake each year to communicate on the implementation of 21 advanced criteria and on our best practices related to our strategy, our governance, the commitment of our stakeholders and our contribution to the UN Sustainable Development Goals (SDGs).

INTEGRATION OF THE 10 PRINCIPLES IN STRATEGY AND OPERATIONS		
The COP describes mainstreaming into corporate functions and business units	“Transdev, a dedicated player alongside its ecosystem of stakeholders” “Management of our non-financial performance” “Our contribution to the UN sustainable development goals”	Page 11 Page 14 Page 42
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 35
RELIABLE POLICIES AND PROCEDURES ON HUMAN RIGHTS		
The COP describes robust commitments, strategies or policies in the area of human rights	“Management of our non-financial performance” “Transdev’s commitment to a robust ethical process” “Our contribution to the UN sustainable development goals”	Page 14 Page 35 Page 42
The COP describes effective management systems to integrate the human rights principles	“Management of our non-financial performance” “Transdev is committed to a robust ethical process”	Page 14 Page 35
The COP describes effective monitoring and evaluation mechanisms of human rights integration	“Transdev’s commitment to a robust ethical process” “Our non-financial performance dashboard”	Page 35 Page 41
RELIABLE POLICIES AND PROCEDURES ON LABOR PRINCIPLES		
The COP describes robust commitments, strategies or policies in the area of labour	“Management of our non-financial performance” “The women and men of the Group at the heart of our sustainable performance” “Our contribution to the UN sustainable development goals”	Page 14 Page 30 Page 42
The COP describes effective management systems to integrate the labour principles	“The women and men of the Group at the heart of our sustainable performance”	Page 30
The COP describes effective monitoring and evaluation mechanisms of labour principles integration	“The women and men of the Group at the heart of our sustainable performance” “Our non-financial performance dashboard”	Page 30 Page 41
RELIABLE POLICIES AND PROCEDURES ON ENVIRONMENTAL PROTECTION		
The COP describes robust commitments, strategies or policies in the area of environmental stewardship	“Management of our non-financial performance” “The Group is mobilized for the climate at all levels” “Our contribution to the UN sustainable development goals”	Page 14 Page 17 Page 42
The COP describes effective management systems to integrate the environmental principles	“The Group’s Environmental Policy”	Page 19
The COP describes effective monitoring and evaluation mechanisms for environmental stewardship	“Our environmental commitment” “Our non-financial performance dashboard”	Page 16 Page 41
ACTING TO SUPPORT THE WIDER GOALS OF THE UNITED NATIONS		
The COP describes core business contributions to UN goals and issues	“Our non-financial performance dashboard” “Our contribution to the UN sustainable development goals”	Page 41 Page 42
The COP describes strategic social investments and philanthropy	“Our commitment to the development of the communities we serve”	Page 26
The COP describes advocacy and public Policy engagement	“Our environmental commitment”	Page 16
The COP describes partnerships and collective action	“Transdev, a dedicated player alongside its ecosystem of stakeholders” “Our commitment to the development of the communities we serve” “At the heart of our responsibility as an employer: social dialogue” “Our environmental commitment”	Page 11 Page 26 Page 31 Page 16
RELIABLE POLICIES AND PROCEDURES IN THE AREA OF ANTI-CORRUPTION		
The COP describes robust commitments, strategies or policies in the area of anti-corruption	“Management of our non-financial performance” “Transdev’s commitment to a robust ethical process” “Our non-financial performance dashboard” “Our contribution to the UN sustainable development goals”	Page 14 Page 35 Page 41 Page 42
The COP describes effective management systems to integrate the anti-corruption principle	“Transdev’s commitment to a robust ethical process” “Our non-financial performance dashboard”	Page 35 Page 41
The COP describes effective monitoring and evaluation mechanisms for the integration of anti-corruption	“Transdev’s commitment to a robust ethical process” “Our non-financial performance dashboard” “Vigilance Plan”	Page 35 Page 41 Page 44
GOVERNANCE AND ACCOUNTABILITY LEADERSHIP		
The COP describes CEO commitment and leadership	“Transdev, a dedicated player alongside its ecosystem of stakeholders”	Page 11
The COP describes Board adoption and oversight	“Transdev, a dedicated player alongside its ecosystem of stakeholders”	Page 11
The COP describes stakeholder engagement	“Transdev, a dedicated player alongside its ecosystem of stakeholders”	Page 11



IX. 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 French Commercial Code, as well as due to the activities of subcontractors or suppliers with whom it maintains an established business relationship, if such activities are related to that relationship.

This initiative is based on:

1. A process for identifying, analysing 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, analysing 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 (fighting 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 communities" 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:

- 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, organised crime and money laundering, as well as with the procedures, policies and codes adopted by the Company, in particular on:

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

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

The Group Commitment Committees are managed by the Risks, Ethics 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 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, Ethics and Insurance Department to ensure that information is consistent and that incidents are handled and monitored.

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

biodiversity.

This procedure, which is rolled out 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, Ethics and Insurance 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 analyzes and proposals are included in the semi-annual 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 2021, the Group made progress on the various components of the vigilance plan, in particular:

- the production of a detailed mapping of Country Laundering risks;
- the deployment of a communication campaign, in all countries, promoting the ethics alert system (whistleblowing);
- 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 of the independent third-party on the verification of the consolidated non-financial statement included in the Group management report

FOR THE YEAR ENDED DECEMBER 31, 2021

This is a free translation into English of the Independent Third-Party'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.

In our capacity as an Independent Third Party, member of Mazars Group, statutory auditors of Transdev Group SA and accredited by COFRAC Inspection under number 3-1058 (scope of accreditation available on www.cofrac.fr), we carried out work aimed at formulating a reasoned opinion that expresses a limited level of assurance on the historical information (observed and extrapolated) of the consolidated extra-financial performance statement prepared in accordance with the entity's procedures (hereinafter the "Statement") for the financial year ended December 31, 2021 (hereinafter respectively the "Information" and the "Statement"), presented in the management report of the group in application of the provisions of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the Commercial Code.

Conclusion

Based on the procedures we performed, as described in the "Nature and scope of our work" and the evidence we collected, 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.

Preparation of the non-financial performance statement

The absence of a generally accepted and commonly used framework or established practices on which to base the evaluation and measurement of the Information permits the use of different, but acceptable, measurement techniques which may affect comparability between entities and within the time.

Consequently, the Information must be read and understood with reference to the entity's procedures (hereinafter the "Guidelines"), the significant elements of which are presented in the Statement.

Limits inherent in the preparation of the Information

The Information may be subject to uncertainty inherent in the state of scientific or economic knowledge and the quality of the external data used. Some information is sensitive to the methodological choices, assumptions and/or estimates used for their preparation and presented in the Statement.

The entity's responsibility

The Board of Directors is responsible for:

- selecting or setting appropriate criteria for the preparation of the Information;
- preparing the Statement with reference to legal and regulatory requirements, 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;
- and implementing internal control procedures deemed necessary to the preparation of information, free from material misstatements, whether due to fraud or error.

Responsibility of the Independent Third Party

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 Information (observed or extrapolated) 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.

This is not our responsibility to express an opinion on:

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

Regulatory provisions and applicable professional standards

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.

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 the professional doctrine of the French National Association of Auditors.

Means and resources

Our work was carried out by a team of 6 people between November 2021 and February 2022 and for 4 weeks.

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

Nature and scope of our work

We planned and performed our work considering the risks of significant misstatement of the Information.

We are convinced that the procedures we have carried out in the exercise of our professional judgment enable us to provide a limited assurance conclusion:

- 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, when appropriate;
- we verified that the Statement includes each category of social and environmental information set out in article L. 225 102 1 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. 225-102-1 III, paragraph 2 of the French Commercial Code;

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

- we verified that the Statement presents the business model and a description of principal risks associated with the entity's activity all the consolidated entities' activities, including when 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;
- 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; concerning some risks (assaults on employees and passengers, absenteeism and low employee commitment, poor skills planning, CSR claims against a supplier, failure to respect human rights, personal data breaches, the fight against corruption), 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 implemented by the entity 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, 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 28% 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.

The procedures performed for a limited assurance engagement are less extensive than those required for a reasonable assurance engagement performed in accordance with the professional doctrine of the French Institute of Statutory Auditors ("CNCC"). Indeed, the procedures performed for reasonable assurance required more comprehensive verification work.

² *Transdev Netherlands (Public Transport Activity), Transdev France*

APPENDIX 1

list of qualitative and quantitative information, including key performance indicators

list of qualitative and quantitative information, including key performance indicators

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

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:

Workplace accident frequency rate; Workplace accident severity rate; Major accident 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; Rate of physical assaults on passengers.

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 indicators:

Percentage of framework contracts > 1 Million € that incorporate the Suppliers' Charter.

Corruption indicator:

Percentage of managers trained in the fight against every 3 rolling 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 reduced to an acceptable level.

Personal data protection indicator:

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